icons

with

Contact Center Solutions

I am delighted to introduce ICONS, a collection of 100 Avaya customers that have unlocked the promise of Intelligent Communications. ICONS is a fitting title because the customers in this book are among those at the forefront of using communications to drive competitive advantage. By allowing us to tell their stories, they become symbols for others looking to introduce Intelligent Communications solutions into their own organizations.

ICONS encapsulates the stories of these organizations and the challenges they faced that ultimately were overcome by Intelligent Communications solutions from Avaya. As you read through these profiles, you will see a theme emerging from the results these customers report: increased productivity, superior collaboration, significant cost savings, strategic competitive advantages, enhanced customer service and satisfaction, protected operations and investments.

I believe it is a testament to Avaya and our role as a trusted strategic partner that these customers have allowed us "inside" to capture their stories for the benefit of others seeking to bring more intelligence to their communications.

I cannot think of a better demonstration of the Avaya value proposition than these summaries of customers in dozens of industries and their real world results.

I hasten to emphasize, too, that for every customer story represented here, thousands more are using Avaya solutions every day to prosper and grow.

Our thanks go to the customers published in ICONS for allowing us to share in their successes.

Louis J. D'Ambrosio
President and Chief Executive Officer
Avaya Inc.

ICONS: Intelligent Companies, Intelligent Communications

About ICONS

ICONS is a compilation of two-page customer profiles that outline each company's core business, the challenge it faced, the Avaya solution it ultimately chose and the results it has enjoyed following implementation.

Many of these profiles are adapted from full-length Avaya case studies that are available on avaya.com. Still others are based on original interviews with customers that have agreed to tell their stories. At the conclusion of each profile, you are directed to avaya.com, either to download a detailed case study on which the profile was based, or to contact Avaya for more information.

You will find ICONS organized by industry: Education, Financial Services, Government, Healthcare, Manufacturing, Professional Services, Retail, Service Providers, Technology, Travel and Leisure and Others.

In addition to the vertical industry profiles, there is a section devoted to solutions developed by members of the Avaya Developer*Connection* Program. The Avaya DevConnect Program promotes the development, compliance-testing and co-marketing of innovative third-party products that are compatible with standards-based Avaya solutions. Members have expertise in IP telephony, Contact Centers, CEBP and Unified Communications and have created hundreds of innovative solutions tested for Avaya compliance - including unified communications, natural language speech recognition applications, wireless services, specialized computer telephony integration and applications tailored for specific vertical industries. The Avaya Developer*Connection* Program totals thousands of companies, including software and hardware developers, system integrators, service providers and Avaya customers from around the world. For the most current list of Avaya Developer*Connection* members and Avaya compliance-tested solutions, please refer to the solutions directory at www.devconnectprogram.com.

Please also read the section on Avaya and its use of its own portfolio of intelligent communications solutions – and their impact on the company's operations.

icons

Avaya Customer Gallery

Many of the companies included in ICONS are among the more than 700 customers featured in the Avaya Customer Gallery. As Avaya "customer references", these member organizations have agreed to share their experiences with their Avaya solutions with other Avaya customers and prospects.

The Avaya Customer Gallery includes a comprehensive and diverse membership of customer references, who will provide references listings for sales proposals, host reference calls and site visits and provide accounts of their solutions in written case studies.
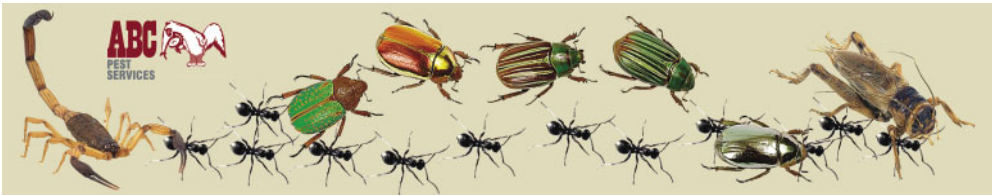
If you would like to talk with or visit an Avaya customer reference, please contact your Avaya sales representative or visit avaya.com, and click on "How to Buy."

We hope you find ICONS and the customer profiles in this guide to be useful in learning about how Avaya customers are leveraging intelligent communications for a competitive advantage.

ICONS with Contact Center Solutions

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ABC Pest, Pool and Lawn Services

Based in Houston, Texas, ABC Pest, Pool and Lawn Services (ABC) has been providing a wide range of environmentally responsible, reliable and superior services to its customers across Texas since 1949. For more information, visit **www.abcpest.com**.

Challenge

ABC was less than pleased with its communications system. The Telrad system was aging, service response times were slow, and the company's system was often down for long periods of time as a result. The uncertain availability of parts and equipment for the Telrad system was also a constant challenge. ABC wanted more accountability from a service and equipment provider, and a system with greater stability that could cope with a steady increase in call volume. The company also wanted a system that would provide more marketing tools to generate additional business.

> **Knowing what our people are saying to our customers is the biggest benefit for me. With the Avaya Call Recording feature, I can ensure our agents are saying the right thing and expressing the right attitude. It also allows me to go back to recorded conversations and review them at a time that's convenient for me and at my discretion. I know it's helped me as a manager, and it's been an invaluable training tool for our customer service reps.**

– Wanda Terrell, Director, Customer Service

Solution

In January 2003, when ABC relocated to its current location in Houston, the company took the opportunity to replace its existing Telrad system with the Avaya IP Office Solution. ABC selected Avaya IP Office for its reporting, call tracking, e-mail and Call Forward to Cell Phone features. The total solution includes an Avaya Compact Contact Center for 20 agents. The contact center handles more than 1200 incoming calls per day and places approximately 400 outbound calls per day.

Applications and Services	
• Avaya IP Office IP412	• Avaya Voicemail Pro (messaging application)
• Avaya Compact Contact Center	

Environmental Services

> **We've been able to customize the solution to our business needs and we think that's important. It's not all cookie cutter like some other systems we looked at prior to choosing Avaya. I can customize programs and reporting to make it work for me.**

– Wanda Terrell, Director, Customer Service

Results

- **Improved agent accountability and productivity**. The Activity Tracking feature has enabled ABC to manage its staff and call flows more efficiently by ensuring that incoming calls are distributed evenly throughout the customer service department. Incidence of customer service representatives placing personal and non-business related calls on company time have also decreased dramatically. Activity tracking has also allowed ABC to better staff for busy hours and schedule lunches and breaks for maximum coverage.

- **Enhanced agent training and performance**. The AutoRecord feature is also highly valued as a training tool. Managers can listen to conversations at their discretion and then review with customer service representatives. ABC's customer service supervisors also love the Wall Board feature. It's encouraged friendly competition among the representatives and given "rookies" perspective on "veterans'" performance.

- **Ease of management of system**. In most cases, ABC's tech support team can dial in remotely and resolve issues in minutes. When an on-site visit is needed, a technician is dispatched and issues are resolved quickly.

- **Marketing and advertising support.** ABC's sales and marketing team studies the Avaya contact center management activity reports and uses the results to determine the effectiveness of advertising campaigns. By looking at the number of incoming calls received during specific periods of a business day, ABC has learned when to advertise and when to staff appropriately to handle the increased activity.

> **There's no question our customer service organization is more organized thanks to the Avaya solution. I would point out staff training and management as the primary areas where it's been a tremendous leap for us. I love the system and couldn't live without it.**

– Wanda Terrell, Director, Customer Service

For more information on organizations using Intelligent Communications, contact your Avaya Client Executive, Avaya authorized BusinessPartner or visit www.avaya.com, and click on "How to Buy."

Environmental Services

ICONS: Intelligent Companies, Intelligent Communications

Amada Company, Ltd.

Amada Company, Ltd. (Amada), was founded in September 1946, established in May 1948 and merged with Amada Machinics in October 2003. The company, headquartered in Isehara-shi, Kanagawa Prefecture, is the leading manufacturer of metal processing machinery in Japan. Amada provides machine manufacturing and maintenance as well as a wide variety of other businesses, including consumption articles, software development and sales, and plant support. The company has a global presence in markets across North America, Europe, Asia and Oceania as well as in Japan. For more information, visit **www.amada.co.jp**.

Challenge

The manufacturing environment, even in a metal processing machinery business, is in flux as customers' needs continue to shift toward total manufacturing systems to gain higher productivity, more sophisticated processing and stronger price competitiveness. To meet these demands, Amada's Sheet Metal Service Division developed a business model that consolidates consulting services (development, manufacturing, sales and services) for speed and versatility to help increase its customers' business opportunities and profits.

However, Amada's business expansion efforts proved challenging from a customer service perspective. The division provides service systems that field staff from all over Japan use to maintain and repair the machines installed at customer sites. With various kinds of new and old machines, the field staff was not always able to diagnose or solve problems and had to contact headquarters for help. And sometimes when staff personnel called, they still couldn't get the right answer because an engineer skilled on a particular machine was unable to take calls.

To offer prompt customer service support, the company implemented technical service centers. Amada's Sheet Metal Service Division opened its technical service centers in the Kanto area (headquarters) and Kansai area (Neyagawa) to support telephone inquiries from field personnel who were providing machine maintenance and repair services to customers. Soon after the establishment of these technical service centers, Amada decided to implement call center capabilities as well, with plans to expand its technical service centers across Japan to fully back up its service staff and provide a community-based approach. To strongly support these field operations Amada needed a call center system that could work together with its existing customer relationship management (CRM) system.

> **There were no problems with the voice quality and response time when routing calls. We worried about VoIP before, but were very surprised at the excellent quality of our Avaya IP Telephony Solution.**
>
> *– Shuuji Takizawa, Senior Specialist, Service Engineering Division*

Manufacturing

ICONS: Intelligent Companies, Intelligent Communications

Solution

The company chose to expand its existing call center capabilities using an Avaya IP Telephony Solution to interconnect two call centers over an existing IP Virtual Private Network (VPN). The Avaya solution successfully worked with an existing CRM system and the office PBX, providing excellent voice quality. Through voice/data convergence, this solution enabled Amada's technical engineers to quickly handle customer inquiries for more efficient field operations and enhanced customer satisfaction.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya G600 Media Gateway
• Avaya Communication Manager	• Avaya G700 Media Gateway
• Avaya S8700 Media Server	• Avaya S8300 Media Server

Results

- **Enhanced customer satisfaction** by connecting both centers over IP networks, enabling Amada's technical engineers to quickly handle customer inquiries for more efficient field operations.
- **Protected Amada's investment** in their existing CRM and PBX systems by collaborating with them to provide screen pops, route calls smoothly among distributed sites and offer scalability for future growth.
- **Consolidated expertise across multiple centers** for exceptional field support and optimum customer service.

"**By shifting business structures from vertical sub-optimization to horizontal full optimization, we will be able to offer customers proposed-type businesses involving their total processes. Avaya IP Telephony will be one of the critical tools to make this possible.**"

– Shuuji Takizawa, Senior Specialist, Service Engineering Division

For a more in-depth description of this customer's use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

Manufacturing

your **transparent** partner
for **outsourcing**
solutions

Amicus

Amicus Outsourcing, Ltd.

Founded in October 2002, Amicus Outsourcing Ltd. (Amicus) is the leading United Kingdom-based outsourced partner for call center and website-driven customer contact support and fulfillment solutions. The company is headquartered in greater Manchester, and operates call centers in Jarrow and Boldon in the northeast of England. Among its blue chip clients is PowerGen, one of the largest utility companies in the U.K. On a monthly basis, Amicus generates hundreds of thousands of outbound sales calls on behalf of its clients to prospective consumer and business customers. For more information, visit **www.amicus-outsourcing.co.uk**.

Challenge

Companies that choose to outsource telemarketing and web-generated sales calls aren't concerned with where those calls originate, so long as their targeted customer base is reached and sales objectives are met.

Amicus operates in a highly competitive industry with challenges coming not only from other providers in the U.K., but also call center operations located in India and Australia. To keep pace with these competitors both at home and abroad, Amicus needed a contact center platform and solution that would help differentiate its customer support. The company also wanted an IP Telephony platform that delivered maximum efficiency and value for its clients. To find this contact center solution, Amicus turned to Avaya and a U.K.-based Avaya BusinessPartner.

Solution

In record time, the Avaya BusinessPartner implemented an Avaya Contact Center Solution powered by Avaya S8700 Media Servers with Avaya MultiVantage™ Communications Applications and Avaya Communication Manager at all three Amicus locations. On a monthly basis, Amicus' contact center agents manage approximately 150,000 outbound and 100,000 inbound calls. The Avaya IP Agent application plays a key role in driving the company's work-at-home strategy and plans. Amicus has ongoing plans to accommodate more staff wishing to work from home.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya 4630 IP Telephones
• Avaya Communication Manager	• Avaya Converged Infrastructure
• Avaya S8700 Media Servers	• Avaya Computer Telephony Integration
• Avaya Call Management System	• Avaya Predictive Dialing System
• Avaya 4620 IP Telephones	• Avaya IP Agent

Service Provider

“ **Here in the U.K., the Avaya brand is recognized as the leader in call center solutions. In fact, many of our clients will only deal with organizations that use Avaya call center systems.** ”

– Charles Burns, Commercial Director

ICONS: Intelligent Companies, Intelligent Communications

Results

- **Enhanced customer service and support.** With significant growth in clients expected in the future, and the associated increase in call volume to manage, Amicus will rely on the work-from-home application to support its need to expand capabilities, handle more calls while not adding substantial costs, and increasing productivity at the same time. Currently, 40 Amicus call center agents are providing remote support using the Avaya IP Agent application.

- **Improved agent productivity**. With Avaya Computer Telephony Integration, Amicus agents can simultaneously work on multiple call campaigns without having to log in and out of different computer systems and software programs. In the past, the company had separate computer and telephony systems and at times had to physically move people to allow them to work on different campaigns. The Avaya system's flexibility also allows Amicus' agents to cope with seasonal and unexpected increases in call volumes. Inbound and outbound call agents can be repositioned as and when required, to handle market, technological, policy and customer-driven changes.

- **Increased sales.** Since implementing the Avaya Contact Center Solution, three additional "blue chip" contracts have been added to Amicus' client list. To better manage calls, Amicus initially added 80 new staff members, bringing its total staff to 182. That total has since increased to approximately 240.

" We're absolutely delighted with what the Avaya system has given us in terms of what it's meant to our agents' productivity, ease of operation and nearly complete lack of service issues. The Avaya solution has allowed us to grow beyond the bricks and mortar of our offices while keeping expenses down. "

– Charles Burns, Commercial Director

Service Provider

Amicus

Armstrong World Industries, Inc.

Armstrong Holdings, Inc. is the parent company of Armstrong World Industries, Inc., a global leader in the design and manufacture of floors, ceilings and cabinets. In 2004, Armstrong's net sales totaled more than $3 billion. Based in Lancaster, Pennsylvania, Armstrong operates 41 plants in 12 countries and has approximately 14,900 employees worldwide. For more information, visit **www.armstrong.com**.

Challenge

You won't read about it in the business section of the newspaper, but deciding how to manage the inheritance of legacy communications systems during the course of a company merger or acquisition can be one of the most daunting challenges for any company. Many have learned the hard way that networking all of the disparate systems can be exceedingly time-consuming and costly.

Armstrong has faced this challenge repeatedly over the course of its history — and faced it on a global scale. To help with this challenge, Armstrong made the business decision long ago that all newly purchased communications systems and upgrades would be from Avaya. More recently, the company wanted to do more "forward-engineering" with an eye to the future. With this in mind, Armstrong wanted to move toward the flexibility of IP Telephony-based applications while still protecting its investment in existing Avaya systems and functionality.

> **Having an IP platform that allows us to install IP telephones at sites where we did not have voice wiring lines is a big win for us. With our Avaya solution, we can simply use pre-existing CAT 5 data wiring at these locations. Our employees plug the phone in, turn on their PCs, and begin using their phones immediately.**

– Karen Peiffer, Manager, Network & Telecommunications Services

Solution

Armstrong decided to deploy an Avaya IP Telephony solution by upgrading its existing network of Avaya systems. With an upgrade plan in place, by 2007 Armstrong will have IP-enabled its Avaya systems in 18 North American plants. The company's headquarters campus in Lancaster, Pennsylvania is supported by Avaya MultiVantage™ Communications Applications supported by the Avaya S8700 Media Server running Avaya Communication Manager, which provide IP Telephony functionality. Approximately 50 percent of its European plants and offices also rely on Avaya communications systems.

Manufacturing

ICONS: Intelligent Companies, Intelligent Communications

Armstrong also chose to partner with Avaya when designing and implementing its contact centers. With six small to medium contact centers specializing in business to business applications, Armstrong has over 300 contact center agents that support its customer service operations through one, networked Avaya Contact Center Solution. Customers calling the Armstrong contact centers are directed to the agent best equipped to handle their calls, using Avaya skills-based routing software.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya S8300 Media Servers
• Avaya Communication Manager	• Avaya DEFINITY® Communications Servers
• Avaya S8700 Media Server	• Avaya Call Management System
• Avaya S8500 Media Server	• Avaya INTUITY™ AUDIX® Voice Messaging

"Our Avaya solution is helping us meet our business requirements for a variety of different situations. It also gives us flexibility as we move forward with IP telephony. And if I have a technical issue, I can get a resolution through the tiered escalation process. I was an Avaya user long before I joined Armstrong. In my experience, and from a call center perspective, there is no better contact center system out there."

– Karen Peiffer, Manager, Network & Telecommunications Services

Results

- **Increased productivity.** For Armstrong, the implementation of the Avaya contact center solution has improved the productivity of its contact center agents and their ability to provide better service to customers.

- **Reduced expenses.** With Avaya Communication Manager, Armstrong has eliminated the need for a third party vendor for conference calls by using the Avaya Conferencing application. Armstrong has saved 30 percent on its annual teleconferencing expenses and the company expects that number to increase as more people learn about its benefits and ease of use.

- **Crisis management.** The Avaya Crisis Alert feature has allowed Armstrong to put a visual indicator on anyone's phone. It has reduced unnecessary calls to 9-1-1, and allowed all employees on the system to alert the reception station, security guard gate and IT department to potential emergency situations.

For more information on organizations using Intelligent Communications, contact your Avaya Client Executive, Avaya authorized BusinessPartner or visit www.avaya.com, and click on "How to Buy."

Manufacturing

Armstrong

Avaya By Example:
Avaya Technology and Consulting Helpdesk

Avaya Inc. designs, builds and manages communications networks for more than one million businesses worldwide, including over 90 percent of the FORTUNE 500®. Focused on businesses large to small, Avaya is a world leader in secure and reliable Internet Protocol telephony systems and communications software applications and services.

Driving the convergence of voice and data communications with business applications – and distinguished by comprehensive worldwide services – Avaya helps customers leverage existing and new networks to achieve superior business results. For more information, visit **www.avaya.com**.

Challenge

The year 2002 was a critical time for Avaya and its customers. A new approach to communications networks was sweeping the marketplace. IP Telephony promised to enable companies to converge two networks into one, slash network and administrative costs and more effectively link voice and data applications.

Avaya was poised to deliver these benefits to its customers. Agents at the Avaya Technology and Consulting (ATAC) Helpdesk would play a key role providing pre-sales support on the new technology to Avaya sales people and Avaya BusinessPartners.

At the same time, however, a business slowdown was putting pressure on Avaya and its customers. Costs would have to come down, and Avaya instituted an early retirement program. A significant number of experienced ATAC agents at the company's New Jersey and Colorado contact centers accepted the offer.

New employees were needed, but were not necessarily available in the cities where Avaya ran its contact centers. Available talent was sought wherever they might live. ATAC management set two key – and seemingly conflicting – objectives: 1) Provide ATAC agents needed time off for training, to increase their ability to support a wide range of voice, data and contact center solutions and help sell new Avaya IP Telephony products and services. 2) But do more with less, since the retiring agents would not be replaced one for one. A smaller ATAC team would have to answer calls more quickly and efficiently.

Solution

To deliver the required performance and flexibility, ATAC managers implemented a state-of-the-art Avaya Virtual Contact Center Solution – a textbook solution that Avaya offers for many of its customers today.

To serve their clients, ATAC agents use their personal computers running Avaya IP Agent software to log into an Avaya S8700 Media Server with Avaya Communication Manager, located in Denver. When working at an Avaya office, they connect over the corporate data network. From home or another offsite location, they use the Avaya virtual private network (VPN).

- Avaya MultiVantage™ Communications Applications
- Avaya Communication Manager
- Avaya S8700 Media Servers
- Avaya Interaction Center
- Avaya Interactive Response
- Avaya Call Center Elite Automatic Call Distribution (ACD) with Expert Agent Selection

- Avaya IP Agent
- Avaya VPNremote® Client
- Avaya Call Management System
- Avaya Operational Analyst
- Avaya Global Services

Results

- **Intelligent, personalized interactions with customers**. Skilled agents in 17 states now perform the work once done in just two locations. A core group of 15 dedicated agents is reinforced by time-share employees who log into the contact center part-time, for a full-time equivalent of 22. Together they replace a team that once numbered 51. Managers are using the increased flexibility to provide agents with advanced technology training.

- **More reliable, more agile operations**. A snowstorm that halted Denver traffic for two days didn't phase the ATAC operation. "Our contact center did not go down," says the ATAC manager. "Our employees simply fired up their laptops at home, logged on with their softphones and worked the splits."

- **More flexible management**. Because agents can work from anywhere, ATAC managers find it easier to attract the talent they need. There's no need to move people and face the cost and disruption of family moves. "We have less resistance when we invite people to join the support center, because people can continue to work from where they choose," says the ATAC manager.

- **Faster linkage of people and resources**. Avaya Interactive Voice Response system interprets 5,000 caller voice commands and forwards calls automatically to the most skilled available agent. A process that once took three minutes using menus and the telephone keypad now takes less than 30 seconds.

- **Enhanced efficiency.** Reduced personnel costs are saving Avaya $5 million each year and network costs have declined by $100,000 annually. Other metrics:

  - Average calls handled by an agent each month: Up 80 percent in two years

  - Average cost per call: Down 25 percent

  - Average revenue per call: Up 71 percent

  - Staff costs: Down 57 percent

  - Questions answered by self-service Web inquiry: 20 percent.

"We have less resistance when we invite people to join the support center, because people can continue to work from where they choose."

– ATAC Manager

For a more in-depth description of this solution and the use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

AVAYA

Avaya By Example: Contact Center

Avaya Inc. designs, builds and manages communications networks for more than one million businesses worldwide, including over 90 percent of the FORTUNE 500®. Focused on businesses large to small, Avaya is a world leader in secure and reliable Internet Protocol telephony systems and communications software applications and services.

Driving the convergence of voice and data communications with business applications - and distinguished by comprehensive worldwide services – Avaya helps customers leverage existing and new networks to achieve superior business results. For more information, visit **www.avaya.com**.

Challenge

For 3,500 Avaya associates and 500 Avaya BusinessPartners, mostly outside the U.S., the global helpdesk provides a critical lifeline to help keep their computers, software, voice systems and related information technology performing – and keep them highly productive for Avaya and its customers.

In the past, Avaya delivered this support through regional operations in Europe and Asia and several small helpdesks in Latin America – in total, a staff of 24 agents. But inconsistent levels of service left room for improvement, according to the Avaya senior manager responsible for global IT support. The Avaya IT team set a number of objectives: gain agent productivity by improving flexibility and information sharing; standardize processes to drive a consistent user experience and service levels worldwide; improve business continuity and disaster readiness; enhance work options for helpdesk agents; reduce costs by making optimal use of agent resources.

Meeting these goals would require close cooperation with the larger IT helpdesk operation, which was supporting Avaya associates and BusinessPartners in the U.S.

Solution

The solution would hinge on the Avaya Contact Center Solution using VoIP (Voice over Internet Protocol), which enables agents to handle support calls as one team, regardless of their location. Because the necessary Avaya servers and software were already in place, the new arrangement added no capital expense. Eight weeks was adequate time to get the job done.

This virtual contact center solution links agents around the world into one cohesive team. When an Avaya associate outside the U.S. dials the number for IT support, the local Avaya Media Server is programmed to route the call to the closest of two Avaya servers – one in Highlands Ranch, Colorado, U.S., and one in Guildford, U.K. – that manage call flow to the helpdesk agents. There, the Avaya Interactive Voice Response system asks the caller which language they would like to use and routes the call to the closest available global helpdesk agent who speaks that language.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya IP Agent
• Avaya Communication Manager	• Avaya Interactive Response
• Avaya S8700 Media Servers	• Avaya Global Services

Results

- **Provides a consistent caller experience.** Processes and performance levels once varied from region to region but now, with a single team, service levels are delivered with consistency. For instance, the percentage of trouble tickets resolved on time once varied between regions by more than 10 percentage points. Today, that difference has been cut to just four percentage points.

- **Enables best use of human capital.** Agents with the needed skills, technology savvy, and fluent in three or more languages, are not easy to find. But now they can cost effectively serve Avaya associates and BusinessPartners anywhere in the world, so the company can leverage talent wherever it may be.

- **Enhances operations.** Since agents can log into either hub from essentially anywhere in the world, they can continue helping clients if their local office or even one of the hubs becomes unavailable. Each month, to test emergency readiness, agents purposely log onto the more distant Avaya server for a time.

- **Increases flexibility and job satisfaction.** A benefit for senior agents: they work one day a week from home, an option that eases commuting and improves their productivity. Agents normally provide business-day service available in the regions where each language is spoken. During critical times, agents may log in early – from home – to provide extended hours of service.

- **Enables more productive internal collaboration.** Just 11 agents now do much of the work that once required 24 people–producing significant savings in productivity and actual costs for Avaya.

For a more in-depth description of this solution and the use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

Boston Celtics

The renowned Boston Celtics are the most successful franchise in professional sports history. Although the Celtics have known tough years, no other professional sports franchise can match the team for its record of success. Both on and off the court, the entire Boston Celtics organization has a long-standing legacy of achievement. For more information, visit **www.nba.com/celtics**.

Challenge

Like any professional sports team, when sports fans want tickets or season ticket holders need service, the Boston Celtics organization must be able to turn on a dime and respond quickly and efficiently. To keep their office game in shape, the organization realized that it might be time to start shopping for a new communications system.

The organization had a small, yet critical 15-agent contact center that handles ticket sales and customer service. Supporting this center and other communications within the organization was an 18-year old Executone system that – although still adequately managing the Celtics' needs after almost two decades of use – was beginning to show signs of its age. Individual handsets were failing, and parts were difficult, if not impossible, to obtain.

The Celtics needed to replace the Executone system before it disrupted daily business, failing the organization and disappointing the fans that would be unable to purchase tickets.

Solution

The organization scrutinized Avaya solutions, as well as those offered by Cisco Systems. They also took cursory looks at the platforms offered by other vendors, such as Nortel Networks and NEC.

The determination was made that the Avaya IP Office Solution was the best way to get next-generation technology and a path for the future of the Celtics' intelligent communications needs in a cost-effective manner. It had all of the features offered by competitors, but gave them the flexibility to use standard digital handsets rather than IP-enabled ones.

The IP Office not only supports organization executives, but also the Celtics' contact center. The system is the perfect size to handle the 15-agent center and provides enhanced contact center capabilities.

Applications and Services	
• Avaya IP Office Solution	• Avaya Call Center View
• Avaya Compact Contact Center	• Avaya Voicemail Pro (messaging application)

"Up-time has always been most important to me. The IP Office lives up to my expectation, offering rock-solid reliability and dependability. With Avaya's IP Office, we haven't missed a call yet. I'm very happy with the solution."

– Jay Wessel, Director of Technology

Leisure

Results

- **Improved customer service.** The IP Office offers enhanced call center capabilities, such as routing calls from season ticket holders to agents specially equipped to handle their requests. The system includes increased call center tracking capabilities with eConsole, which provides a current view of call volume, transfers and hold times. And it provides enhanced customer service through the ability to link to the Avaya system at the Fleet Center, where the Celtics play, offering fans easy access to the Celtics organization.

- **Future applications.** The solution provides long term options, including integrated networking that allows Celtics' management to offer even better customer service than it already provides.

- **Investment protection.** The IP Office did not require the re-wiring of the building in order to deploy the solution. Provided flexibility by allowing the organization to use standard digital handsets rather than IP-based ones.

- **Increased productivity for mobile workers.** Through remote access servers, the IP Office allows staff members who travel with the team access to the company's network while on the road.

"The Avaya IP Office was the best way to get next-generation technology and a path for the future of the Celtics' telephone needs in a cost-effective manner. It had all of the features offered by competitors, but gave us the flexibility to use standard digital handsets rather than IP-enabled ones. I didn't need to re-wire the building in order to deploy the solution, saving us real dollars."

– Jay Wessel, Director of Technology

Leisure

Boston Red Sox

One of the oldest and most storied franchises in Major League Baseball, the Boston Red Sox, have given rise to some of baseball's most colorful legends. The recently snapped "Curse of the Babe" was born when the Sox traded Babe Ruth to the New York Yankees in 1920, an act that helped spur an enthusiastic 85-year rivalry between the two teams. Added to the legend is the hallowed home field of the Sox: Fenway Park. Opened in 1912, the legendary playing field, overlooked by the formidable "Green Monster" leftfield fence and a hand-operated scoreboard, crams more history and charm into a single city block than perhaps anywhere else in the country. Thanks to a strong and loyal fan base, known as the "Red Sox Nation," attendance at Red Sox games has increased for seven years in a row – a record among current major league teams. For more information, visit **www.redsox.com**.

Challenge

A championship baseball club runs on neither legends nor charm. It takes state-of-the-art, efficient business processes and intelligent communications. When the IT Director took over the team's voice communications, he found a hodgepodge of wiring, equipment, and services that were difficult to track, much less manage. A CENTREX system provided communications services to the operation's 100 full-time and 150 seasonal employees at Fenway Park. And for the large number of employees who were on the road at any given time – at away games, scouting trips, even spring training – there was no way to manage costs or share features.

In addition to the high costs of the CENTREX system, the inadequate functionality took its toll. Each desk-to-desk call was an "outside" call, which meant that employees had to dial the full number sequence even to reach someone in the next cubicle – or to call from the dugout to the bullpen. And to make things more awkward, the Red Sox were saddled with four different Verizon exchanges across its small employee base. Transmission quality also suffered.

The Red Sox ticket sales were handled by a 20-agent call center served by a 20-year-old Mitel system dating back to the dead-ball era. When the system broke shortly before tickets went on sale for the season, the legendary team turned to an Avaya BusinessPartner for a fast solution.

> **Our scouts love the new messaging software. Some of their messages are 10 minutes long, because they provide game information and player stats. Now they can record a message on their laptop computer and shoot it out.**
>
> *– Steve Conley, Director of IT*

Leisure

ICONS: Intelligent Companies, Intelligent Communications

Solution

The Boston Red Sox implemented an Avaya IP Telephony Solution running Avaya Communication Manager, consisting of Avaya S8700 Media Servers linked to an Avaya G700 Gateway 1,000 miles away. An Avaya Extreme Networks Converged Infrastructure Solution provides a single IP infrastructure for voice, data, and wireless traffic – with integrated management systems. As part of the IP cutover, the Red Sox migrated its contact center to take advantage of advanced features to manage the center more efficiently.

Applications and Services	
• Avaya MultiVantage™ Communications Applications • Avaya Communication Manager • Avaya Message Manager • Avaya IP Softphones • Avaya S8700 Media Server	• Avaya G700 Media Gateway with Local Survivable Processor • Avaya INTUITY™ AUDIX® Voice Messaging • Avaya 4600 Series Telephones • Avaya Digital Telephones • Extreme Networks Converged Infrastructure

> **"The Avaya system solved a ton of problems in the ticket office. It proved it could handle our most critical area."**
>
> *– Steve Conley, Director of IT*

Results

- **Enhanced collaboration** among employees through consistent dialing and messaging features.

- **Increased productivity.** While Fenway-based employees enjoy the ease of four-digit dialing and enhanced messaging features, the real beneficiaries are the road warriors. With Avaya Message Manager and Avaya IP Softphone on their laptop computers, scouts can easily conduct business from their hotel rooms, simply by plugging headsets into their computers. As a result, savings of between $2,000 to $3,000 per month in calling card charges are being realized.

  For Red Sox executives, an important benefit of the IP solution is the ability to create fully functional home offices. With an IP phone and router installed on a high-speed Internet access line in their home offices, employees have access to the conferencing, messaging, four-digit dialing, and all the other functions they have at Fenway.

- **Intelligent, personalized interactions with customers.** Using skills-based vectoring and expert agent selection features coupled with call prompting, the ticketing organization now can ensure that each call is handled by the most qualified agent. Customers calling the Red Sox ticket office are served more promptly, fairly and efficiently.

- A **flexible, robust platform on which to build for the future.** Future plans include upgrading the old wiring in Fenway Park and moving to a 100 percent IP solution. The team is looking for ways to leverage wireless technology by making all of Fenway Park a wireless "hot spot." The team is also planning to connect their entire minor league system to the Red Sox network, by installing IP phones in the manager's office for each minor league ball club. That move will save additional costs in long-distance fees and it will facilitate communications among club personnel.

Leisure

British United Provident Association (BUPA)

BUPA Australia is the third-largest health fund in Australia, covering almost one million people. The company has looked after the health insurance needs of Australians for nearly 70 years, trading as HBA and Mutual Community. The company's contact centre accommodates 130 seats and handles calls from across Australia. BUPA Australia is part of worldwide health and care specialist, British United Provident Association (BUPA). BUPA is today recognized as one of the world's leading independent healthcare organizations, looking after the needs of 7 million people in 180 countries. For more information, visit **www.bupa.com**.

Challenge

BUPA required new and improved telephony and IT systems to accommodate both the present needs and its future business goals. BUPA's business strategy required a scalable platform that would support blended media and enable it to implement IP Telephony across its branch network.

At the same time, BUPA Australia needed to improve customer service, streamline call routing, enhance reporting capabilities, support multiple locations, integrate with existing applications, improve staff productivity, and support future business strategies.

Solution

After extensive research, BUPA chose an Avaya IP Telephony Solution with Avaya MultiVantage™ Communications Applications powered by the Avaya S8700 Media Server running Avaya Communication Manager. The Avaya Solution supports distributed IP networking and centralized call processing across multi-protocol networks. An Avaya BusinessPartner worked with BUPA on the Avaya selection and implementation of the solution.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya Business Advocate
• Avaya Communication Manager	• Avaya Call Management System
• Avaya S8700 Media Server	• Avaya Interaction Centre

"Avaya Australia's ability to provide a solution that allows us to mix traditional and IP telephony, as well as giving a roadmap for multimedia contact management with short term ROI were important factors in our decision."

– Julian Butler, Network System Manager

Financial Services

Results

- **Consistent, branded customer experience** through technology solutions that drastically improve customer service while saving time and money.

- **Intelligent, personalized interactions** with customers who benefit from skills-based routing which intelligently distributes incoming calls to the most appropriately skilled agent. The solution also ensures that customers on hold are dealt with more effectively. When an agent is not available, Avaya Business Advocate will evaluate wait time and intelligently select the most appropriate course of action – either pass the call to an alternate agent or place the call on hold for the original agent. Previously, when callers dialed a branch they were connected to a system that had no ability to route to an available agent and no visibility for how the calls were handled. The new contact centre also improved BUPA's overall staff productivity, with the Avaya solution enabling reduced call times, call abandons and call back for agents.

- **Faster linkage of people, processes and resources** allows BUPA Australia to roll out a virtual PABX that can accommodate geographically dispersed branch sites, allowing BUPA to simplify and reduce the cost of maintenance, administration and support.

- **More agile, secure and reliable operations** that will cater to future technology developments and provides for disaster recovery. The multimedia interoperability of the Avaya solutions also mean that BUPA can gradually expand the ways it interacts with customers to include web and e-mail, ensuring maximum flexibility for the future. When the contact centre reaches its full capacity, BUPA will be able to engage other agencies from across the nation and from other BUPA contact centres worldwide, creating a virtual contact centre.

> **The Avaya solution has enabled us to drastically improve the service we provide to customers.**

– Julian Butler, Network System Manager

For a more in-depth description of this customer's use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

BUPA

ICONS: Intelligent Companies, Intelligent Communications

Carnival Cruise Line

Carnival Cruise Line is a global cruise company with a portfolio of 12 distinct brands comprised of the leading cruise operators in North America, Europe and Australia. Carnival Cruise Lines, Holland America Line, Princess Cruises, Seabourn Cruise Line, Windstar Cruises, AIDA Costa Cruises, Cunard Line, P&O Cruises, Ocean Village, Swan Hellenic, and P&O Cruises Australia are all included in this group. It also operates the leading tour companies in Alaska and the Canadian Yukon, Holland America Tours and Princess Tours. For more information, visit **www.carnivalcruise.com**.

Challenge

With a mission to deliver exceptional vacation experiences through the world's best known cruise brands by catering to a variety of different lifestyles and budgets, the Carnival Cruise Line in the United Kingdom prides itself on being "The World's Most Popular Cruise Vacation." An intrinsic part of the company's success has been its acquisition strategy, which has seen some of the world's best known shipping names come into the Carnival U.K. fold, including Holland America Line, Princess Cruises, Cunard Line and P&O Cruises.

Although the demand for cruises in Europe has lagged behind the demand in the U.S., one of the company's best-known brands, P&O Cruises, has experienced significant growth in recent years. As a result, P&O Cruises' fleet has grown rapidly: from a fleet of three ships several years ago, today the fleet stands at 77 ships totaling more than 128,000 lower berths, with nine new ships scheduled for delivery between November 2004 and December 2006. This growth brings new challenges.

Prior to its merger with Carnival U.K., P&O Cruises was relying on a 47-seat contact centre based in London to manage customer relationships. All P&O Cruises' reservations and customer service enquiries were channeled through the centre. This contact centre relied on a non-Avaya call centre system to manage bookings and service enquiries, which proved adequate for a small-sized operation, but struggled to cope with the growing demands from increasing call volumes.

> **The contact centre system we were using lacked flexibility. It was fine for when we were a comparatively small operation, but as demand grew, its restrictions became more and more apparent. There was limited call distribution. When we needed to split staff to cope with demand peaks from other areas of the business, we needed to switch them manually. And the total cost of ownership was excessive.**
>
> *– Alison Johnston, IT Communications Manager*

Travel

ICONS: Intelligent Companies, Intelligent Communications

Solution

Carnival U.K. deployed a comprehensive Avaya Contact Centre Solution to support more than 300 contact centre agents at its Southampton headquarters. The solution comprises a distributed network of sites, running Avaya Communication Manager on Avaya Media Servers, Avaya Call Management System and Avaya INTUITY™ AUDIX® messaging applications. These are all part of the powerful Avaya MultiVantage™ Communications Applications suite. Should any single site on the network experience a service disruption, they are designed for automatic fail-over, which enables them to function independently as a stand-alone system until network services are restored.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya S8300 Media Server
• Avaya Communication Manager	• Avaya Call Management System
• Avaya S8700 Media Server	• Avaya INTUITY™ AUDIX® Voice Messaging

> **Avaya is the established market leader with an enviable track record in deploying IP-based contact centres worldwide. Another factor in our choice is that Carnival U.K.'s office in the U.S. is a very satisfied Avaya customer.**
>
> *– Alison Johnston, IT Communications Manager*

Results

- **Lower total cost of ownership** than the previous system.
- **Improved customer service.** The Avaya IP Telephony solution ensures that Carnival U.K. is able to manage its growing call volumes with an enhanced level of service that will grow with the business. The Call Management System provides extensive reporting of exceptions, enabling management to quickly identify areas requiring immediate attention for more agile operations.
- **Business continuity.** New capabilities, such as automatic fail-over, help prevent service disruption by enabling any site to function as a stand-alone system until network services are restored.

CARNIVAL
CORPORATION

Travel

Cendant Mobility

Cendant Mobility provides expert assistance with employee relocation, including home sale and home purchase, household-goods shipping, move management, temporary housing, and general "settling-in" logistical support. The company is headquartered in Danbury, Connecticut and has 13 offices around the world. Cendant Mobility also operates four client contact centers – three in the United States and one in the U.K. For more information, visit **www.cendantmobility.com**.

Challenge

Two of the most stressful situations a person can face in life are changing jobs and moving. Relocating employees of client organizations who are dealing with these activities simultaneously contact Cendant Mobility with multiple issues and pressing time constraints. These customers call with questions regarding car rentals, reimbursement checks, insurance issues, house hunting tours and a host of other move-related issues.

During these stress-inducing times, it's critical that Cendant Mobility's consultants provide quality service and support by accessing data quickly and efficiently to ease a customer's concerns.

There are many specialists involved in the process of moving a person from one city to another. When receiving an incoming call, Cendant Mobility's consultants work closely with the relocating businessperson to direct him or her quickly to the appropriate expert. If the primary consultant isn't available, the call must be redirected to the best possible available consultant to resolve the customer's issues.

"We have been able to dramatically improve our customer interactions – particularly when a customer is calling with a need, a question, a problem. With the Avaya Interaction Center, we can get to the heart of the matter much faster and much smarter. And, as a result, our customers are happier and our consultants are happier with the job they are doing."

– Judi Silliere, Contact Center Project Manager

Solution

Cendant Mobility chose an Avaya Contact Center Solution to enable intelligent communications between all four of its contact center locations in Connecticut, California, Texas and the U.K. Avaya S8700 Series Media Servers running Avaya Communication Manager and Avaya Interaction Center support more than 800 contact center consultants. Avaya Call Management Systems provide valuable and detailed management reports to Cendant Mobility to aid in the efficient management of its contact center operations.

Professional Services

ICONS: Intelligent Companies, Intelligent Communications

- Avaya MultiVantage™ Communications Applications
- Avaya Communication Manager
- Avaya Interaction Center
- Avaya S8710 Media Server
- Avaya S8700 Media Servers
- Avaya DEFINITY® Communications Server
- Avaya Call Management Systems
- NICE Call Recording
- INTUITY™ AUDIX® Voice Messaging with Speech Recognition
- Interaction Reporting – IMPROMPTU

" **Typically when you add new tools and systems to a contact center, the consultants hate it and fight it. But with Avaya's Interaction Center, we have changed how our agents work and they love it. Instead of manually answering calls, identifying the caller and then methodically hunting down information, Interaction Center does all that for them. Our consultants answer calls with a click of a mouse, and customer information is pushed to them.** "

– Judi Silliere, Contact Center Project Manager

Results

- **Improved responsiveness**. Cendant Mobility's first-call resolution has more than doubled in this time frame.
- **Increased customer satisfaction**. The Avaya Interaction Center applications give consultants the ability to access the complete call history of a particular relocated employee and answer the customer's questions quicker and more effectively.
- **Improved consultant productivity**. The Avaya Interaction Center solution also gives Cendant Mobility easy access to call reports for internal monitoring and training purposes. The company can monitor how long its consultants spend on resolving particular issues with customers and what those calls cost based on the amount of time it takes a consultant to resolve those issues. Avaya Interaction Center also gives consultants the ability to perform automated outbound calls to customers. The system captures unique phone numbers and can tell the consultant what is the best number to call in order to reach the customer, whether it's the cell phone, office or home phone number.

For more information on organizations using Intelligent Communications, contact your Avaya Client Executive, Avaya authorized BusinessPartner or visit www.avaya.com, and click on "How to Buy."

Professional Services

C E N D A N T ℠
Mobility

Centennial College

Centennial College of Applied Arts and Technology is a school with a very clear mission. For nearly forty years, Centennial has provided a higher education experience focused on equipping students with the knowledge and skills necessary for career success.

With over 42,000 students and four main campuses, Centennial is one of the largest community colleges in Ontario. Offering more than 90 diploma and certificate programs in a wide range of studies – from four-year bachelor degrees in cutting-edge disciplines like industrial microbiology, to vocational certification in specialized fields such as call centre management – Centennial has established a well-founded reputation as one of Canada's most innovative educational institutions. For more information, visit **www.centennialcollege.ca**.

Challenge

The technological transformation of higher education is already well under way, and participation is not an option. Today's students view the availability of communications technology as a given – whether it's registering for classes through an automated call centre application, interacting with their professors through voice or e-mail, or using on-line resources to research assignments.

The world of higher education has all the same competitive dynamics as other industries – if a school doesn't actively embrace and promote the use of technology as an integral part of the learning experience, students will seek out an institution that does.

Centennial's passion for career-focused education is matched by its belief in the power – and necessity – of using leading-edge technology to enrich the learning process. Therefore, in 2001, Centennial College conducted a systematic review of its communications infrastructure to assess the school's readiness to move forward with the e-learning initiative.

The findings from the review were conclusive. With the main campus approaching its fortieth year of operation, much of the school's embedded infrastructure was ill-suited to meet the College's rapidly evolving needs.

It became clear that the network was in fundamental need of modernization. Although its Nortel Networks systems had provided good service, they were approaching end-of-life. Bottom line, the school needed a new communications platform that had the capacity and flexibility to match its technological vision.

Making a decision about the technology was not the only issue that Centennial needed to address. A determination also needed to be made about the best way for Centennial to support that technology. Although communications technology is absolutely critical to the functioning of the College, its real interest is in the application of the technology towards the core mission of educational excellence, not the operation of the technology itself.

Education

ICONS: Intelligent Companies, Intelligent Communications

Solution

Centennial College decided that convergence was the way to go. Not only would the multi-media nature of e-learning demand an integrated approach to voice and data networking, a shift to IP Telephony would substantially lower ongoing operational expenses. After looking at all the competitive approaches to convergence, Centennial chose an Avaya IP Telephony Solution – based on its ability to support high-reliability, robust call centre functionality, and new business applications necessary for e-learning.

More specifically, the school decided to standardize on Avaya IP Media Servers for the voice infrastructure, and phase out the incumbent Nortel systems over a several-year period.

Avaya also developed a Managed Services solution that was custom tailored to satisfy each of Centennial's requirements. Avaya would be providing comprehensive end-to-end multi-vendor support for Centennial's entire voice and data infrastructure.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya Converged Infrastructure
• Avaya Communication Manager	• Avaya Wireless Access Points
• Avaya S8700 and S8300 Media Servers	• Avaya Integrated Management
• Avaya G700 Media Gateways	• Avaya Managed Services
• Avaya Call Management System	
• Avaya IP Agent	

Results

- **Reduced total cost of ownership** (TCO) through an Avaya Managed Services agreement.
- **Supports Centennial's strong vision** for the critical role of communications in higher education and e-learning.
- **Provided 24x7 network availability** and high-reliability with robust call centre functionality.
- **Increased productivity** by enabling full-featured remote voice communications from anywhere, as long as the user can establish a secure connection to the College's data network.
- **Protected investment** by seamlessly integrating agents at other campuses on Nortel systems with the Avaya IP Agent. This also gives the College tremendous flexibility to maintain agent capacity, even if they encounter physical space constraints in its main centre.

"The Managed Services agreement that Avaya created for Centennial has given us the ability to do what we do best. The expertise of Centennial College is all about excellence in education. Avaya's expertise is all about communications technology and the cost-efficient management of high-performance networks."

– Lan Nguyen, Vice President of Innovation and IT Partnerships/Chief Information Officer

For a more in-depth description of this customer's use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

CENTENNIAL COLLEGE
Centennial College

ICONS: Intelligent Companies, Intelligent Communications

CJ CableNet

CJ CableNet, an affiliated company of CJ group, is a leading local cable TV multi-system operator (MSO) with 1.2 million subscribers. It provides program services through seven system operators (SOs) located nationwide: Yang-cheon Broadcasting in Seoul and regional SOs in Busan, Haeundae, Kyungnam, Masan, Gaya and North Incheon. CJ CableNet, which was established with the acquisition of Yang-cheon Broadcasting in 2000, is now offering various types of value-added services including high-speed Internet along with cable TV programs. CJ CableNet, as the industry leading MSO, makes continuous efforts to provide better services to subscribers including cable TV digitalization, build-up of Digital Media Center, etc. For more information, visit **www.cjcablenet.co.kr**.

Challenge

CJ CableNet discovered that each system operator acquisition also brought with it new issues to resolve. The most pressing matter was dealing with outdated equipment running on different infrastructures—causing problems with integration and uniform service standards. In particular, outdated contact centers created a major issue, as CJ CableNet would not be able to provide high quality customer services nor obtain business intelligence through its contact center management reporting.

CJ needed the right solution that would centralize the network management of its distributed contact centers. This cable TV company needed a streamlined system that would ensure overall business continuity and uninterrupted customer service for all of its contact centers.

Solution

CJ CableNet chose an Avaya Contact Center Solution and now seamlessly operates its multi-site contact centers more efficiently with centralized management.

CJ CableNet focused on key elements like rapid troubleshooting capability, ROI, scalability, and reliability in its evaluations. CJ CableNet decided that Avaya was the right partner to manage its project, since Avaya satisfied all of CJ CableNet's needs: provide a wide range of CRM and interactive response solutions for customer service support, and the scalability necessary for CJ CableNet to succeed with its plan for the future.

An Avaya BusinessPartner conducted the solution implementation.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya IP Softphone
• Avaya Communication Manager	• Avaya Interaction Center
• Avaya S8300 Media Server	• Avaya Call Management System
• Avaya G700 Media Gateway with Local Survivable Processor	• Avaya Computer Telephony Integration
	• Avaya Interactive Response

Service Provider

ICONS: Intelligent Companies, Intelligent Communications

> **Deploying an IP-based multi-site contact center was the right decision to prepare for future business growth and achieve better Return On Investment (ROI) and TCO (Total Cost of Ownership).**
>
> *– Yoon-Hee Cho, Manager, Corporate Planning & Development*

Results

- **Significantly enhanced call handling capability.** The Avaya Contact Center Solution powered by the Avaya Media Server tripled the number of calls answered in 11 months from 1,200 calls per day to 3,650 calls per day. Another component of improved call handling was the increase in the average response rate, which was 2.5 times faster with the Avaya Contact Center Solution in place. Finally, the number of abandoned calls dropped by 23.3 percent in 11 months leading to more calls answered by the contact center agents.

- **Personalized service for customers.** With Avaya Interaction Center, the agent response rate has increased from 52 percent to 77 percent during the 11-month period.

- **Business continuity.** The IP-based Contact Center Solution also provides high scalability with modular architecture as well as back-up options for high reliability.

> **What I liked in particular was that the Avaya IP Contact Center Solution offers a modular architecture allowing high scalability. I saw this as a huge benefit as it allowed us to have lower initial costs and also the flexibility to expand our contact center in the future.**
>
> *– Yoon-Hee Cho, Manager, Corporate Planning & Development*

For a more in-depth description of this customer's use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

Service Provider

CJ CableNet

Welcome to Colorado Springs Credit Union
This is how you get there...

Colorado Springs Credit Union

CSCU is a member-owned, not-for-profit, financial institution with three branches conveniently located throughout Colorado Springs offering such services as personal loans, mortgage financing, savings and certificate accounts, free checking accounts, and VISA debit and ATM cards.

More than fifty select employee groups have joined the CSCU since its inception in 1957, including the City of Colorado Springs, Colorado Springs Utilities, Colorado Springs Fire Protection, Colorado Springs Police Protection, Memorial Hospital, Cook Communication Ministries and many more.

CSCU currently has more than 17,000 individual members. During the past few years, CSCU has realized a 20 percent growth in assets to $104 million in 2004. For more information, visit **www.cscu.com**.

Challenge

In today's competitive marketplace, many small to mid-sized businesses take great pride in maintaining a close relationship with their customers. These organizations are faced with the challenge of retaining a personal touch while embracing the latest technology and automating systems.

CSCU was looking to balance these two approaches to customer care and manage a healthy increase in member growth while continuing to provide superior service.

However, each of the three CSCU branches had a separate communications system. These systems were not connected and consequently there was no capability to easily transfer customer calls between branches. Each CSCU branch had its own telephone number. When a member dialed the local branch, any available staff member answered the call determining the right person for the member to speak to about the issue. Many times, members were instructed to hang up and re-dial another number to reach the correct person who could handle the inquiry at another branch location. There were also no voice mail or e-mail systems in place, making efficient communications between the branches a major challenge.

CSCU also had to provide administration support for these three disparate systems. CSCU knew it could centralize its administration activities for timely moves, additions and changes.

Solution

CSCU narrowed the choice down to two vendors: NEC and Avaya. The Avaya IP Office Solution was selected based on its quality, features and high value. Another critical decision factor was the ability of the IP Office to keep both traditional digital communications as well as IP Telephony. IP Office was able to provide CSCU members with outstanding service and support while improving branch employees' productivity, communications and collaboration.

Applications and Services	
• Avaya IP Office IP403	• Avaya Voicemail Pro (messaging application)
• Avaya IP Office IP406	• Avaya Phone Manager Pro (phone management)
• Avaya Compact Contact Center	• Avaya Auto Attendant

Financial Services

> **When you make a significant investment in your communication system, you have to not only consider your present needs, but also those of the future. Thanks to the Avaya IP Office solution, we're in a great position to improve our relations with our clients today and make them even more satisfied years from now ... With the professional way they managed everything from Day One, Avaya has earned a friend for life."**
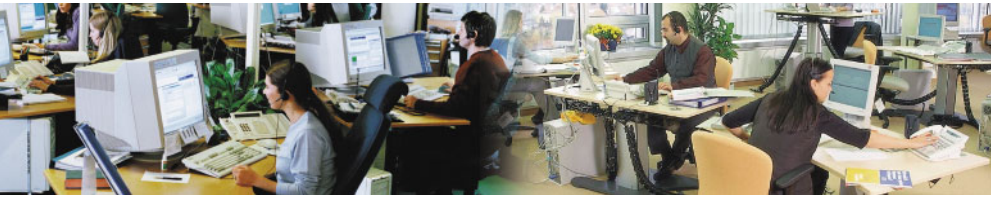
– Alan Zetterberg, Vice President-Marketing

Results

- **Improved employee productivity and collaboration.** IP Office connects each branch location to make one seamless enterprise. With branch managers no longer having to spend valuable time answering and transferring calls, their time is freed up to focus on other responsibilities.

- **Reduced costs** by streamlining administration tasks with IP Office centralized management.

- **Increased member satisfaction through highly responsive member service and support.** With the IP Office, CSCU is answering 97 percent of all inbound calls in 90 seconds or less.

- IP Office solution offers **scaleable growth** as customers' needs dictate, and flexibility for migration to IP applications.

- **Increased acquisition of new members** through an outbound calling program. The IP Office helps CSCU identify time for agents to support a number of sales and marketing activities, including outbound calls to new members.

- **A five-year projected net benefit of $439,563** based on staff productivity gains in branches, revenue associated with the acquisition of new members as well as revenue from increased number of loans.

- **A payback period of 32 months with an ROI of 166 percent** and a Net Present Value of $298,451 after five years.

Business Analysis of the IP Office Solution							
	START UP	Year 1	Year 2	Year 3	Year 4	Year 5	Cumulative Values
PROJECT COSTS	$(125,000.00)	–	$(10,000.00)	$(10,000.00)	$(10,000.00)	$(10,000.00)	$(165,000.00)
PROJECT BENEFIT *		29,025	40,628	102,050	123,295	144,565	$439,563
Net Value	$(125,000)	$29,025	$30,628	$92,050	$113,295	$134,565	
Cumulative Value	$(125,000)	$(95,975)	$(65,347)	$26,703	$139,998	$274, 563	
Net Present Value (NPV)	$298,451						
ROI	166%						
Internal Rate of Return (IRR)	40%						
Payback Period	32 months						

Financial Services

Conduit Enterprises

Headquartered in Dublin, Ireland, Conduit Enterprises employs 1,500 people in five locations across Europe and handles over 100 million calls annually. The business has grown rapidly on the strength of a relentless focus on the service, technology and efficiencies of providing a range of advanced directory enquiry services to its customers, including call completion, business finder services, enhanced information services, number delivery via text messaging, and multiple language facilities through its own branded operations. Conduit also provides telecommunications companies with a managed outsourcing service and provides outsourced customer service solutions for a number of companies. For more information, visit **www.conduit.ie**.

Challenge

When 118UK, a division of Conduit Enterprises, was awarded a license to provide directory enquiry services in the newly deregulated U.K. market through the brand 11 88 88, it needed a solution with scalability, resilience, and low total cost of ownership. Conduit's go-to-market strategy was to position the service as the most price-competitive of all the deregulated 118 service providers.

One of the major challenges which faced 118UK was that its 1,500 agents across two sites in the U.K. had the repetitive and de-motivating task of answering large volumes of calls in a comparatively short period of time. Agents field call after call throughout the day, so it's hardly surprising that the quality of their customer greeting deteriorates towards the end of the shift. They needed to sound refreshed each time they received a call, in order to ensure the consistent delivery of 118UK's brand values.

Solution

Avaya and an Avaya BusinessPartner, in conjunction with Conduit's IT department, implemented a next-generation Contact Center Solution with Avaya MultiVantage™ Communications Applications for more than 1,500 directory enquiry service agents. The solution included three automated applications covering personal agent greeting, call completion and automatic number release. By reducing the amount of time each agent is live on a call, 118UK would maximize efficiency and increase revenues.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya Call Management System
• Avaya Communication Manager	• Avaya Interactive Response
• Avaya S8700 Media Server	

Service Provider

"**The Avaya partnership met almost every single one of the demanding objectives we set. Because of its unrivalled commitment to product development, we anticipate a long, prosperous future with them.**"

– *Denis Creighton, Chief Operating Officer*

ICONS: Intelligent Companies, Intelligent Communications

Results

- **Reduced typical talk time** by at least three seconds – a significant percentage of the call in the short duration, high volume directory enquiry environment.

- **Reduced agent call handling time** by an average of 23 percent.

- **Enhanced agent satisfaction and significantly reduced agent churn** by automating several steps, allowing time between calls to enable agents to remain fresh and ready to deal with the next customer. Callers also benefit from a friendlier and more consistent greeting; and 118UK is able to adhere consistently to its brand values.

- **Delivered a full return on investment** in less than six months.

- **Improved customer service** with the personal agent greeting service, which provides customers with a clear, accurate, and positive greeting for each and every call – irrespective of whether it is early in an agent's shift or in the middle of the night.

- **Increased brand value** by using IVR capabilities to immediately identify the number called, resulting in an automatic and appropriate agent greeting for the brand or service called.

"The rich pre-packaged functionality of the Avaya Contact Centre Solution enabled the 11 88 88 service to deliver an efficient, rewarding customer experience. We also chose the Avaya solution based on its unrivalled scalability ... Within three months [we] had created the largest Avaya U.K. IP multi-site Contact Center Solution."

– Denis Creighton, Chief Operating Officer

Service Provider

ebookers

Based in London, ebookers is one of Europe's largest and fastest-growing online travel specialists. It offers a full-line of services geared to the leisure traveler – from discounted flights, hotels and car rentals – to complete vacation packages and cruises. The company has a multi-brand marketing strategy under the ebookers umbrella brand. Its brands include ebookers.com, Flightbookers, Travelbag, Bridge the World, and MrJet.

Creating a differentiated brand in a fiercely competitive industry is no mean feat. Since its formation in 1998, ebookers has executed a market strategy that couples a broad set of high-value products with the convenience of Internet self-service, backed by phone-based support in over ten languages. For more information, visit **www.ebookers.com**.

Challenge

Rapidly expanding companies often face significant challenges when key business processes and infrastructure cannot keep pace with the rate of growth. These challenges are particularly pronounced when business expansion is fueled by mergers and acquisitions.

With more than ten acquisitions in three years, ebookers is highly familiar with the realities of integrating an acquired company's assets. And, integration of communications technology can be one of the most difficult aspects of post-acquisition integration.

After completing two significant acquisitions in 2003, ebookers decided to conduct a systematic evaluation of asset utilization across the entire operation. The findings were troubling – especially in the areas of contact centre integration and ongoing cost of operations. The recent acquisitions all came with their own centres, and the study underscored the challenges encountered in getting all of the multi-vendor technologies and applications to interoperate properly.

Although the majority of ebookers' sales take place through online self service, its customers are given 'click-to-talk' Web access to more than 1,000 contact centre experts for more complex transactions. Since these contact centre purchases are typically the highest-margin sales, the performance and reliability of the communication technology is absolutely critical to the success of the business.

ebookers had around 30 contact centres all over Europe, and the performance and reliability of the centres was literally all over the map. Although a small number of sites were interconnected, the lack of common routing functionality significantly limited its ability to balance the call volumes between the centres. Ebookers was not making cost-efficient use of its resources.

Its call routing difficulties also impacted the end-customer experience. Even though it was spending a significant sum of money each month on centre-to-centre connectivity, it often had trouble connecting callers to the agent that was best able to address specific enquiries. Callers had to endure multiple transfers and were spending too much time on hold. And in the highly competitive business of discount travel, the margins for error are very tight. The study made it clear that ebookers had to quickly make some fundamental changes to improve service delivery and lower operating expense.

Travel

Solution

Upon performing a thorough needs assessment, ebookers determined that a converged voice and data solution using IP Telephony would be the only approach that could deliver what the business needed. The team then approached multiple vendors and presented ebookers' requirements. For ebookers, the Avaya Contact Centre solution supported by Avaya IP Telephony and Avaya MultiVantage™ Communications Applications represented a genuine best-of-breed approach.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya G700 and G600 Media Gateways
• Avaya Communication Manager	• Avaya 4620 Series IP Telephones
• Avaya Call Management System	• Witness® Call Recording
• Avaya Interactive Voice Response	• E.piphany® CRM
• Avaya Expert Agent	• Avaya Global Services and Comprehensive Support from an Avaya BusinessPartner
• Avaya S8700 and S8300 Media Servers	

> **There are several approaches to IP Telephony in the market today, but Avaya was the only provider that gave us the total confidence we were looking for.**
>
> – *Brent Spicer, Business Development Director*

Results

- **Improved customer experience** through reduced caller wait times and by decreasing the number of abandoned calls by 35 percent. The Avaya solution ensures that each call goes to the agent with the right specialization and language skills.

- **Increased efficiency and reduced costs** by allowing ebookers to exactly match its capacity – and resource spending – to meet the demands of the market. Its agent utilization levels have never been higher, and it has been able to handle increased call volumes without adding resources.

- **Reduced network transport spending costs** by replacing costly leased lines with Avaya IP Telephony over its VPN.

- **Increased sales** through the use of Avaya Skills-Based Routing. Agents are getting the calls that match their expertise, and as a result, conversions per transaction are up nearly 30 percent.

- **Increased performance and interoperability** by providing uniformity across multiple contact centres and integration among different vendor products using Avaya MultiVantage™ Communications Applications. The Avaya solution works seamlessly with the Cisco devices that manage ebookers' VPN connectivity.

> **Without a doubt, the Avaya solution has met all of our expectations. Performance is top-notch, and the quality of our customer service has been uniformly high – even during the periods of highest call volume.**
>
> – *Brent Spicer, Business Development Director*

For a more in-depth description of this customer's use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

ebookers

FIFA World Cup™

The Fédération Internationale de Football Association (FIFA) was founded in the rear of the headquarters of the Union Française de Sports Athlétiques at the rue Saint Honoré 229 in Paris on 21 May 1904. The umbrella organization governs international play of football and oversees the FIFA World Cup™ tournaments.

With approximately two hundred million active players' football now constitutes a substantial chunk of the leisure industry, having opened up new markets for itself and for the rest of the business world. The potential has yet to be exhausted, especially in Asia and North America. As of mid-2000, FIFA has grown to include 204 member associations, thus making it one of the biggest and certainly the most popular sports federation in the world. For more information, visit **www.FIFA.com**.

Challenge

As football has grown in popularity, so too has the FIFA competition – the 41 nations participating in that first FIFA World Cup™ have seen their numbers grow to over 200. The passing years have also brought huge advances in FIFA's use of communications technology. Bringing real-time stadium play to nearly a third of the world's population requires a high-performance global communications network with significant capabilities and complexity.

The 2002 FIFA World Cup™ raised the requirements to an even higher level. For the first time, competition – as well as full real-time communications – would take place simultaneously in Japan and Korea, the two host countries. When Avaya joined the FIFA team in the fall of 2001, the challenge was crystal clear: have a flawlessly operating global network designed, delivered and fully supported in time for the opening match in Seoul on May 31, 2002. And Avaya had less than twelve months to accomplish what would normally take four years. Adding to the challenge was the fact that 13 of the 20 tournament stadiums were under construction and would not be accessible until early in 2002.

And for 31 days in 2006, the FIFA World Cup™ Network is expected to handle in excess of 15 trillion bytes of converged voice and data traffic – the equivalent of more than 100 million books. With overall network availability mandated at a 99.99% level of reliability, the demands that will be placed on the FIFA World Cup™ Network – and its providers – rival those of even the largest multi-national corporations.

> **A bullet-proof communications network is essential for FIFA ... Avaya has a time-tested record in delivering the right solution and bringing in highly skilled people that can handle even the most complex of tasks. FIFA's experience continues to affirm our trust in the Avaya solution as the best foundation for our state-of-the-art converged communications infrastructure.**
>
> *– Mike Kelly, FIFA's Head of IT Solutions*

Leisure

ICONS: Intelligent Companies, Intelligent Communications

Solution

For the 2002 event, Avaya designed and deployed a state-of-the-art, converged communications solution across 27 different venues. With 22 IP servers, more than 10,000 network devices, and enough in-building wiring to run a continuous cable between Rio de Janeiro and Chicago, the 2002 FIFA World Cup was the largest sporting event network ever undertaken.

For 2006, the requirements are just as critical. Interoperability is a "must have" requirement for FIFA. Starting with Avaya Communication Manager, the core software powering the Avaya advanced servers and gateways, all Avaya hardware and software solutions are engineered for built-in interoperability and they operate flawlessly with the Extreme Networks core data switches and other vendor's edge routers used to connect FIFA's LANs.

The Avaya-enabled applications cover the breadth of messaging, call center, and personal productivity solutions. The Avaya INTUITY™ AUDIX® Voice Messaging solution is already in use by FIFA to send and receive individual and broadcast voice mails, and plans are underway to deploy Avaya Modular Messaging and Avaya Meeting Exchange™ – for advanced multimedia messaging and collaboration capabilities. Avaya Extension to Cellular, is also widely used, re-directing incoming calls to the end-users' offices to the users' cellular phones to ensure they are always connected. Group ticket sales for FIFA events are handled by a call center that utilizes Avaya Call Center Deluxe software – enabling FIFA to efficiently manage the volume of telephone-based requests from large tour operators and travel agents.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya C36X Edge Data Switches
• Avaya Communication Manager	• Avaya C36X Converged Stackable Switches
• Avaya S8700 Media Servers	• Avaya SG20X and SG5X Security Gateways
• Avaya G650 Media Gateways	• Avaya Global Services:
• Avaya IP Client	– Avaya Business Communication Consulting
• Avaya INTUITY™ AUDIX® Voice Messaging	– Avaya Design and Implementation
• Avaya IP Office Solution	– Avaya Remote Network Management Systems (RNMS)
• Extreme Networks Aspen 8800 Core Data Switches	– Avaya EXPERT Systems℠ Diagnostic Tools
• Avaya AP8 Wireless Access Points	

Results

- **Ensured 100% uptime** by designing a fault-tolerant network that utilizes a combination of redundancy and fail-over capabilities to ensure the needed level of business continuity.

- **Delivered unsurpassed performance.** After 31 non-stop days of play, the FIFA converged network had carried over 12 terabytes (96 trillion bits) of data, with total voice traffic exceeding three million phone calls – more than five times the average for a FORTUNE 500® company.

- **Provided mobile press with secure and seamless communications.** In addition to giving more than 300 FIFA officials instantaneous access to the centralized results system for official scores and statistics, 12,000 reporters and photojournalists were able to use secure Avaya WLAN technologies to send stories and digital photographs to their news agencies in seconds.

- **Resulted in a cost savings** of more than $200,000 USD in one month (or nearly $7,000 a day) through the ability to use the FIFA converged network for long-distance calls rather than public switched long-distance or public cellular services. Over 80 percent of the phone calls were carried over the FIFA converged network – at zero incremental cost.

- **Outstanding service for fans.** The solution enables FIFA Group ticket sales to efficiently manage the volume of telephone-based requests from large tour operators and travel agents.

For a more in-depth description of this customer's use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

Leisure

Franklin Machine Products

Franklin Machine Products (FMP) is a leading distributor of food machine products and plays an important role in keeping restaurants and other foodservice businesses running smoothly. Founded in the early 1900's as a manufacturer of parts for restaurant machines, FMP has evolved to become a leading distributor of foodservice machine parts in the United States. FMP continues to grow steadily, with 2002 showing a double-digit growth in revenue over the previous year. For more information, visit **www.fmponline.com**.

Challenge

As a result of its continued growth and expansion, FMP realized a new communications system was essential. The company's existing Siemens system was designed to manage only ten simultaneous calls at the receptionist's console. Once the call limit was reached, other callers dialing in heard a constant ring, but no answer. Since FMP has based its business on customer service and depends on a live receptionist to greet callers, the capacity of the aging system was not sufficient to meet FMP's needs. It was losing business as a result, and made upgrading the system a business priority.

In addition to greater capacity, FMP needed better contact center management via enhanced reporting. Since the contact center, which handles calls for sales and service, is the most integral part of FMP's business, more effective, efficient center operations would certainly lead to optimum customer service. Reporting in the old environment was tedious and time-consuming, and reports could not be saved; after printing a compiled report, the data was lost. In addition, statistics were primarily calculated by hand, and only the contact center manager knew how to manipulate the data to get the figures necessary to make sound operational decisions. Clearly, a solution was needed.

Solution

After looking at four or five different vendors, FMP decided that the Avaya IP Office Solution was right for them. In addition to the flexibility and scalability that the platform offers, the Avaya IP Office IP406 was simple to administer and fit both the FMP facility and budget.

Due to a huge increase in call volume – which has doubled on occasion – FMP later upgraded to the IP412, which offers FMP even greater call capacity and additional ports.

Applications and Services	
• Avaya IP Office IP412	• Avaya Contact Manager
• Avaya Compact Contact Center	• Avaya Auto Attendant
• Avaya Voicemail Pro (messaging application)	

> **During my search for a solution, I looked at four or five different vendors. When I saw the Avaya IP Office system, it looked professional and like it was built to last. And since the system is software-based, it has limitless capability.**
>
> *– Bob Fisher, IT Director*

Wholesale Distribution

ICONS: Intelligent Companies, Intelligent Communications

Results

- **Increased productivity within FMP's contact center.** Before IP Office, FMP's contact center handled approximately 1,000 calls daily. On the third day after the new implementation, the call center was receiving 1,300 calls per day without incident. Now, the contact center averages approximately 1,500 calls daily, or 50 percent more calls than before the implementation, and the system has successfully managed up to 2,000 incoming calls during one day, doubling the volume handled previously.

- **Provides investment protection** by allowing the company to easily upgrade its system when a huge increase in call volume occurrs. This scalability offers FMP significant investment protection, as the company can upgrade to a higher capacity unit at any time without a forklift upgrade. With only a small module exchange, FMP added 56 additional ports onto its IP Office system.

- **Enhanced customer service** with the Avaya Auto Attendant, which allows the FMP receptionist to handle all incoming calls as they are answered, without having to put someone on hold. Additionally, by using a second reception console, any call center agent can log into the system and back up the main receptionist on a busy day. Using such features allows FMP to extend this personal touch to customers, without losing calls.

- **Improved workflow, goal setting and training** with powerful and easy-to-use reports from IP Office. The call center manager pulls, on average, eight reports daily to assess agents' performance and decide on changes in workflow or where additional training might be needed. The contact center managers can easily view all call center activity through a quick glance at a monitor on their desks.

> **The system does what you need today, and what you don't know you'll need tomorrow. It has the flexibility to act as a very simple telephone switch, or very sophisticated, converged communications system, depending on your company's needs.**

– Bob Fisher, IT Director

FMP ®
FRANKLIN MACHINE PRODUCTS

Wholesale Distribution

GCI

After introducing long-distance telephone competition to Alaska, GCI has quickly grown to become the largest integrated telecommunications provider in Alaska. Headquartered in Anchorage, GCI serves more than 40 percent of Alaska's local access lines, 45 percent of its long-distance market, more than 52,000 high-speed Internet and 170,000 cable television customers. Publicly held, GCI is the first Alaskan company listed on the Standard & Poors SmallCap 600 Index. For more information, visit **www.gci.com**.

Challenge

GCI grew its customer base quickly, signing 35,000 customers in only four months. As its customer base grew, so did the cost of doing business: the company was paying a customer service firm outside of Alaska $8 per service call handled, and costs increased as the company launched new service offerings. Any new service had the potential to trigger a flood of calls to the outsourced service firm, adding to GCI's expense.

Having a customer service firm located outside of Alaska also posed problems. Simple training exercises were onerous, with GCI executives flying to the lower 48 states to train agents. Customer perception was also an issue: GCI's Alaskan customers were upset to find that they were calling other states for service – where agents may not have the same mindset or way of life as the customers they served.

So Alaska communications company GCI decided to bolster customer technical support to provide the best possible experience. Its first goal was to discontinue a costly outsourced operation and bring that support in-house. The new contact center solution would have to integrate billing and other customer information from a variety of incompatible data sources and deliver it quickly to GCI agents. It would have to offer multiple ways for GCI customers to contact and communicate with GCI regarding their issues. Finally, the solution would need to be flexible enough to allow GCI's rapid addition of new services.

Solution

GCI chose Avaya MultiVantage™ Communications Applications and implemented Avaya Contact Center Solution and Avaya Communication Manager powered by the Avaya DEFINITY® Communications Server.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya Interaction Center
• Avaya Communication Manager	• Avaya Operational Analyst
• Avaya DEFINITY® Communications Server	• Avaya Global Services

" Once we were able to in-source tech support with the Avaya Contact Center solution, we immediately saw the savings. We quickly repaid our business case investment. "

– Manuel Hernandez, Integrated Customer Support Manager

Service Provider

ICONS: Intelligent Companies, Intelligent Communications

Results

- **Agent productivity gains**. Computer-Telephony Integration (CTI) provided by Avaya Interaction Center retrieves customer information from multiple databases and delivers it as 'screen pops' to agents, enabling them to serve customers with greater accuracy, speed and efficiency. The Avaya Interaction Center also intelligently routes customer e-mail inquiries to GCI agents for efficient follow-up.

- **Simple, comprehensive performance reporting**. With Avaya Operational Analyst, metrics such as average talk time, e-mail response time, caller wait time and after-call "wrap up" activities are available, allowing GCI to target training or make other adjustments.

- **More support, not more people**. Improved productivity allows the GCI contact center to take on new product lines without an equivalent growth in staff. In 2004, productivity gains added up to $1.5 million in cost savings for GCI. Additionally, GCI has experienced a reduction from $6 to $3 per subscriber since implementing the Avaya solution.

- **Agent effectiveness leads to stronger sales**. Agents "upselling" customers added up to more than $423,000 in revenue, with the average sale climbing from $50 per agent per month to $1,500 per agent per month during a four-year period.

- **Service measures up**. Now, 80 percent of all customer calls are answered in less than 180 seconds, versus 68 percent in the past, and customer satisfaction levels reflect this positive trend. GCI managers compare results with statistical reports from Operational Analyst. The most recent results show 90 percent of GCI customers are either highly satisfied or very satisfied (top two choices) with the service and support provided by GCI.

- **Winning at the game of work**. To keep agents engaged in the daily score keeping, GCI displays contact center statistics and results gathered by Operational Analyst on a flat panel display where the agents can see how they're performing.

For a more in-depth description of this customer's use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

Service Provider

Gold Systems

Gold Systems' Vonetix middleware provides the "link" between IVR and customer data systems. Vonetix provides a single infrastructure for integrating Avaya IVR applications and speech recognition technologies with an enterprise's existing customer communication interfaces. Using its proven Solutions Discovery Process, Gold Systems helps companies identify processes where efficiency can be optimized with voice-driven applications that implement the latest in IVR, speech recognition and text-to-speech technologies. Gold Systems has helped companies in the financial, insurance, healthcare, retail, government and utility industries save money since 1991.

Gold Systems, a Premier-level member in the Avaya DevConnect Program, creates self-service software applications that increase profitability and improve customer satisfaction. For more information, visit **www.goldsys.com**.

Challenge

At one of the nation's largest insurers of specialty vehicles and watercraft, a call center handles policyholder claims and assists insurance agents by quoting, booking and servicing new insurance policies. Customer service representatives (CSRs) were faced with the challenges of handling increasing call volume and servicing additional insurance products. This made it difficult for the CSRs to provide the high-quality service to which customers were accustomed. The insurance company decided to automate its services.

Specific challenges included the high volume of incoming calls that required help from the adjuster originally assigned to the claim. Without a claim extension, calls were directed to the Claims call center where associates could take over three minutes to look up the adjuster and transfer the call.

At the Policy Processing call center, state legislation mandated that certain claims be handled only by "appointed" insurance brokers. If any other associates handled these claims, the insurer could face noncompliance fines. Call volume in the billing call center was increasing at a rate greater than anticipated, making it impossible to meet existing service levels. Call volume was projected to continue to rise as the number of policies in force grew.

Solution

The insurer selected a solution that combined an Avaya Interactive Response system with Gold Systems' insurance applications. The Avaya Interactive Response System is a complete speech application platform with a versatile array of tools and options to meet a wide range of customer self-service needs. IVR software empowers enterprises to automate customer interaction and fulfillment tasks via speech, Touch-Tone, fax or TDD devices.

Gold Systems' insurance applications help insurance companies leverage the power of voice response solutions to provide customers with voice access to policy information, claims status or other information. In this case, Gold Systems provided Claims Prompter, Producer Code and Flex applications.

Avaya DevConnect

ICONS: Intelligent Companies, Intelligent Communications

The Claims Prompter application is a voice-driven auto attendant with the ability to understand spoken input. Just by speaking a person's name or a department, claimants are transferred to the appropriate call center, department, or Field Claim Representative in less than one minute. The Producer Code application determines if a claimant must be transferred to an "appointed" insurance broker based on the incoming vector directory number (VDN). The Flex application supplies policy, billing and payment information to claimants.

Applications and Services	
• Avaya Interactive Response	• Gold Systems' Producer Code
• Gold Systems' Claims Prompter	• Gold Systems' Flex applications

Results

- **Faster resolution translates to customer satisfaction**. With the solution in place, claimants could get the information they needed quickly, and associates were free to focus on new claims. Call length was reduced by 85 percent in some vectors.

- **Cost savings and significant savings.** The insurance company saved $947,000 a year while improving customer satisfaction. The Claims Prompter application reduced call length by 80 percent, saving the insurance company $604,500 yearly; the application had a return on investment (ROI) of six months. The Producer Code application generated a savings of $100,750 annually and had an ROI of three weeks. During the Flex application upgrade, Gold Systems implemented a more user-friendly interface. These changes increased usage by 10 percent. The application generated a yearly savings of $241,800 and had an ROI of one month.

- **Regulatory compliance**. The Policy Processing call center became compliant with state regulations.

- **Increased productivity.** The Billing call center managed call volume better because calls were off-loaded to the self-service billing application.

GOLD SYSTEMS

Avaya DevConnect

HARTE-HANKS
▸ SHOPPERS PUBLICATIONS ▸ DIRECT MARKETING

Harte-Hanks Shoppers

Harte-Hanks is a leading direct marketing services firm and one of the largest producers of shoppers (coupons and advertising circulars sent by mail) in the U.S. The company's direct marketing division offers outsourced traditional direct marketing services (direct mailings and call centers) as well as consulting and technology services designed to help its clients implement customer relationship management (CRM) and database software into its own marketing and fulfillment operations. Harte-Hanks Shoppers is North America's largest publisher of the effective, cost-efficient advertising vehicle known as Shoppers (The Pennysaver). Harte-Hanks reach millions of people through hundreds of zoned Shopper editions. For more information, visit **www.harte-hanks.com**.

Challenge

When Harte-Hanks Shoppers, Inc. considered improvements for its contact centers, the company knew that Avaya's trusted and reliable products and services were worth a serious look. Harte-Hanks recognized that the management difficulties experienced with its aging system – which required a slow and unreliable dial-up connection – would only get worse: a new communications solution was in order.

Harte-Hanks Shoppers requirements for a new communications solution included ease of management, robust business communications applications, especially voice messaging, and the ability to control costs.

Solution

After evaluating several vendors' solutions, Harte-Hanks Shoppers chose an Avaya IP Telephony MultiVantage™ Communications Application Solution and 600 Avaya IP Telephones. The Avaya IP Telephony Solution allows Harte-Hanks Shoppers employees to be connected with advanced voice messaging and conferencing capabilities.

Applications and Services
• Avaya MultiVantage™ Communications Applications   • Avaya 4620 IP Telephones
• Avaya S8710 Media Server   • Avaya INTUITY™ AUDIX® Voice Messaging
• Avaya S8700 Media Server   • Avaya Consulting and Integration Services
• Avaya S8300 Media Servers   • Avaya Maintenance Agreement
• Avaya G700 Media Gateways

Marketing Services

❝ **The consistency of the products, sales force and services group within Avaya have always proven to be exceptional. I deal with IT vendors across the board and though we are occasionally presented with challenges, I'm always pleased with the outcome when Avaya is on the job.** ❞

– Kathy Gerwin, Director of Information Services

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Results

- **Reduced cost**. Harte-Hanks was able to reduce its annual communications spend by networking locations together to enable inter-office direct dialing rather than using long-distance or conferencing services to collaborate. The savings that the company has enjoyed as a result has been "far greater" than what it expected.

- **Increased collaboration and communication**. With direct dialing and centralized voice mail that is accessible from anywhere, Harte-Hanks Shoppers' managers are able to broadcast voice mail messages across the organization to their employees, who may be geographically diverse, with a single call into Avaya INTUITY™ AUDIX® Voice Messaging.

- **Ease of management**. With its centralized management and easy-to-understand graphical user interface, the Avaya solution saves time when performing routine tasks such as moves, adds and changes, thereby improving the IT staff's productivity and allowing them to focus on other projects that proactively enhance the company's operations.

For more information on organizations using Intelligent Communications, contact your Avaya Client Executive, Avaya authorized BusinessPartner or visit www.avaya.com, and click on "How to Buy."

HARTE HANKS

Marketing Services

Headsets.com

Headsets.com was founded in 1998, with the vision of becoming the largest retailer of telephone headsets in the U.S. Voted one the Best Places to work in the San Francisco Bay Area, Headsets. com was honored to be listed on the Inc. 500 list of fastest growing private companies, and proud to be nominated as 'Cataloger of the Year' for 2005 by Catalog Success.

Despite the accolades, Mike Faith, Founder and CEO, is a firm believer that the true strength of the company comes from its unyielding focus on offering world class customer service in all areas of the business. This 'feet on the ground' strategy plays out by honoring a unique set of 7 promises made to the customer and has led to projected revenues of $28 million in 2005, a 65% increase over the previous year. Developing and maintaining a healthy, motivated and productive workforce through such dramatic growth has been one of the primary focuses at Headsets.com's San Francisco headquarters. The need is met by paying special attention to the hiring process, and ongoing employee training using tools such as an on-staff business psychologist, a leading voice-coach based in Sydney, Australia and one of Europe's leading organizational and managerial consultants. For more information, visit **www.headsets.com**.

Challenge

Although an online retailer, more than two thirds of Headsets.com's orders are processed over the telephone, so it's extremely important for the company's contact center agents to provide fast and personalized customer service to help callers choose the product that is right for their needs.

Prior to the new solution, Headsets.com used an aging Panasonic key system and a host of other smaller systems and direct lines leading to inefficiencies in its contact center operations.

Solution

Now the company's contact centers are connected as one, fully integrated Avaya Contact Center Solution, using an Avaya IP Office Solution at each of its locations.

Applications and Services	
• Avaya Voicemail Pro (messaging application)	• Avaya Phone Manager Pro (phone management)
• Avaya Compact Contact Center	• Avaya IP Office IP403
• Avaya IP Softphones	• Avaya IP Office - Small Office Edition

Retail

Results

- **Improved customer service.** With the Avaya IP Office, customer responsiveness has increased to 98 percent of incoming calls being answered within four rings.
- **Comprehensive, integrated solution** enables applications that extend employee productivity and mobility, resulting in improved employee morale. The IP Office provides access from anywhere, in the office, on the road or at home including real-time reports. Increased employee productivity has increased from $500K to $700K per employee.
- **Increased sales** from $10.5 million to over $17 million.
- **Reduced costs.** Three-digit dialing among three locations, facilitating convenient call transfers and voice mail distribution, while reducing local and long distance charges by as much as 15 percent.

"We needed a solution that could keep up with our high growth rate while helping us increase employee productivity, which we know is directly related to our bottom line. We also needed a system that allowed me to still be "in" the office even when I'm at home or on the road and be connected with my team at any time."

– Mike Faith, CEO

For a more in-depth description of this customer's use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

Retail

ICONS: Intelligent Companies, Intelligent Communications

I DRIVE SAFELY!

I DRIVE SAFELY! is an online traffic school provider headquartered in Solana Beach, California offering defensive driving and driver improvement courses. The company has been in business since 1998 when it started with just three employees. Motorists who need driver training can register for courses at I DRIVE SAFELY! and complete a required course online as a convenient alternative to the traditional classroom setting. Over the past six years, more than 500,000 students have completed courses.

I DRIVE SAFELY! has been approved by the Motor Vehicles Department in 10 states. Currently, classes offered in Texas account for roughly 50 percent of its business. The company's goal is to offer its service in all 50 states in the next three years. For more information, visit **www.idrivesafely.com**.

Challenge

In a contact center environment, understanding and predicting the volume of incoming customer inquiries and then staffing appropriately to meet this demand is the daily challenge every manager must effectively address. To do so, companies like I DRIVE SAFELY! need the right kind of management tools and information to make important decisions.

With demand for its online training courses rising steadily, I DRIVE SAFELY! was faced with two key challenges. The first was managing with a high-level of responsiveness the increasing number of customer calls to its contact center and e-mails from visitors to its web site. The second challenge was accomplishing that goal in a cost-effective manner by staffing its contact center appropriately.

I DRIVE SAFELY! had a basic communications system in place and limited methods to track its agents' responsiveness to customer calls to its toll-free number and e-mails sent by way of the company's web site. During busy times, any available staff member answered calls. With no voice mail system, callers unable to reach an available agent were forced to call back during less busy times.

I DRIVE SAFELY! clearly needed a new communications solution that was affordable and would provide valuable capabilities for contact centers such as the ability to measure the number of calls and e-mails coming in and the productivity of agents in managing both. And they needed that same system to produce comprehensive reports that could be shared among teams and with the company's executives.

> **We're very pleased with the performance of our Avaya IP Office Solution. Based on my years of experience with large call centers, I believe the IP Office Contact Center provides an excellent value for our investment.**
>
> *– Elizabeth Sanchez, Director of Customer Service*

Education

ICONS: Intelligent Companies, Intelligent Communications

Solution

I DRIVE SAFELY! chose an Avaya IP Office Solution with voice messaging and Compact Contact Center applications. The company chose the Avaya IP Office because of its robust reporting features and call-routing capabilities needed to meet its customers' demands today and in the future. This system supports 20 administrative staff associates and 18 contact center agents, all using Avaya digital telephones. In addition to traditional voice calls for its contact center, I DRIVE SAFELY! also uses the e-mail component of the multimedia contact center server to respond to e-mail inquires from its website.

Applications and Services	
• Avaya IP Office IP406	• Avaya Voicemail Pro (messaging application)
• Avaya Compact Contact Center	• Avaya Multimedia E-mail Interface
• Avaya Phone Manager Pro (phone management)	

Results

- **Improved agent productivity.** Each I DRIVE SAFELY! contact center agent is now handling 10 calls per hour versus 7.5 calls per hour prior to implementation. Productivity gains will be realized based on costs avoided by not hiring as many agents to handle its anticipated 20 percent increase in year-over-year call volume. Over a five-year period, I DRIVE SAFELY! can expect to save over $870,000 in salary and benefits costs.

- **Increased customer satisfaction.** Since implementing IP Office, customer responsiveness has increased from 85 percent to 88 percent of calls being answered in 45 seconds or less. Incoming calls are now easily routed to the contact center agents who are knowledgeable and able to answer the caller's questions effortlessly.

- **Provides a scalable solution for growth.** With Avaya IP Office, I DRIVE SAFELY! benefits by having sophisticated contact center capabilities in a cost effective package that suits its needs. The Avaya IP Office Solution will grow as I DRIVE SAFELY! grows and represents a strategic investment in the company's future.

- **Supports increased revenues.** Delivering a five-year projected net benefit of $768,700 based on cost savings associated with agent productivity gains as call volumes grow. A payback period of 20 months with an annual ROI of 733 percent and a Net Present Value (NPV) of $624 after five years.

Business Analysis of the IP Office Solution							
	START UP	Year 1	Year 2	Year 3	Year 4	Year 5	Cumulative Values
PROJECT COSTS ($000)	$(41.90)	$(6.00)	$(22.50)	$(11.50)	$(11.50)	$(11.50)	$(105)
PROJECT BENEFIT ($000)			$94.2	218.3	$248.9	$312.2	$873.6
FINANCIAL ANALYSIS ($000)							
Net Value	$(41.90)	$(6.00)	$71.70	$206.80	$237.40	$300.70	
Cumulative Value	$(41.90)	$(47.90)	$23.80	$230.60	$468.00	$768.70	
Net Present Value (NPV)	$624						
Annual ROI	733%						
Internal Rate of Return (IRR)	129%						
Payback Period	20 months						

Benefit includes cost avoidance of not hiring additional agents for growth. Results shown are not a guarantee of equivalent performance.

ICONS: Intelligent Companies, Intelligent Communications

INDOSATM2

Indosat Mega Media (INDOSATM2) is one of Indonesia's leading Internet, multimedia and IP-based services providers. Its range of services include high speed/dedicated Internet, dial-up Internet, cable TV, virtual private network (VPN), hosting and co-location, Voice-over-IP (VoIP), B2B and B2C E-Commerce. It is a wholly owned subsidiary of PT Indosat and became the biggest Internet service provider and Internet network provider in Indonesia in 2001. INDOSATM2 has a network infrastructure that connects all major cities, offering the largest capacity and coverage in Indonesia. It has seven main products and services targeted at four primary market sectors: corporate, institutional, residential and personal. For more information, visit **www.indosatm2.com**.

Challenge

In 2003, INDOSATM2's revenue grew 24 percent compared to 2002, while its pre-tax income rose a staggering 45 percent. To support this growth and the company's primary objective of becoming the number one multimedia services provider in Indonesia by 2007, INDOSATM2 needed to raise customer service levels, reduce costs and build an infrastructure that could support its future expansion plans.

During 2003, it enhanced its services and offerings for both the corporate and retail sectors. At the same time, the company developed several innovative retail products for its consumers, including a pre-paid Internet services card similar to the highly popular cellular telephone stored-value cards, a 'fast-surfing' feature, which will double the speed of Internet access for dial-up connections, and a nationwide access phone number. Raising customer service levels through more tailored services would be a key focus.

The company planned to continue to grow its communications infrastructure by expanding its IP-based backbone to include an additional 10 or more large cities across Indonesia. Fibre optic backbone networks would be incrementally installed in the central business districts of large cities. Other areas of expansion included wireless services and wireline connections.

The INDOSATM2 communications infrastructure would include key elements such as an integrated billing and customer service system, computer telephony integrated/customer relationship management (CTI/CRM) applications, computerized inventory management, an enhanced e-mail system, and performance management software.

INDOSATM2 needed a platform for enhanced communications with their new and prospective customers—an advanced contact center solution, able to provide multi-channel support and easily integrated with its existing systems and databases.

Service Provider

> **"The contact center is probably the most effective solution in terms of communicating with our customers. The question was: How could we introduce the right supporting system to improve its effectiveness further? This is where Avaya comes in."**
>
> *– Brata T. Hardjosubroto, President*

Solution

After a careful evaluation of available offerings in the market, INDOSATM2 invested in an Avaya Contact Center Solution of the Avaya MultiVantage™ Communications Applications for its inbound and outbound customer service operations.

The Avaya solution provided a single customer information repository, unified agent capabilities, intelligent call routing, and intelligent reporting systems, which made the overall management of its center much easier.

The Avaya solution is currently employed in INDOSATM2's Jakarta contact center, serving customers in the city. Eventually, the company will centralize contact center operations from 19 regional contact centers to one large one based in Jakarta, serving all customers across the country.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya Customer Interaction Suite
• Avaya S8700 Media Server	– Avaya Interaction Center
• Avaya Communication Manager	– Avaya Basic Call Management System
• Avaya IP Telephones	– Avaya Interactive Response

Results

- **Increased productivity.** Previously, each agent handled an average of 400 calls per month. Based on results from the end of 2003, the average is now 750 calls per agent per month. This translates into an improvement in productivity of 88 percent. Furthermore, the same agent can handle e-mail, voice and chat customer queries faster and more easily. The Avaya solution provides the tools to give agents access to the information they need to handle incoming customer queries and complaints quickly.

- **Increased selling opportunities.** The Avaya Customer Interaction Suite matches customer requirements to existing INDOSATM2 products and services.

- **Enhanced customer satisfaction.** The Avaya Customer Interaction Suite makes it easier and more convenient for customers to reach INDOSATM2. Customers now have a wider choice of communication channels, enabling them to choose the way that best serves their needs.

> **Working with Avaya is a new experience for us. We have been very happy with the energy and commitment level that Avaya has brought to the partnership to overcome any challenges. They have worked very hard to meet all of our various needs.**

– Brata T. Hardjosubroto, President

Service Provider

INDOSATM2
Internet and Multimedia Services

Insurance Broker Technology

Insurance Broker Technology Ltd. (IBT) was formed in April 2000 and is based in Auckland, New Zealand. IBT is the first software company in New Zealand to offer a fully integrated web-enabled business solution for Insurance Broker Intermediaries giving a single view of the client and offering data exchange with its suppliers.

The purpose of IBT is to supply a modern business solution that always maintains currency. IBT has created a web-enabled product called Swift that offers superior functionality and a complete business solution. For more information, visit **www.ibtswift.com**.

Challenge

IBT grew rapidly in 2002 when it changed its operating structure to bring business services in-house. The result was a dramatic increase in staffing levels and the necessity to review its IT infrastructure requirements.

The expansion of the company meant more people relied on its services and the company quickly recognized that a consistent telecommunications system was vital to ensuring excellent customer service.

IBT had been using an IP Telephony system from another vendor, which seemed to give them nothing but trouble – there were network problems with the system and it would constantly drop or misdirect calls which meant IBT was losing vital customers. They needed a solution that was reliable. IBT also wanted a product from a reputable vendor that was well represented in New Zealand and one they could rely on if they needed extra service and support.

IBT established the goal of implementing a system that had the capacity to effectively manage its existing needs and one that could provide scalability for the future. They also needed flexibility and functionality to suit all their telephony, contact center and data infrastructure requirements.

> **I am happy to report the Avaya system has already significantly improved our organizational efficiency from the way we run our help desk right through to the software development operation. Its scalability also allows plenty of room for future growth.**
>
> *– Stuart Penning, Chief Information Officer*

Technology

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Solution

Through the recommendation of one of its key clients, IBT learned about the Avaya IP Office Solution. With Avaya IP Office, the PhoneManager application runs on IBT staff PCs so when calls come in, customer information automatically "screen pops" for quick and efficient identification of customer records and history.

Applications and Services	
• Avaya IP Office Solution	• Avaya Phone Manager Pro (phone management)
• Avaya Conferencing	• Avaya Microsoft® Outlook Integration

Results

- **Provided a path for scalability.** The Avaya IP Office solution provides expandable functionality which allows IBT to operate on traditional telephony structures or to take advantage of emerging IP Telephony applications in the future. At present, IBT is only using about 20 percent of Avaya IP Office's full functionality. While they may not use the remaining 80 per cent immediately, it is important for IBT to know there is plenty of room for future growth.

- **Improved organizational efficiency** from the way IBT runs its help desk through to the software development operation. The staff at IBT is running the Phone Manager application on desktop PCs so when calls come in, customer details are automatically "screen popped" for quick and efficient identification of customer records, and history can quickly and easily be identified and monitored.

- **Enabled IBT to provide consistent high levels of customer service** by allowing agents to handle customers more quickly and efficiently with "screen pop" identification features.

- **Reduced costs** by helping IBT to manage and administer the system and to run its operations more efficiently.

"The major benefits of Avaya IP Office are its functionality and scalability. At present we are only using about 20 per cent of Avaya IP Office's full functionality, and whilst we may not use the remaining 80 per cent immediately, it is comforting to know the extras are there if we need them!"

– Stuart Penning, Chief Information Officer

For a more in-depth description of this customer's use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

Technology

Interactive Northwest, Inc.

Interactive Northwest, Inc. (INI) was founded in 1992 to provide custom communication solutions built upon leading integrated voice-response (IVR) and telephony platforms. Early on, INI established itself as one of the first companies to provide combined expertise in network and host connectivity, database integration, and telephony networks needed to deploy advanced communication solutions. Today, the company is recognized for its expertise in the voice response, speech recognition, and computer-telephony integration (CTI) arenas. INI is a Premier-level member in the Avaya DevConnect Program. For more information, visit **www.interactivenw.com**.

Challenge

A federal educational organization was created in 1980 by combining offices from several federal agencies. Its original directive remains its mission today – to ensure equal access to education and to promote educational excellence throughout the nation. The organization's 4,800 employees and $54.4 billion budget are dedicated to:

• Establishing policies on federal financial aid for education, and distributing as well as monitoring those funds

• Collecting data on America's schools and disseminating research

• Focusing national attention on key educational issues

• Prohibiting discrimination and ensuring equal access to education

The federal educational organization offers more than 15 loan types that enable students to complete their education. By the time most students graduate from college, they have several education loans to repay with varying terms and repayment schedules. The Higher Education Act (HEA) created a loan consolidation program that lets students combine their federal education loans into one new loan, giving them a single monthly payment at what often is a lower interest rate.

The educational organization established an 800 number to support this program. As call volume grew, the organization realized it needed to respond by either increasing its number of agents or furthering its use of self-service applications. Based on several factors, the organization chose the latter course: to expand the use of its Interactive Voice Response (IVR) applications.

Solution

The educational organization selected a solution that combined an Avaya Interactive Response system with government applications developed by Interactive Northwest, Inc. (INI).

Applications and Services	
• Avaya Interactive Response	• INI Government Applications
• Avaya DEFINITY® Communications Servers	– AudioMENUS
	– AudioFORMS

Avaya DevConnect

Results

- **Improved customer service**. Avaya Interactive Response helps give customers dynamic, real-time voice access to the information they need, while INI's government applications help government agencies automate the dissemination of information. Additionally, the IVR application was designed to be tightly coupled with the client's environment. Although invisible to the caller, capabilities such as routing through the existing MCI Network service and real-time database access improved the caller experience and quality of information provided. And though the new solution resulted in automated servicing of callers, the sophisticated call routing design enabled callers to always reach an agent.

- **Reduced cost**. Since the majority of callers are now serviced automatically rather than by call center agents, the educational organization has avoided the expense of staffing agents for these callers, which would be roughly tenfold the expense of the self-service approach.

- **Improved productivity**. Call center productivity has increased as a result of alleviating the need for agents to handle high volume, mundane requests and freeing agents to field more complex inquiries.

- **Flexible, scalable solution**. Avaya DEFINITY® Communications Servers offer a scalable solution with the ability to grow without changing an entire communication system. The INI host connect utility optimizes the data collection and playback process and provides the flexibility to readily integrate with any database system the educational organization might implement in the future. Also, the INI self-service IVR solution gives the educational organization the flexibility to readily adapt to changes in its offerings as well as in its evolving technology infrastructure. For example, INI's AudioFORMS and AudioMENUS applications include telephone-based and screen-based administration capabilities that let system administrators easily edit or add phrases on an ongoing basis.

> **We were able to meet the customer's rapid timetable for this project in the required budget. Even with that challenge, we were very pleased to receive the highest rating possible on their returned Customer Satisfaction Survey. They rated their experience working with the team as Excellent.**

– Gary Van Gordon, Vice President, INI

For a more in-depth description of this solution and the use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

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Interactive Quality Services, Inc.

Located in Minneapolis, Minnesota, Interactive Quality (IQ) Services, Inc. is a leader in load testing and availability monitoring for contact center and e-commerce business solutions. When contact center managers need proof in advance that their contact centers and e-commerce solutions will withstand the stress of high-volume, real-world use – and when they want to make sure their systems perform during production – they turn to IQ Services. Since 1996, IQ Services has tested hundreds of contact centers as well as voice and Web applications, for companies small and large, including many of the FORTUNE 500®.

IQ Services, a Premier-level member in the Avaya DevConnect Program, is a performance testing and availability monitoring vendor. For more information, visit **www.iq-services.com**.

Challenge

A wireless phone service provider is serving some 18 million people in the United States and its territories. The company has built a high-quality, coast-to-coast network that offers its customers high value at low cost.

The company prides itself on providing exceptional customer service. To maintain its high standards, the wireless provider wanted a means of monitoring its system – and the ability to catch and fix errors before they can affect customers.

The wireless provider needed proactive monitoring of its system through a series of regularly scheduled calls that would use the system just like an actual end-user customer. The company also needed to be notified when the system did not respond to test calls as expected. To the company's knowledge, there were no previous monitoring services in place. Instead, the company was notified of system issues via end-user customer complaints.

Solution

The wireless phone service provider selected a solution that combined the technologies of Avaya with those of Interactive Quality (IQ) Services, Inc.

The solution included two Avaya Interactive Response systems, Avaya Managed Services and IQ Services HeartBeat Monitoring Service. Avaya Interactive Voice Response helps improve customer service by giving customers dynamic, real-time voice access to the information they need. Avaya Managed Interactive Voice Response Services provides remote proactive monitoring and management services, a single point of contact, case management and other services for the Interactive Voice Response systems. IQ Services HeartBeat Monitoring Service monitors Avaya solutions 24X7.

Avaya DevConnect

ICONS: Intelligent Companies, Intelligent Communications

IQ Services worked with the wireless provider to determine the specific monitoring goals and a test script for the call path. Then, working with the Avaya Managed Services team, IQ Services set up a calling scenario and provided a HeartBeat drill of the wireless provider's Avaya Interactive Voice Response systems. IQ Services provided one HeartBeat drill, which includes two calls per hour. The HeartBeat monitor called the system using a previously specified call path. When the system responded unexpectedly, IQ Services immediately sent a notification via phone, e-mail or pager to the project manager. Even in the event of a local power failure that causes the on-board diagnostics and notifications to fail, HeartBeat can detect issues and initiate notifications to the specified technical support personnel.

Applications and Services	
• Avaya Interactive Response	• IQ Services HeartBeat Monitoring Service
• Avaya Managed Services	

Results

- **Faster problem resolution increases customer satisfaction**. The reports and call history logs created by the monitoring system allow quicker issue resolution and proactive system availability confirmation, increasing customer satisfaction. Automatic notification for user-specified conditions proactively alerts the company to system issues – allowing the company to fix problems before they affect customers.

- **Improvement of service**. Detailed test results that document the system's availability and provide complete test data can be used for performance analysis and measurement of improvement. A Weekly System Availability Report gives the company tangible data that it can use to evaluate its system.

- **Increased productivity**. With the proactive confirmation of system availability, the wireless provider spends less time dealing with problems and dissatisfied customers. With access to call history and call recordings of every call, the company resolves issues quicker and encounters less "finger pointing" within its organization.

IQ
Services

Avaya DevConnect

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International Speedway Corporation

Publicly traded International Speedway Corporation (ISC) is a leading promoter of motor sports activities in the United States. ISC owns and operates some of the world's most famous racetracks, including Talladega Super Speedway, Watkins Glen International and Daytona International Speedway, home of the Daytona 500. Throughout the year, ISC racetracks host numerous events for fast-growing NASCAR and other auto and motorcycle racing organizations. The Group's principal activities are to promote motor sports in the United States. For more information, visit **www.iscmotorsports.com**.

Challenge

When powerful NASCAR® racers roar around the dramatically banked turns of Daytona International Speedway each February, race fans are too excited to think about the behind-the-scenes company that helps fuel the remarkable growth of NASCAR racing. This company – International Speedway Corporation – is constantly thinking about the fans.

Historically, ticket sales for ISC-hosted events were independently handled through telephone contacts with ticket offices at each of the 11 race locations. When it came to providing accurate information about each local venue, such as details about seating locations, track conditions and parking, the local staff could provide first-hand information from the site – a real benefit for fans.

However, with stand-alone ticket sales offices, ISC was missing out on opportunities to streamline ticket sales operations as well as improve customer service. Due to the independence of each location, ISC staff at one track could not back up the staff supporting venues at other tracks during busy times of the year. Statistics on call handling, such as customer wait times and average call handling time, were not uniformly collected or, therefore, effectively managed. And there was no opportunity to integrate new technologies, such as the Internet and e-mail, for selling to and communicating with fans. For a business that hosts millions of paid motor sports fans each year, it was time to shift to a higher gear.

ISC managers decided to explore the benefits of creating a centralized contact center. Collaborating on the project was Trien & Associates, a consulting firm that has handled many communications projects for ISC. They wished to improve and streamline customer service by integrating customer contacts across the racetracks while gaining insight into processes to more effectively manage performance for improved productivity.

> **"With centralized contact center reporting across all locations, it's just amazing what you can learn about the business — how to improve a revenue stream, how to run the business more efficiently. And also how to appeal to various customer needs, whether it be the e-mail customers, or those who just want information. We are seeing ways to deliver what the public wants, and make it an easier purchase."**
>
> *– Tom Canello, Contact Center Director*

Leisure

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Solution

Armed with a detailed set of specifications, ISC issued an initial RFP (Request for Proposal). After taking an in-depth look at multiple vendors, ISC selected Avaya to provide the Contact Center solution, with Avaya Global Services to provide long-term maintenance services. ISC is now able to manage its multiple sites as a single, unified customer service operation, bringing the benefits of intelligent communications to its fans.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya INTUITY™ AUDIX® Voice Messaging
• Avaya Communication Manager	• Avaya Computer-Telephony Integration
• Avaya Call Management System	• Avaya DEFINITY® Communications Server
• Avaya Interaction Center	• Avaya Maintenance Agreement
• Avaya Interactive Response	• NICE Quality Monitoring System
• Avaya IP Agent	

Results

After only months of operation, the rich flow of information from the Avaya contact center gave ISC managers invaluable new insight into how ISC is really serving its fans. Major gains include:

• **Enhanced customer service and support**. To handle thousands of information-only calls without taking valuable agent time, ISC uses Avaya Interactive Response. ISC estimates that Avaya Interactive Response is accessed by approximately 8 to 10 percent of incoming calls. This has provided increased accessibility to timely racetrack information by ISC fans.

And, increased customer service is on the way. With Internet ticket sales starting, ISC looks forward to handling multiple channels of communication – a specialty of Avaya Interaction Center.

• **Improved agent productivity**. In the past, only 23 percent of calls to ISC racetracks resulted in ticket sales. That's because the agents were spending a lot of time answering questions from fans – answers that Avaya Interactive Response now provides.

By matching automatic number identification (ANI) information with customer records, Avaya Interaction Center instantly gives agents valuable customer information via a "screen pop," an advantage the ISC manager estimates can shave 30 to 40 seconds off the average time for each call. The reduction in call handling time provides an immediate eight percent productivity gain.

• **Improved quality assurance**. To ensure the consistent delivery of high quality service to fans, the Avaya contact center has added a NICE Quality Monitoring system to systematically record customer interactions with agents based on a variety of criteria. These interactions enable supervisors to coach agents more effectively and determine the need for supplemental training.

• **Increased sales.** By serving its customers more effectively with the Avaya Customer Interaction Suite, ISC has changed the way it does business: sales are up, events are selling out sooner, and the abandoned call rate has dropped by 50 percent. As a result, the percentage of fan calls resulting in sales has increased from 23 percent to 30 percent.
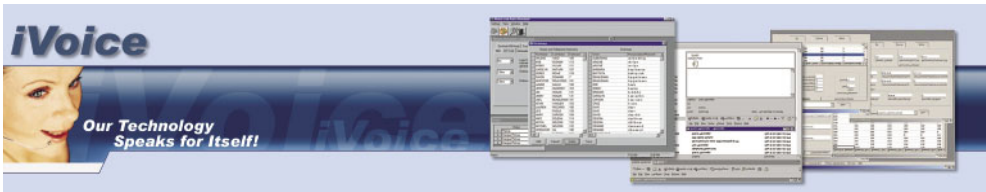
" We have seen a jump in our call-to-order ratio, there's no doubt about that.

We're probably about 30 percent or just a little bit higher at this point. "

– Tom Canello, Contact Center Director

For a more in-depth description of this customer's use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

iVoice, Inc.

iVoice, Inc., an Innovator-level member in the Avaya DevConnect Program, designs, manufactures and markets innovative speech-enabled applications and computer telephony communications systems. The company's customer includes ADP, Michael's Stores, Inc., BJ's Wholesale Club, Inc., American Red Cross, Long Island Power Authority and the U.S Court of International Trade. Using the latest technology available in Speech Recognition, Text-to-Speech and Digital Connectivity, iVoice designs its products to be simple for the end user to maintain. Capable of processing thousands of interactions per hour – including telephone calls, e-mails, faxes and voice mail messages – all through the use of a spoken voice, the products also provide a cohesive, integrated solution to access messaging systems. For more information, visit **www.ivoice.com**.

Challenge

The Bergen County Utilities Authority (BCUA) is a public utility providing sewage disposal for 46 municipalities, as well as solid waste services for 70 municipalities, in Bergen County, New Jersey. The BCUA board is composed of commissioners appointed by the county executive with the consent of the Board of Chosen Freeholders. The authority believes that serving its customers with excellence is its most important job.

To better serve its customers, the BCUA decided to install a speech-enabled system with directory services. BCUA's new system needed to meet several criteria including incorporating over 150 names and departments, monitoring and tuning speech recognition rates by PC with an "anywhere" connection, and maintain 95 percent or better pass through rate.

Solution

The BCUA selected a solution that combined Avaya Communications Systems with iVoice's Speech Enabled Auto Attendant.

iVoice Speech-Enabled Auto Attendant allows companies to improve and speed up service for their customers by allowing them to merely say the name of the department or individual they wish to contact. Extremely accurate and reliable, the Speech Enabled Auto Attendant uses a customized dictionary of names and extension numbers that enables callers to contact their parties. The application provides both a graphical user interface to add, delete and edit names in the dictionary as well as a voice configurable interface to the dictionary that seamlessly adds new users. When new names need to be added, the Auto Attendant simply prompts callers to say their names.

An Avaya BusinessPartner, also an iVoice partner, worked closely with iVoice technical representatives to ensure proper installation. By maintaining a close relationship with the customer, any initial installation problems were immediately overcome.

Applications and Services	
• Avaya Communications Systems	• iVoice Speech Enabled Auto Attendant
• Avaya IP Office Solution	

Results

- **Increased productivity, decreased cost**. By eliminating the need for receptionist interaction, the BCUA can reassign staff to more productive functions. By reducing the need for customer service help in directing calls, BCUA enjoys cost savings

- **Decreased costs.** BCUA's external phone charges amounted to tens of thousands of dollars a year, so as it continues to grow, the improved call routing and faster connection time has led to the reduction of toll charges incurred and that has improved the cost-efficiency of its operations.

- **Better and faster customer relations**. By allowing callers to speak the name of the party they're trying to reach, BCUA has improved customer satisfaction. The solution enables quicker response times from departments within BCUA.

" **As attractive as the potential savings offered by [the solution] may be, a company like Bergen County Utilities cannot afford to jeopardize the reliability of the voice communications between our customers and employees in any way. The technical features and ease of administration of the iVoice solution gave us the utmost assurance that the implementation of speech recognition technology would be problem free.** "

– Stanley Dobrowski, Supervisor of Computer Operations for BCUA

For a more in-depth description of this solution and the use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

Avaya DevConnect

iVoice

ICONS: Intelligent Companies, Intelligent Communications

Jenny Craig

Jenny Craig, Inc., based in Carlsbad, California, is one of the world's largest weight management companies, with approximately 650 Centres in the United States, Canada, Australia, New Zealand and Puerto Rico. The Company offers a proven, comprehensive program that, through sound nutrition and simple activity, helps clients achieve the balance necessary for optimal weight loss and personal well-being. For more information, visit **www.jennycraig.com**.

Challenge

As one of the largest weight management service companies in the world, an average of more than 90,000 people are actively on the Jenny Craig Program at any given time. Jenny Craig has provided services to more than 10 million clients worldwide since 1983. To make its clients' dreams a reality, both branch locations and corporate headquarters demand a reliable phone system that allows patrons to speak with counselors at the patrons' convenience.

Because the program has been in operation for almost twenty years, many centers had old, original communications systems and equipment—mostly Executone. When equipment failed, obtaining replacement parts was sometimes troublesome, and newer phones were no longer supported on the old system, so replacing these systems in many branches across the United States became necessary.

At the same time, the corporate office was preparing for a move to a new building, which required a new system that could better handle the high volume of calls that the Jenny Craig call center received for food orders and customer service resolution. While branch offices are not currently networked to the corporate office, the ability to do so in the future would be an important factor in choosing a new system.

Most branch offices need approximately eight telephones, an additional line or two for faxes and credit card machines. Jenny Craig wanted a new system to adequately meet current needs, while allowing for future expansion and easy deployment of new technology, without purchasing another new system.

For headquarters, Jenny Craig needed a powerful system that could support its call center, offer call center managers new and enhanced reporting tools to help them optimize operations, and grow with the operation.

> **Jenny Craig is a leader. To that end, I wanted a solution that would work for us today while positioning us for the future. Avaya and our Avaya BusinessPartner understood that wish and gave us the support and the end-to-end solution we needed to achieve a path for the future.**
>
> *– Tony Lopes, Telecommunications Engineer*

Weight Management Services

Solution

After careful evaluation of many solutions, Jenny Craig decided to go with an Avaya solution. The company selected the Avaya IP Office Solution for smaller locations, and the Avaya IP Telephony Solution with Avaya MultiVantage™ Communications Applications for the larger locations. Approximately 400 Jenny Craig Centres are supported today by the Avaya IP Office Solution.

Applications and Services
• Avaya MultiVantage™ Communications Applications   • Avaya IP Office IP403 Systems

Results

• **Provided a flexible, efficient solution** that offers IP Telephony-based applications. This allowed Lopes to put both digital handsets and analog equipment, such as credit card or fax machines, all on the same system, while also using the unit as a hub to network computers in the same office to the system. This scalability allowed Jenny Craig to consolidate phone lines and eliminate excess computer hubs, creating a clean solution and saving money.

• **Increased the efficiency of operations** by incorporating each branch's communications on a single switch, which the company is able to easily manage remotely using the IP Office Phone Manager Pro instead of having to travel to the locations. Adds, moves, and drops are easy to administer.

• **Provided a scalable solution** with enough capacity for future growth in each branch.

• **Decreased expenses** by enabling remote system management. Previously, Jenny Craig had to hire technicians from outside venders to handle issues or changes that arose in some locations.

• **Enabled a smooth transition with little disruption.** With the Avaya IP Office's flexibility in configuration, Jenny Craig was able to configure the system to exact specifications before the unit was shipped to its new branch home. This pre-configuration allowed easy installation and use right out of the box with few, if any, problems or disruptions to the branch's daily operations.

"We wanted current technology in a well-developed, tested system that I could feel secure in recommending to the company. At the top of my requirements list was dependability. Because Avaya is a market leader, we felt that the solutions they offered were the safest choice available to us."

– Tony Lopes, Telecommunications Engineer

For a more in-depth description of this customer's use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

Weight Management Services

Jenny Craig®

Kyobo Life Insurance

With the concept of promoting public education, Kyobo Life Insurance was established in 1958, creating the first education insurance in the world. More recently, Kyobo Life has focused on quality management to maximize business value based on quality growth through customer services. Despite an economic slowdown, the company has continued to grow through efficient workforce management, productivity enhancement, value-added insurance programs, stable financial management and other efforts. Kyobo Life has earned a top ranking in the Customer Satisfaction Award by Korea Management Association Consulting for four consecutive years. It has also received a World Insurance Award and has been selected as a FORTUNE 500® company. For more information, visit **www.kyobo.co.kr**.

Challenge

Since opening its first call center in 1998, the Kyobo Life Insurance Company felt the need for a more flexible solution, one that was capable of integrating diverse communication channels, including telephone, e-mail and fax, while effectively responding to the changing needs of customers.

When Kyobo Life was looking to centralize call center activities, it decided to use an IP-based contact center to consolidate five existing call centers into two. The company concluded that an IP-based contact center solution would provide the required scalability along with centralized management of distributed call centers across the country.

With an IP contact center, Kyobo Life would also be able to provide higher quality services to customers without disrupting current capabilities.

With the first phase of construction completed, one center was rebuilt as a 427-seat hybrid IP contact center, while the second was a complete 250-seat IP-based contact center. Kyobo Life designed both centers to serve as redundant contact centers, where one acts as the back-up in case of system failure at the other, guaranteeing business continuity.

> **We chose Avaya because we have trust in Avaya, which has the most abundant experience and know-how in the Korean call center market. Moreover, the Avaya solution was found to be superior to other competing solutions, as no call is abandoned during call congestion.**
>
> *– Soon-ho Choi, System 1 Team Manager*

Financial Services

Solution

After finishing the physical preparation work, and market research for its IP contact center project, Kyobo Life conducted a benchmark test to evaluate the leading IP contact center solutions available in the market. The company organized an evaluation team to conduct a series of strict tests. Among the competing solutions, the Avaya Contact Center Solution based on IP Telephony was selected because it ranked first across the board due to its excellence in all areas, including call handling capability, scalability, back-up support in case of system failure, expertise, diverse call center applications and investment protection.

Applications and Services
• Avaya MultiVantage™ Communications Applications   • Avaya Interaction Center
• Avaya Communication Manager   • Avaya Best Service Routing
• Avaya S8700 Media Server

Results

- **Increases revenue with Avaya Interactive Center** by integrating intranet, Internet and voice channels, and enhancing service speed through IP mapping. The company estimated that more than $9 million USD of net income would be generated over five years with the new IP contact center.

- **Enabled successful first-phase completion of the IP contact center project** through Avaya's end-to-end competency without causing any disruptions. In addition, Avaya operational expertise offers the extended assistance that Kyobo Life needs for continued success of its valuable IP contact center project.

- **Provides an easy scalability** with the best devices, solutions and applications for ongoing enhancements. Designed for medium and large-sized enterprises, the Avaya solution can scale effectively from under one hundred users to as many as 12,000 IP endpoints and 36,000 total stations on a single system and more than one million users on a single network. This will enable Kyobo Life to implement plans for ongoing IP contact center growth such as integrating its two centers and creating a consolidated 700-seat contact center. And into the future, the company anticipates further expansion to increase that contact center to 1,000 seats, the largest thus far in Korea.

- **Increased reliability and business continuity.** Through the redundant structure of stand-by server and operational server, when a system failure occurs in the operational server, the stand-by server can immediately take over calls in process without missing a call, thereby allowing 99.999% reliability and business continuity.

> **We are estimating that more than US $9 million of net income will be generated over the next five years with the new IP contact center. However, that figure only covers income resulting from inbound calls. The amounts would be higher if we considered the potential income from outbound calls as well.**
>
> *– Soon-ho Choi, System 1 Team Manager*

For a more in-depth description of this customer's use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

KYOBO

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Leading By Example: How a Company Looked Within to Reinvent itself and its Industry

Avaya enables businesses to achieve superior results by designing, building and managing their communications infrastructure and solutions. For over one million businesses worldwide, including more than 90 percent of the FORTUNE 500®, Avaya's embedded solutions help businesses enhance value, improve productivity and create competitive advantage by allowing people to be more productive and create more intelligent processes that satisfy customers. For more information, visit **www.avaya.com.**

Challenge

Since its creation in 2000, Avaya has completely changed the possibilities for enterprise telephony, contact centers, mobility, and services – from proprietary, digital, immobile environments, to open, IP-based, location-transparent ecosystems.

Avaya's internal transformation is a study in "practicing what you preach." The former Lucent Technologies division began life saddled with cumbersome legacy IT systems, outdated business processes, and unsustainable operating costs. These prevented the company from taking advantage of the breakthrough technologies and services it had developed for its customers.

The company realized that using its own technology would help make it more competitive – make processes more intelligent, people more productive, and customers more satisfied. The transformation began with Avaya's IT group, which re-engineered itself to lead the transformation of the customer-experience and operating capability – while driving hundreds of millions of dollars in IT cost structure out of the business. In that almost every initiative Avaya takes on has an embedded need for IT capability, the company's CIO was welcomed at the leadership table, reporting directly to the CEO.

Solution

Streamlined processes helped to improve gross margins, working capital, and expense performance, but the implementation of Avaya's own new generation of IP-enabled media servers that could manage both voice and data traffic brought dramatic benefits. The flexibility of the new servers meant they could work with existing legacy data systems as well as the old voice switches, allowing for a smooth transition as locations and applications were phased in.

To leverage access to the corporate network, Avaya's most visible spokespeople – Avaya's 2,000 global sales professionals and executives – were equipped with a suite of sales tools that provided easy access to critical customer data including product, industry, and technology information, as well as access to applications such as ordering and contracting systems. Using Avaya VPNremote® Client software for Microsoft® Windows®-based PCs, or VPNremote for Windows Pocket PC-based PDAs, Avaya sales teams securely access the corporate network using a number of mobile devices over any available dial-up, broadband, or wireless network connection. The company provided a huge boost to sales productivity by providing a single mailbox where global users can access voice and e-mail messages, check calendars, create conference calls and dial any of their contacts – all by voice command – Avaya Unified Communication Center with Speech Access.

To ensure a consistent customer experience worldwide and to reduce costs Avaya implemented a Virtual Contact Center to support the Avaya Remote Technical Services organization that provides 24x7 support for customers with equipment issues. The Virtual Contact Center enables the organization to leverage the knowledge of technicians worldwide. The organization also implemented Avaya Natural Language Speech Recognition that simply 'asks' 2 or 3 questions, instead of sending customers through multiple layers of call prompt menus. By recognizing words in their answers, the system routes the calls correctly.

Avaya continues to look for ways to let IT solutions drive business growth. Projects currently in progress include the introductions of Avaya Modular Messaging to manage voice messages; and escalation-and-notification software that makes it easier to notify stakeholders about a customer issue.

To learn about each solution implemented, read the six Avaya By Example case study summaries that follow.

Results

- **Reduced operating costs by $450 million.** By replacing dozens of costly frame relay and ATM-based wide area networks with IP-based Virtual Private Networks, the corporation connected some 300 Avaya corporate locations worldwide. The project has realized an impressive $450 million in overall IT cost reductions. Ongoing annualized savings are calculated at $3.3 million, with the project expected to produce more than $13 million in net benefits for a five-year period.

- **Enhanced business continuity**. The Internet's inherent diversity has helped the Avaya VPN network perform without reliability problems. Instead of having a single point-to-point connection, multi-point connections are established to increase routing efficiency and address concerns about business continuity.

- **Increased sales productivity**. With the Avaya Unified Communication Center Speech Access Solution, sales people are adding productive minutes to their day, which equates to 15 additional days each year. When all 1700 sales people reach that usage level, Avaya will have increased the potential productivity of the sales team by the equivalent of 25,500 person-days per year–a productivity boost of more than 6 percent.

- **Improved customer service.** Thus far, the corporation has seen savings of $5 million year in staffing in its Care Centers. Process improvements in Telesales Centers have increased revenue by 71 percent per agent, with a 30 percent decrease in cost per call. But the greatest benefits are to customers who are connected quickly to the specialists best equipped to help them.

> **In today's business world there is no value in making a distinction between business decisions and technology decisions. Almost every initiative Avaya takes on has an embedded need for IT capability – from improving customer service, to increasing productivity, to enabling the mobile employee, to integrating acquisitions – technology is in the recipe.**
>
> *– Thomas Lesica, Avaya CIO and group vice president*

AVAYA

Luxury Cruise Center

Luxury Cruise Center, headquartered in Miramar, Florida, is a start-up business owned by two seasoned cruise executives. The company purchases blocks of rooms for popular cruise itineraries from four of the major cruise lines, and then markets them worldwide by direct mail, e-mail, and outbound telemarketing. After a July 2002 launch, Luxury Cruise Center swiftly gained in popularity. In a list of the fastest growing cruise/travel agencies, the company moved from a 100th place ranking to the 35th spot in just over three months.

Challenge

When Luxury Cruise Center's founders were preparing to launch the company, they knew they needed to begin operations quickly and keep startup costs as low as possible. The company's operations would rely on its call center – the primary channel clients use to book their trips. The founders had very specific criteria, however, that the solution had to fulfill in order to help the new business be profitable.

The system chosen had to adequately handle anticipated call volume of the new business, grow to meet increased needs of the business, and contain full call center functionality, including real-time and historical contact data and incoming call identification. In addition, the entrepreneurs wanted a system with IP Telephony and Computer-Telephony Integration capability, as well as full-feature voice mail. And the system had to be rack-mountable due to limited office space.

In addition to setting solution criteria, Luxury Cruise Center wanted a telecommunications vendor that was reputable, local – in order to provide quick and efficient support – and had completed multiple successful installations. The vendor also had to be able to implement the solution swiftly: any system purchased needed to be fully operational within 10 days of placing the order.

Armed with a specific set of system requirements, they began the search for the best call center solution and vendor.

> **The outcome was outstanding; the system was fully functional and operational ten days after the order, and our contact center was able to take calls earlier than projected, putting us ahead of our competition. We estimate that we were able to generate over $50,000 in revenue by getting the system up and running a week earlier than we projected.**
>
> *– Steve Collins, Chief Information Officer*

Leisure

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Solution

The Avaya IP Office Solution with the Compact Contact Center application was perfectly suited to Luxury Cruise Center's needs.

Hands-on time with the system was provided at Avaya Labs, where Luxury Cruise Center's CIO could experience the system first-hand before making a purchase decision. He also spent time there working with engineers to configure the system prior to its implementation in the company's office.

Avaya and its BusinessPartner helped to prepare the IP Office solution to be ready to operate right out of the box. A configuration file was loaded prior to shipping, so installation took only about two hours after the unit arrived at the Luxury Cruise Center office. Approximately 50 hunt groups were created in order to route callers based on Luxury Cruise Center promotions. Incoming call routing is logical with the Avaya IP Office solution, and a call routing scheme for both the office and the contact center were easily set up.

Luxury Cruise Center also implemented Avaya Call Center View, allowing it to manage and receive reports on its 20-agent contact center.

Applications and Services	
• Avaya IP Office Solution	• Avaya Voicemail Pro (messaging application)
• Avaya Compact Contact Center	• Avaya Phone Manager Pro (phone management)
• Avaya Call Center View	

Results

- **Provides marketing intelligence.** With the Agent Tabular and DID reports, the company is able to track agents' strengths and weaknesses, and implement some skills-based routing accordingly. Using DID reports, they can determine what cruise packages sell the best in particular areas of the country. The marketing department then uses that information to tailor future promotions to customer's needs and desires.

- **Provides an easy-to-manage solution.** Using PhoneManager's Terminal Services or PC Anywhere, the CIO can manage Luxury Cruise Center's IP Office system from anywhere, as long as an Internet connection is available. And when in the office, Collins finds the IP Office graphical user interface easy to understand and use. The system is also easy to operate, with its 'drop and drag' and 'plain language' programming tools.

- **Improved customer service and agent productivity.** Reduced the average talk time 15 to 20 seconds per call using CTI and screen pops, allowing agents to service more customers during their shifts. The screen displays any current order information and the customer's previous history with Luxury Cruise Center.

- **Provided competitive edge and revenue.** Generated an additional $50,000 in revenue by delivering a fully functional and operational system a week earlier than projected, putting them ahead of the competition.

> **The system is extremely easy to manage and operate, with its 'drop and drag' and 'plain language' programming tools. This technology has made administering our messaging system, Voice Mail Pro, very simple and quick.**
>
> *– Steve Collins, Chief Information Officer*

Leisure

Medical Mutual of Ohio

Medical Mutual has been a healthcare insurance company in Ohio since 1934 when it pioneered the concept of prepaid healthcare insurance. As the oldest healthcare insurance company in Ohio, it offers a wide range of health plans that are flexible and tailored to meet the needs of employee groups of all sizes, as well as individuals and families who need personal health insurance.

Antares Management Solutions, the IT subsidiary of Medical Mutual, was founded in 1997. It has 700 employees and provides IT services for Medical Mutual, and offers these services in all 50 states. The company provides state-of-the-art Information Technology Outsourcing (ITO) and Business Process Outsourcing (BPO) to a wide variety of businesses. For more information, visit **www.medmutual.com**.

Challenge

For a healthcare insurance provider to succeed, it must be able to quickly respond to customer requests for information about their benefits, coverage and claims. When corporations decide which company will provide insurance coverage, customer satisfaction is an important part of the equation. So, when Medical Mutual of Ohio was looking to significantly increase customer satisfaction, it recognized that it had to replace an aging communications network and construct a new customer contact center.

Medical Mutual, however, had a communications network that was not capable of handling a new contact center. The aging NEC system needed to be replaced, whether or not the company decided to install a new contact center. In addition to the aging system, Medical Mutual also had an existing call center system provided by Aspect that the company also wanted to replace. Medical Mutual had two separate applications – a phone service provided by NEC, and a call center provided by Aspect. Medical Mutual wanted to combine both systems into a single solution.

> **The contact center is a critical component in our company's success. Businesses look at how fast we answer their employees' phone calls and how quickly we resolve those calls. The benefits that we've experienced with the Avaya communications solution has gone a long way toward improving Medical Mutual's customer service.**
>
> *– Sherry Guzman, Director of Customer Service*

Solution

Medical Mutual turned to Avaya for a two-pronged solution. The first component involved re-building its communications network with Avaya Communication Manager running on Avaya S8300 Media Servers, Avaya G700 Media Gateways and Avaya P330 Stackable Switching Systems. The second component consisted of building a contact center using Avaya Interaction Center.

Financial Services

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya S8300 Media Servers
• Avaya Communication Manager	• Avaya G700 Media Gateways
• Avaya DEFINITY® Communications Servers	• Avaya P330 Stackable Switching Systems
• Avaya Interaction Center	• Avaya Global Services

Results

The Avaya communications solution:

- **Provided a unified communications network** able to handle both data and voice. With the new Avaya solution in place, Antares is now able to reduce the number of circuits supported by its system by 10 percent. And the company can now deploy new phone numbers in a matter of hours, rather than two days under the previous system.

- **Provided a stable environment that is flexible and scalable.** The Avaya Solution can be supported for less than the previous cost. It is an ideal platform on which to build new applications.

- **Provided a platform to support new services.** The Avaya IP Telephony Solution delivered enough spare bandwidth to enable Antares Management Solutions opportunities to provide IT outsourced services.

The Avaya contact center:

- **Increased productivity of each contact center** seat by 6.5 percent. That translates into an increase in annual revenue per call center seat of $19,949.

- **Facilitated a dramatic increase in customer service levels.** Decreased wait time from over one minute to less than twenty seconds. Call resolution time for each call dropped from over five minutes to under four minutes, leading not only to more satisfied customers, but improved customer service representative productivity.

- **Increased overall service levels,** as measured by Medical Mutual, from 21 percent to 94 percent. Percentage of callers receiving busy signals dropped from 7 percent to less than 1 percent. Percentage of "abandoned" calls – customers who hang up before they get through to a customer service representative – dropped from nearly 6 percent to 1.2 percent.

- **Provided a five-year net benefit of $1,843,000** reducing the number of contact center representatives handling high volumes of calls, and producing revenue by providing higher customer service levels while reducing line costs for the contact center. This results in an annual ROI of 25 percent with a payback period of 29 months.

BUSINESS ANALYSIS OF THE SOLUTION						
Project Summary						
Annual ROI	25%					
Payback Period (months)	29					
Total 5 Year Savings ($000)	$1,843					
% Improvement in Productivity/Call Center Seat	6.5%					
Initial Cost of Project ($000)	Start Up	Year 1	Year 2	Year 3	Year 4	Year 5
CTI Equipment & Implementation	$1,500					
Maintenance		$99	$99	$99	$99	$99
Staffing		$42	$43	$44	$45	$47
Total Cost of CTI Equipment	$1,500	$141	$142	$143	$144	$146
Benefit ($000)						
Staffing Reduction in Call Centers		$630	$771	$794	$818	$843
Reduced Line Costs for Call Centers		$33	$41	$42	$43	$44
Total Benefits		$663	$812	$836	$861	$887

Financial Services

Miami-Dade County Fire Rescue

Miami-Dade County Fire Rescue is the largest fire and emergency services department in the southeast United States and the seventh-largest in the United States, with an annual budget of more than $200 million.

MDFR is staffed by more than 1,800 employees, nearly 1,600 of them uniformed firefighters. The organization's men and women serve more than 2 million residents and businesses in 25 municipalities and unincorporated Miami-Dade County, Fla. – an area of almost 2,000 square miles. In 2002, MDFR responded to more than 191,000 emergency calls. That's an average of 524 calls each day.

The agency operates 60 fire stations and manages the Miami-Dade County Emergency Operations Center, used by government and private agency officials to coordinate activities in times of crisis. For more information, visit **www.co.miami-dade.fl.us/mdfr**.

Challenge

The MDFR Communications Division strives for a simple goal, set forth in the Miami-Dade Fire Rescue Mission Statement: "To effectively and efficiently employ all of the necessary resources to provide a service deemed excellent by the people we serve." It's a mission that proved ideal for Avaya IP Telephony communications.

For Miami-Dade Fire Rescue, an initial determination to save telecommunications dollars opened the door to state-of-the-art IP technology. In 1999, MDFR was searching for a communications system to serve the agency's new headquarters building. Expectations were high: the new system would have to deliver a richer set of features than the old and be easier to use, yet save money.

In addition, since millions depend on MDFR to serve them in the worst of circumstances, the new system would have to meet the most rigorous standards for operational continuity.

Funded by taxpayers separately from the rest of county government, MDFR exercised its independence when it sought a less-costly alternative to the outmoded PBX and mechanical key telephone systems it shared with other agencies.

It soon became clear that Miami-Dade Fire Rescue needed more than just a new telecommunications switch. The agency needed a comprehensive solution that would be easier to use and less costly to administer than the device in place.

> **[On September 11, 2001,] every person (at the Emergency Operations Center) had a phone in their ear, and they were on their cell phones as well. So I knew if the Avaya system was ever going to break, this would be the day. But the system did not fail.**
>
> *– Michael Crisler, Telecommunications Manager, speaking of activity on September 11, 2001*

Government

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Solution

After carefully weighing the options, MDFR selected an Avaya IP Telephony Solution, initially comprised of the Avaya DEFINITY® Server and Avaya Communication Manager. Performance improved when MDFR replaced the frame relay links with 60 point-to-point T1 connections. Later, the agency used its savings in network costs to upgrade the DEFINITY server to an Avaya S8700 Media Server, with Avaya G700 Media Gateways serving larger division offices connected as one, seamless operation.

In addition to MDFR headquarters, Avaya DEFINITY® Communications Server handles communications for 60 fire stations and other key, emergency operations. These include the county's 42-seat 311 Answer Center and the Emergency Operations Center (EOC). Due to the incidence of hurricanes that hit South Florida, this is reputed to be the busiest EOC in the U.S.

| Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya DEFINITY® Communications Server
• Avaya Communication Manager	• Avaya IP Telephones
• Avaya S8700 Media Server	• Avaya Extension to Cellular
• Avaya G700 Media Gateways	• Avaya Maintenance Agreement

Results

- **Strengthened operational continuity and reliability** by serving critical emergency services functions. The vast call processing power of Avaya S8700 Media Server helps ensure against call blocking in high-volume periods. Redundant architecture and alternate network facilities provide system backup.

- **Reduced administrative costs** by allowing a single manager to administer the entire Avaya communications solution for more than 2000 MDFR, Elections Department and 311 Answer Center employees.

- **Improved service to users** by reducing telephone moves, adds and changes from the previous two to three weeks to less than a day – often just minutes. Users move their own phones.

- **Provided smooth migration to advanced IP networking.** The flexible Avaya architecture made it simple to upgrade from the Avaya DEFINITY Server to the more powerful Avaya S8700 Media Server and add IP voice networking and Avaya IP telephones.

- **Delivered a five-year net benefit of $232,000**, driven by avoidance of internal administrative charges and reductions in phone lines. The organization projects an annual ROI of 25 percent and a payback period of 3 years, 9 months.

BUSINESS ANALYSIS OF THE SOLUTION							
	START UP	Year 1	Year 2	Year 3	Year 4	Year 5	Cumulative Value
PROJECT COSTS ($000)	$(721)	$-	$(43)	$(49)	$(54)	$(57)	
PROJECT BENEFITS* ($000)		82.9	169.9	317.3	282.2	303.8	$1,156
Net Value	$(721)	$82.9	$126.9	$268.3	$ 228.2	$246.8	
Cumulative Value	$(721)	$(638)	$(511)	$(243)	$(15)	$232	
FINANCIAL ANALYSIS ($000)							
Net Present Value (NPV)	$705						
Annual ROI	25%						
Internal Rate of Return (IRR)	9%						
Payback Period	3 yrs, 9 mos						

* Benefits include avoidance of internal admin charges, improved productivity and reduction in phone lines.
  Results shown are not a guarantee of equivalent performance.

Government

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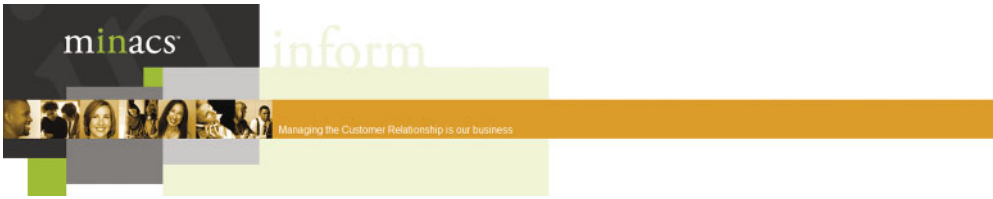
Minacs

Founded in 1981, the company has grown from a small, privately held enterprise with four employees to a publicly traded, global corporation. Minacs provides BPO solutions centered on three core areas of capability – contact center solutions, integrated marketing services, and back-office administration – buttressing three areas of service – customer relationship management, human resources, and administration. The company specializes in providing targeted CRM utilizing database marketing, multichannel customer contact centers, and Web-enabled processes. Solutions in human resources provide extensive workforce management opportunities and make employee care a personalized, priority service. Minacs' professionals work with clients to help them acquire and manage relationships with their customers at all stages of the customer life cycle. The company's 4,250 employees are located in 15 sites in Canada, the United States, and Europe. They provide services in 24 languages to millions of customer contacts each year. For more information, visit **www.minacs.com**.

Challenge

To continue its success in the increasingly competitive customer care outsourcing industry, Minacs understood that it would need to do more than put its own customers first – it would need all of its technology partners and suppliers to do the same. Since entering the customer relationship management business in the 1980s, Minacs has successfully carved out a niche for itself based on its approach to customer service and the level of support provided by its underlying technology.

Minacs' operational strategy since the 1990's has focused on centralized contact center solutions, driven by an advanced technology infrastructure backbone. Minacs was looking to support its customer service value proposition by leveraging a communications provider that offered global coverage, robust switch and routing functionality, substantial load and redundancy capabilities, and had a fundamental understanding of the evolution of the modern contact center. Over the past few years, as even more enterprises have shifted their focus from increasing market share to increasing customer care, Minacs realized the need to expand its value proposition and service mix by increasing its investment in multimedia-based technologies and further leveraging its partner technology suppliers.

In 2003, Minacs faced an RFP from a U.S.-based FORTUNE 500® company looking to replace its current contact center outsourcer with a more technologically advanced, flexible, and cost-efficient provider. To adequately respond within the RFP's parameters, Minacs required a partner-centric solution team that could offer advanced multimedia-rich communications capabilities in a seamless, efficient environment.

Service Provider

“**Avaya simply has a very stable product that met our business needs.**”

– Joan Middleton, Vice President, Project Management

Solution

Minacs chose an Avaya Contact Center Solution based on Avaya IP Telephony and powered by the Avaya S8700 Media Server with Avaya Communication Manager. The Avaya Interaction Center solution was also implemented through a three-way partnership struck between Minacs, Avaya and Aliant.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya Interaction Center
• Avaya Communication Manager	• Avaya Operational Analyst
• Avaya S8700 Media Server	

Results

- The **advanced functionality and reliability** offered by the Avaya Contact Center Solution makes Minacs' overall corporate value proposition increasingly attractive to companies debating in-house versus outsourced contact center solutions.

- The **stability of the solution** means that Minacs did not have to worry about the technology and could focus its efforts to meet the needs of its clients.

- **Increased contact center performance** has resulted since the customer-driven, media-rich solution provides Minacs with a wealth of customer information from which it can directly and indirectly tweak its service to best meet its own internal efficiency goals as well as improve service to its clients. By implementing Avaya Interaction Center and Avaya Operational Analyst solutions, Minac's has enhanced business functionality with business intelligence reporting and analysis.

- **Increased client service** by offering better response times, stable accessibility, increased flexibility, deeper informational insights, and multiple access paths to information, resulting in the best possible service to its client base.

For a more in-depth description of this customer's use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

minacs™

Service Provider

MYOB

Founded in 1991, the MYOB Group is a leading provider of business management software for small and medium sized enterprises and accounting practices around the world. MYOB has operations in Australia, New Zealand, USA, U.K., Hong Kong, Singapore and Malaysia. MYOB develops and publishes award-winning software solutions that have revolutionised the way growing businesses view accounting and business management software. MYOB also provides systems and services targeted to the needs of public accountants. The MYOB group is owned by MYOB Limited, a public company listed on the Australian Stock Exchange (ASX symbol 'MYO'). For more information, visit **www.myob.com**.

Challenge

As a leading supplier of finance-centric software, services and support that enable the small and medium business market to "mind their own business," MYOB needed to find a way to expand sales, operations, and support globally with a flexible solution that could interoperate with existing systems, lower costs, and deliver a superior, branded customer service experience.

By building on its Australian success and creating a streamlined virtual network of contact centers, MYOB's strategic plan for rapid international expansion was to leverage its communication infrastructure, maintain centralized licensing, and ensure a consistently high level of customer support.

For MYOB, superior customer service is absolutely critical to growth and long-term success.

Solution

By deploying an Avaya IP Telephony Solution supporting multiple contact centers and creating connected virtual support 24x7, MYOB has expanded into international markets.

By working closely with an Avaya BusinessPartner, MYOB successfully migrated from TDM (Time Division Multiplexing) technology to IP Telephony with the implementation of Avaya Communication Manager.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya S8700 Media Server
• Avaya Communication Manager	• Avaya Interactive Response

"One of the neat things about migrating to Avaya Communication Manager software was that we could reuse the majority of our communications infrastructure and telephones while expanding our IVR platform and the upgrade didn't render that platform redundant."

– Duncan Mok, Group IT Manager

Technology

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Results

- **Reduced overhead costs** due to savings on long-distance calls.
- **More agile, secure and reliable operations** to foster rapid global growth for operations and customer support across the Asia Pacific region and around the world.
- **Intelligent, personalized interactions with customers** across all contact centers worldwide.
- **Faster linkage of people, processes and resources** – which has yielded significant improvements to business processes and is already generating a healthy ROI.

"**One of the key things we liked about the Avaya IP Telephony and Contact Center Solutions was that they enabled us to operate our contact centers globally as if they were one contact center ... which enables us to deliver a consistent customer experience regardless of the customer's or agent's global location. We want to provide the same customer experience whether they are in Asia, the U.S., the U.K., Australia or New Zealand.**"

– Duncan Mok, Group IT Manager

For a more in-depth description of this customer's use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

Technology

Pebble Beach Company

Pebble Beach Company, located in Pebble Beach, California, is the parent company of The Lodge at Pebble Beach, The Inn at Spanish Bay, Casa Palmero, The Spa at Pebble Beach, Pebble Beach Golf Links, The Links at Spanish Bay, Spyglass Hill Golf Course and Del Monte Golf Course. Its resorts and golf courses are known worldwide for their stunning oceanfront location, peerless quality and outstanding service. As the #1 rated golf resort in the United States, the Pebble Beach Company resorts and golf courses are known worldwide for their stunning oceanfront location, peerless quality and outstanding service. The company's 1,600 employees display a level of professionalism and proficiency unmatched in the industry. For more information about this customer, visit their Web site at **www.pebblebeach.com**.

Challenge

As the #1 rated golf resort in the U.S. and one of the world's most famous golf courses, Pebble Beach has a superior standard of customer service to uphold. Every Pebble Beach guest expects five-star VIP treatment – from hir or her first call to the Resorts Reservations Contact Center to the time of check out from a visit. Maintaining this premium service requires more than maintaining a professional, helpful and courteous staff. It means having an advanced contact center system behind the scenes to handle and route calls quickly and manage guest information efficiently.

As more than just a golf resort, its reservation process is unique and can be complex. Unlike most resorts, Pebble Beach's guests expect to be able to book tee times, as well as rooms and activities on the same call. With a 5,400-acre resort, three luxurious hotels/resorts, four tournament golf courses and a host of other activities, coordinating reservations can get very complicated for even experienced agents.

The 24 agents in Pebble Beach's Resorts Reservations Contact Center handle an average of 550 calls daily – 16,655 calls per month, 200,000 calls per year. Call-handling time included an average of five minutes with each guest on the initial call and 15 minutes to complete the reserva-tion over the phone. This meant calls often backed up in a queue waiting on hold for the next available agent, who may not have been the most skilled to handle the call.

With the high number of "abandoned" guest calls, it became clear to Pebble Beach that it needed a more sophisticated contact center solution to handle its complex reservation process. The wait times for the next available agent were too long and the call menu options were difficult for most guests to understand. And since calls were not being routed effectively, qualified agents were sitting idle while less experienced agents were handling calls – further lengthening the reservation process. Plus, Resorts Reservations had no ability to track abandoned calls and determine the source (and cause) of business that was being lost.

Even when guests did make it through the call routing process, they'd face more frustration because Pebble Beach's rooms are booked for up to 18 months in advance for individual reservations. And groups may have to wait even longer for available accommodations.

Hospitality

Pebble Beach had four primary service goals for its contact center:

- Increase the number of calls answered in under one minute to 95% to reduce guest waiting times;
- Assign the more experienced agents to complex bookings to speed up the reservation process;
- Handle peak period calls more effectively; and
- Avoid abandoned calls by 100%.

Solution

Pebble Beach added Avaya Business Advocate software to its existing Avaya Contact Center Solution for skills-based routing to improve the customers' experiences when calling its contact center.

Applications and Services
• Avaya MultiVantage™ Communications Applications   • Avaya INTUITY™ AUDIX® Voice Messaging
• Avaya Communication Manager   • Avaya Business Advocate
• Avaya Call Management System

Results

The Avaya contact center solution proves that creating a positive customer experience can produce positive business results. Pebble Beach can measure return on investment by reduced customer complaints, the ability to intelligently assign agents and providing better service and faster answers to Pebble Beach customers.

- **Call answer rate increased** to 95 percent within one month, with calls being answered in less than 30 seconds. This was achieved by dividing callers into four segments and matching the best-qualified available agent to each segment call. With the predictive skills-based call routing capabilities of the Avaya solution, Pebble Beach knows how many guests are waiting for their calls to be answered and for how long – so they can be routed to agents according to needs and priority.
- **Overflow calls can be re-routed** during peak periods, based on information gained from predictive, skills-based routing systems.
- Number of **abandoned calls reduced** by 100 percent.
- **Sales closure rate improved by 5 percent**.

> **Avaya, unlike other technologies I've purchased, actually lived up to its promises. We're achieving some pretty dramatic results with very little effort. And these are daily results, not just one-time improvements.**
>
> *– Dominic Van Nes, Vice President of Information Services*

For a more in-depth description of this customer's use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

PEBBLE BEACH
R E S O R T S

Hospitality

ScanSoft, Inc.

ScanSoft, Inc. is a publicly traded company with offices around the world. With nearly 800 employees, ScanSoft is the market-leading supplier of speech and imaging solutions used to automate a wide range of manual processes –helping increase productivity, reduce costs and improve customer service. With the power of ScanSoft's ASR products, users can interact with any wireless and wireline phone and many mobile devices to get information or conduct transactions instantly – simply by speaking naturally. ASR services replace cumbersome Touch-Tone interfaces that confuse and frustrate callers, and enable new categories of applications such as speech portals and telematics.

A Premier-level member in the Avaya DevConnect Program, ScanSoft, Inc. is the leading provider of speech technologies in the world today. For more information, visit **www.Scansoft.com**.

Challenge

A major consumer finance corporation based in the Northeast United States provides branded credit cards to major retailers and other consumer service companies. The corporation's objectives are to continue to grow its client base by providing leading consumer finance products with leading customer service programs.

The consumer finance corporation serves 200+ customers, including Home Depot, JCPenney, GAP and Bergdorf Goodman. It offers 30+ self-service credit card applications, all completely modular, flexible and dynamically configurable. The corporation's biggest challenge was determining how it could service very unique customers in a cost-effective way. Specifically, the corporation needed to identify – and automate – calls that were most common across all brands.

Because the corporation's service is a branded offer, it really serves two clients. The first client is the company branding its service and the second client is that company's end-customers. A study examined end-customer activity in the call center. The objective was to identify those calls that were most common across all brands and determine which of these calls could be automated to reduce costs across the entire program. One of the most common transactions identified was the request to update a consumer profile with new name and address information.

Solution

The corporation decided to implement a speech-enabled Interactive Response self-service solution, jointly positioned by Avaya and ScanSoft. The solution included the Avaya Interactive Voice Response system, Avaya Unified Messaging/Unified Communications and Avaya IP Office, as well as ScanSoft's Automatic Speech Recognition (ASR), Text to Speech, Speech Applications and Speech Components.

Avaya and ScanSoft's joint speech-enabled IVR self-service solution ran on the Avaya Interactive Voice Response platform and leveraged all of ScanSoft's speech technologies. ScanSoft also functioned as the application provider. The customer contracted with Avaya to provide all the IVR components and the integration components for ScanSoft technologies. ScanSoft provided all the speech software and services directly to the customer.

Avaya Unified Messenger extends the functionality of an existing email messaging system by providing

one mailbox for voice mail, email and fax messages. Unified Messenger is a unified messaging solution that operates in existing LOTUS Domino e-mail messaging environments to enhance business performance and responsiveness to customers. Avaya Unified Communications provides mobile, collaborative and management associates with a unified interface to their most important information and communication tools. Avaya IP Office is an all-in-one solution specially designed to cost-effectively provide self-service solutions to the organization's many unique customers.

| Applications and Services	
• Avaya Interactive Response	• ScanSoft Speech Technologies
• Avaya Unified Messenger	– Automatic Speech Recognition
• Avaya IP Office Solution	– Text to Speech
	– Speech Applications
	– Speech Components

Results

- **Increased customer satisfaction**. Avaya Interactive Voice Response helps improve customer service by giving customers dynamic, real-time voice access to the information they need. The success rate is over 80 percent, which means over 80 percent of all callers are achieving the goal of the call. The increase in self-service options for customers and reduced hold times translate to high customer satisfaction.

- **Increased productivity**. The applications handle name and address updates and changes by end users. ScanSoft Text to Speech engine is able to read, understand and convert any text into the most human-sounding voice available today.

- **Reduced overall operating expenses and positive ROI**. The speech solution provided a savings of over $1.5 million in the first year. Return on investment was achieved in less than six months.

- **Future revenue potential**. The consumer finance corporation continues to look at ways to improve customer care while continuing to reduce overall operating expenses. The corporation wants to grow profits 10 percent per year. It is also very focused on expanding the services that it can offer to customers through automation via the Web and speech. A one percent increase in automation creates a savings of $2.2 million.

"It was important to us to develop a solution that would achieve our goals to reduce overall operating expenses without compromising customer service – a significant challenge, given our multitiered, complex customer base. The Avaya and ScanSoft solution exceeded our expectations, not only by achieving enviable ROI and cost-reduction, but by increasing our customer satisfaction with reduced hold times and a high degree of caller success. We're extremely pleased with the solution, and most importantly, our customers are satisfied."

– A company spokesperson

Avaya DevConnect

ScanSoft®

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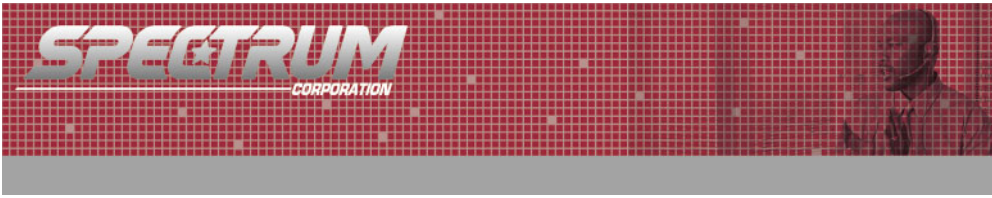
Spectrum Corporation

Headquartered in Houston, Texas, Spectrum Corporation is a globally recognized solutions provider to telecommunications vendors and customers. Since 1971, Spectrum has consistently been an innovative leader offering total solutions, including V-Display, Ultra-Link II and traditional wallboards. More recently, Spectrum has completed its offering with the addition of UltraData Enterprise (real time and historical collection/publication software), award-winning IP wallboards and flat panel plasma TV monitors. Spectrum supplies display devices and software to report on critical ACD and other database statistics for intelligent organizations worldwide. Spectrum's clients include HP/Compaq, IBM, Dell, The Gap, Liberty Mutual, Bank One, AT&T, The Federal Reserve, Wal-Mart, Coca-Cola, Charles Schwab, Anheuser-Busch, Eastman Kodak, Ford, General Motors, B & Q, Time Warner and many more.

Utilizing current data collection and publication tools, Spectrum has maintained an international customer base via the company's very successful distribution model. Spectrum is an Innovator-level member in the Avaya DevConnect Program. For more information, visit **www.specorp.com**.

Challenge

An international insurance conglomerate provides all manner of insurance services while maintaining a sizable customer base. An internationally recognized leader in its business, this insurance provider was successful by any measure. To maintain its success and to accomplish a high level of customer satisfaction, the insurer recognized the importance of making mission-critical data available to the right decision-makers. The company identified a specific need: find a way to deliver real-time, accurate data to staff and management.

The main business challenge was how to disseminate key information to a large audience. In other words, the insurance provider needed to push real-time metrics to a diverse population while maintaining a visible tool for contact center agents. Management was concerned that a visual tool could be ignored by their agents and subsequently would provide less and less value. Due to the overall size of the main facility and the many other worldwide locations, the solution needed to remain a constant visual aid to agents and supervisors around the clock.

Solution

The insurer approached Spectrum Corporation for help. Spectrum suggested a solution that combined its UltraData Enterprise product with the Avaya Call Management System.

Recognizing the need for a graphic display "client" at every user's workstation, Spectrum designed a tool that would be available, updated in concert with Avaya Call Management System, and easy to use. Spectrum's UltraData Enterprise combines statistics from virtually any data source and displays this "knowledge-based" data to single or multi-line wallboards, plasma screens, the Web, e-mail, printed reports, etc.

Avaya Call Management System is an optional database, administration and reporting application that provides information and management tools for monitoring and analyzing the performance of contact center operations. It is designed for enterprises that receive a large volume of telephone calls and have complex contact center operations.

Avaya DevConnect

ICONS: Intelligent Companies, Intelligent Communications

Spectrum utilized the powerful Avaya Automatic Call Distribution feature to run custom reports for data collection and distribution purposes. By using the robust collection engine, an integral part of the UltraData Enterprise solution, Spectrum was able to collect data from the Avaya and other non-Avaya databases. The system also has the ability to collect from other systems making the already potent statistical information from the Avaya Call Management System all the more important as a component of the "converged" data.

Applications and Services	
• Avaya Call Management System	• Spectrum's UltraData Enterprise
• Avaya Automatic Call Distribution	

Results

- **Immediate access to data**. Collects real-time and historical data, providing users with a "right now" view of the contact center and beyond.

- **Enhanced agent experience**. Empowers agents to make better decisions regarding their work volume, break times and scheduling. It thresholds data, enabling agents and supervisors to take part proactively in the success of their group, their department and the organization. It also provides the means to keep remote or teleworking agents informed and part of the group.

- **Ease of management**. Provides managers the means to manage their staff effectively with a tool to monitor performance now and over time.

- **Competitive advantage**. Provides greater visibility of a business's voice, Web, e-mail and IVR traffic, giving the business a distinct competitive advantage

- **Measurable ROI.** Provided measurable return on investment based on 800 calls, talk times and other intangibles, including but not limited to report collation, report distribution and compensation measures.

- **Future-proof**. This Avaya DevConnect-certified solution met the customer's needs for today and will grow as the requirements change in the future.

> **The UltraData solution allows us to be more proactive, better manage our time, and feel like an important part of the team. Our group's performance has increased in our average speed of answer, total calls handled, and overall abandoned rate. As a center agent, it can be very difficult to know exactly which line to answer or to which group or queue I should spend more or less time. With the new UltraData solution we have created new metrics like Premier Callers Holding, Revenue in the Queue, and Dollars per Campaign. I enjoy the new desktop client and have needed little time adjusting to its capabilities as well as the instant messaging feature.**

– A contact center agent with 12 years of experience

For a more in-depth description of this solution and the use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

SPECTRUM
CORPORATION

Avaya DevConnect

Tiger Direct

Tiger Direct was established to serve the needs of computer users, and today the company is one of the industry's top computer and computer-product retailers. Tiger Direct's Web site has been ranked among the New York Times' "Top 25 Online Retailers" in 2002 and its catalog has become a textbook for computer users. The company's success has been built on a simple principle: take care of every customer like they were a member of the family. From the beginning, Tiger Direct's top priority was to provide unmatched customer care and to help its customers understand how technology could help them. The company prides itself on employing a superior call center staff to answer customer questions, make recommendations and deliver solutions. For more information, visit **www.tigerdirect.com**.

Challenge

Tiger Direct found its business growing rapidly. The company continued to add offices to process customer orders, all of which operated independently of one another. None of the communications systems in any of the offices had the capability to network with any other location. Staff could not easily communicate with one another, and load balancing or license sharing among all facilities was impossible.

Communications management also became a nightmare as the Tiger Direct IT staff was constantly traveling among eight different locations to administer and maintain eight different systems. Service from the IT department suffered as a result, since the system could not support its mobile workforce.

Finally, the remote agent solution being used by Tiger Direct was substandard and service was sketchy at best. In order to enhance customer service and agent productivity, Tiger Direct wanted to present a "single store" image to its customers, and enhance each customer's service experience with Tiger Direct.

> **"Our former remote agent solution would often drop the agent in the middle of handling a customer, and adding them back to the queue was very difficult and entailed stopping work for remaining agents working from the same system as the dropped agent. The company lost revenue and the agent lost commission opportunities as a result, while productivity and morale lagged."**
>
> *– Henry Rey, Telecommunications Specialist*

Retail

ICONS: Intelligent Companies, Intelligent Communications

Solution

Tiger Direct chose an Avaya Contact Center Solution based on IP Telephony that connects agents and staff in all locations while providing for reliable and productive remote agents. The contact center is staffed by 128 agents with agents located in remote locations.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• NICE Analyzer
• Avaya Communication Manager	• Avaya INTUITY™ AUDIX® Voice Messaging
• Avaya S8700 Media Servers	• Avaya IP Telephones
• Avaya G700 Media Gateways	• Avaya Integrated Management
• Avaya Call Management System	• Avaya Wireless Telephones
• Avaya Interactive Response	

Results

- **Integrated, cohesive contact center.** With the new Avaya Contact Center Solution, Tiger Direct was able to easily integrate all of its contact centers onto one platform, sharing key customer information and load balancing calls.

- **Ease of management.** Avaya systems are notoriously easy to manage, and Tiger Direct's contact center is no exception. IT staff can quickly and easily perform moves, adds and changes, or even add new facilities to the system from a single, centralized management portal.

- **Improved customer experience.** The new Avaya Contact Center Solution provides greater stability of remote agents, resulting in decreased queue and wait times and enhanced service. Agent morale has also improved as a result, since agents no longer fear being dropped by the system and then losing hours worth of pay and commissions.

- **Quality of service.** The new Avaya solution, which is being migrated to an MPLS-based network, offers class of service that allows prioritization of traffic and "follow the sun" routing of calls from center to center based on time zones.

- **Business continuity.** There is a high degree of redundancy. For a company with corporate headquarters located in a hurricane zone, there is comfort in knowing that if one contact center goes down, thanks to the Avaya Local Survivable Processors implemented, customers' calls will be seamlessly and effortlessly re-routed to another contact center.

> **I will always stay with Avaya products. The company has a real eye toward the future and are always building and developing new platforms and applications based on emerging technology. They are a trusted, proven provider that allows customers the option to migrate to new technologies, like IP, without sacrificing existing investments that are still viable.**
>
> *– Henry Rey, Telecommunications Specialist*

For more information on organizations using Intelligent Communications, contact your Avaya Client Executive, Avaya authorized BusinessPartner or visit www.avaya.com, and click on "How to Buy."

TigerDirect.com

Retail

Tower Travel Management

Tower Travel Management is one of the largest independent, full-service travel agencies specializing in corporate travel in the U.S. Since its founding in 1979, the company has built a solid reputation on its ability to deliver what it says it can: making business travel easier and as economical as possible.

Tower relies heavily on technology to deliver services such as online booking and reporting, quality control, ticketing, contact center management and wide-area networking, which offer its customers efficiencies and unlimited access to information needed to make travel arrangements and travel budget decisions. For more information, visit **www.towertravel.com**.

Challenge

Tower Travel Management operated two main contact centers: one in its Oakbrook, Illinois headquarters and another in the metropolitan Chicago area. The centers operated independently, each handling incoming calls from customers via its own Avaya MERLIN Legend® system, but sharing a voice mail system through use of a tie-line. Six remote agents also connected to the system using leased 56K lines and a hub-and-spoke router.

As Tower grew, it began to serve customers outside of the immediate area, and it also sought to pursue corporate customers in new cities. In order to provide the highest quality service and support to these accounts, the company felt it important to expand its customer service operations to include additional agents in new areas. So Tower added remote agents in other parts of Chicago, as well as in Texas and Tennessee. All were operating as separate contact centers – with separate queues and different call volumes at different times – when using the MERLIN Legend system. Remote agents were also using ineffective and costly methods, such as leased access lines, to connect to Tower's networks.

Tower Travel recognized that it could provide improved customer service and lower the company's costs if it could unify the many locations from which agents worked and provide a single call queue that would handle customers' call more effectively. It realized that a system that used VoIP technology would be able to connect remote agents to the system in a cost-effective way.

Tower Travel began a search, looking for a communications system that could unify the contact centers into a single contact center operation and let remote workers connect in a more cost-effective manner.

> " **There was not another system available to a company of our size that included the features we desired for the price that we paid, and we had worked with Avaya and were very comfortable with their level of support and expertise.** "
>
> *– Michael Foster, IT Project Manager*

Travel

Solution

Tower researched convergence technology for approximately eighteen months, and viewed potential solutions from three vendors during that time. It found the Avaya IP Office Solution coupled with additional Avaya components to best suit its needs, as it offered many useful features, including those needed to efficiently manage a contact center, all in the standard offering of the product. The cost benefit was also a big deciding factor.

Tower chose an Avaya IP Office IP406 as its main system. Implemented in the Oakbrook headquarters, the system handles all calls for Tower's contact center. An IP403 was also installed in the Chicago call center. Using this system as a router was a more cost-effective method to link the Oakbrook and Chicago centers together, while offering callers a much higher quality of service than they received when the previous routers were used. The IP406, was programmed with enhanced applications, such as the Compact Contact Center and Voice Mail Pro, which offered the best possible environment in which agents could operate.

The Avaya IP Office has provided everything that Tower Travel Management needs today, along with significant growth potential for the future.

Applications and Services	
• Avaya IP Office IP406	• Avaya Compact Contact Center
• Avaya IP Office IP403	• Avaya Voicemail Pro (messaging application)

Results

- **Improved customer service** by consolidating contact center agents into a single group thereby optimizing the use of all available agents, including remote workers, to answer customer calls in an efficient manner.
- **Increased business opportunities** by easily allowing the addition of remote workers or agents to the Avaya IP Office.
- **Reduced costs** by enabling remote contact center agents to dial in to the Avaya IP Office via a simple DSL connection, rather than with a more expensive T1 line.

" This technology opens up huge revenue possibilities for us. With just one agent, we can open up a branch office anywhere in order to attract new business. "

– Michael Foster, IT Project Manager

For a more in-depth description of this customer's use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

Travel

UpSource

Massachusetts-based UpSource, a multi-channel inbound contact center company, provides customer service, sales and associated services to a variety of clients. Privately held, UpSource serves customers in a wide variety of businesses and organizations via its contact center in Nova Scotia. Outsourced services are handled by telephone, web, e-mail and traditional mail. For more information, visit **www.upsource.ca**.

Challenge

A primary source of UpSource's competitive advantage is its ability to provide cost-effective customer service using leading edge telephony and Customer Relationship Management (CRM) solutions. The network and software must be able to handle and route calls at a reasonable cost, allow customer service agents to immediately retrieve caller information on their desktop terminals, and provide a high degree of reliability with no downtime.

At UpSource, a typical customer call and resolution takes approximately four-and-one-half minutes. Its clients pay UpSource either on a per-transaction or per-agent-hour basis. The faster UpSource can resolve customer questions, the more revenue it can generate, because it will be able to handle a higher call volume in a given time period.

Reliability is key in a customer service contact center. Lost calls mean lost revenue. When it experienced 13 major failures in a one-year timeframe, UpSource started shopping for new solutions. In addition to lacking reliability, the existing system did not have "alarming" capabilities – it was not able to recognize when there were problems and could not issue alarms and alerts. Plus, the system was very complex. Multiple vendors were involved, so tracking down the source of problems was exceedingly difficult.

Also, UpSource needed to expand and was looking to grow the number of seats in its contact center. The ultimate solution had to be as cost-effective as possible.

Solution

The UpSource team considered only two choices for a new solution to handle a maximum of 300 seats – either upgrade the existing system, or implement a solution from Avaya. The objective was a low-cost, reliable system that would help UpSource keep existing business and provide the necessary flexibility and scalability to ensure the company's continued growth. The UpSource team chose the Avaya Contact Center Solution since they felt the Avaya solution could offer unparalleled reliability and cost-savings. UpSource also felt Avaya had the broadest experience with convergence and IP telephony.

The Avaya Contact Center Solution is powered by an Avaya S8710 Media Server with Avaya MultiVantage™ Communications Applications and Avaya Communication Manager. Avaya Call Management System is used to provide critical support with contact center management, monitoring and analysis. Avaya Contact Center Express, using the voice and e-mail channels and Applications Enablement Services, assist UpSource in supporting its client base with CTI-enabled, multi-channel capabilities.

Service Provider

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Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya Contact Center Express
• Avaya Communication Manager	• Avaya Call Management System
• Avaya S8710 Media Server	• Avaya INTUITY™ AUDIX® Voice Messaging
• Avaya G650 Media Gateways	• Avaya EXPERT Systems℠ Diagnostic Tools

Results

- **Increased competitive advantage with more efficient call handling**. The Avaya Contact Center Solution and Avaya MultiVantage™ Communications Applications offer a suite of call-routing capabilities that help agents handle calls more effectively. It gives UpSource the flexibility of sending the appropriate calls to the appropriately skilled agent.

- **High reliability**. Avaya EXPERT Systems℠ Diagnostic Tools, which work to identify and prevent problems before they arise, minimize their impact if they occur, and identify ways to keep them from taking place again. No downtime has occurred since the new Avaya solution was installed.

- **Return on investment**. A detailed analysis of the implementation shows that UpSource will reap a cumulative five-year benefit of CAN $478,432 from the project. The $478,432 benefit is realized by a combination of an estimated cost-savings of $90,000 when compared to expanding the existing system, and increased revenue that UpSource will bring in by reducing downtime. Because downtime has been reduced, each seat will be more productive and generate an additional $2,882 over a five-year period, for a total of $390,000 in higher productivity. The project yields an average annual ROI of 26 percent over the same period.

Business Analysis of the Implementation						
Project Summary						
Annual ROI	26%*					
Benefit/seat (over 5 years)	$2,882					
Cumulative 5-year benefit	$478,432					
Payback period (months)	36					
Project Costs ($000)	Startup	Year 1	Year 2	Year 3	Year 4	Year 5
Initial Equipment	$316					
Implementation	$59					
Total	$375					
Benefits ($000)						
Cost Savings		$0	$116	$116	$116	$116
Productivity (revenue from increased uptime)		$17	$45	$71	$107	$150
Financial Analysis ($000)						
Net Value						
Cumulative Value						
Net Present Value						
Annual ROI						
Internal Rate of Return						
Payback Period (months)						
Key Performance Indicators (KPIs)						
Revenue/Seat/Year	$47,511					
Cost/Seat/Year	$560					
Benefit/Seat/Year (vs. existing)	$576					
% Annual productivity improvement/seat	1.2%					

* over a five year period
Note: All dollar figures are in Canadian dollars. Results are not a guarantee of equivalent performance.

> **Downtime equals lost revenue, since you can't charge your customer for agent-hours or non-transactions. Reliability for a call center outsourcer is absolutely critical.**
>
> – Susan Cohen, Vice President of Sales and Marketing

Service Provider

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Vail Resorts, Inc.

Vail Resorts, Inc. is one of the leading resort operators in North America. The company's operations are grouped into three segments, Mountain, Lodging and Real Estate. The company owns and operates four ski resorts in Colorado, one ski resort in Lake Tahoe, California/Nevada, and one summer resort in Grand Teton, Wyoming. In fiscal 2002, the Company acquired a majority interest in RockResorts, which manages 10 luxury resort hotels across the United States. The Company's resorts and resort hotels provide a comprehensive resort experience throughout the year to a diverse clientele with an attractive demographic profile. For more information, visit **www.vailresorts.com**.

Challenge

As a leading resort operator, Vail Resorts wanted to offer its customers superior service and a variety of contact methods to facilitate communication with customers – regardless of where the customer called from or when they wanted to call.

But, the resort faced a couple of specific challenges with its former call center platform. First, the system could only handle a set number of ways (vectors) to route incoming customer calls. Because Vail uses different toll-free telephone numbers to track each advertising and marketing piece it creates and each number needs vectors to appropriately route calls, the system was quickly approaching its capacity.

In addition, Vail Resorts was also in the process of creating an online reservation service. With so many international visitors, coupled with the general increase in use of the Internet for making travel reservations, the resort recognized that adding modern contact methods would help enhance its customer service, especially for international guests.

Vail Resorts also had multiple locations that were using separate systems for voice communications, which made integration and implementation significant issues.

> **The main reason Vail Resorts continues its relationship with Avaya is because Avaya makes the best products on the market. They continue to spend on development and partnerships that make it the strong company that it is. I wouldn't ever want to have to consider replacing our Avaya solutions.**
>
> *– Keith Gwinn, Telecommunications Director*

Hospitality

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Solution

Vail Resorts selected the Avaya Contact Center Solution to support its twenty-agent contact center with a multi-channel Avaya Interaction Center application in order to increase the communication options available to customers. The Company also standardized on Avaya IP telephony-based servers for its voice network.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya Interaction Center
• Avaya Communication Manager	• Avaya Call Management System
• Avaya S8700 Media Server	• Avaya Operational Analyst
• Avaya DEFINITY® Communications Server with Extended Port Networks	• Avaya External Call Handling
	• Avaya INTUITY™ AUDIX® Voice Messaging
• Avaya G700 Media Gateway	• Avaya Consulting and Integration Services
• Avaya S8300 Media Server	

Results

- **Increased capacity**. The new Avaya platform offers Vail Resorts the ability to add more vectors – and thereby more incoming call numbers – allowing it to continue to add toll-free numbers to better track advertising and marketing initiative success.

- **Additional contact modes**. Avaya's Interaction Center offers Web Chat capability in addition to more traditional contact methods. Making it easier and less expensive – especially for international customers – to contact Vail helped to enhance the company's customer service.

- **Enhances agent productivity and morale**. With the addition of Web Chat, agents have another mode by which to help close sales. And chats don't count towards agents' call totals, but sale conversions do – so agents' call to sale conversion rate is easier to make, enhancing commissions and therefore, morale.

- **Load management and administration**. By consolidating its voice network on one Avaya switch rather than six, the telecommunications department is better able to balance the load and more effectively manage administration of the network.

> **Other vendors try to solicit me, making what they believe are more attractive offers for telecommunications solutions; but all I can think is 'I've already got the best solution out there: Avaya really listens and offers the right solution and people to get the job done right. At Vail Resorts, our contact center can't fail. With Avaya's solutions, we don't!'"**

– Jennifer Pierson, Telecommunications Manager

For more information on organizations using Intelligent Communications, contact your Avaya Client Executive, Avaya authorized BusinessPartner or visit www.avaya.com, and click on "How to Buy."

VAIL RESORTS™

COLORADO AT ITS PEAK®

Hospitality

THE WORLD'S
SEXIEST BRANDS

Victoria's Secret

Victoria's Secret Direct, headquartered in Columbus, Ohio, is a leading retailer of women's apparel, lingerie, fragrances, and personal care products. The company reaches more than 374 million customers each year, through its catalogs and Web site. Catalog sales are supported 24/7 by two contact centers – one in Kettering, Ohio, and the other in Rio Rancho, New Mexico – in a distributed network.

The Victoria's Secret Direct contact center in Ohio has 1,000 agents divided between sales calls and service inquiries; the New Mexico center has 500 agents that handle sales calls only. For more information, visit **www.victoriassecret.com**.

Challenge

The Victoria's Secret Direct contact centers handle an average of 8 million sales calls every year – so reliability is a major factor. The company needed to continue to manage the incoming sales calls between its contact centers without adding layers of complexity to its current infrastructure. What it was looking for was a pre-routing solution that would allow it to optimize the routing of sales calls to available agents while reducing network costs.

The alternative routing products that the company considered were complex and redundant with the existing infrastructure. That meant Victoria's Secret Direct would be buying more than it needed. In addition, those solutions may have required replacing applications that were already in place and working successfully, such as computer-telephony integration for agent screen pops and a full array of Avaya applications.

Victoria's Secret Direct had been using an Avaya competitor's product for managing calls from the network to its two contact centers. When that product was slated for discontinuation, Victoria's Secret was faced with having to replace its network routing solution. Further complicating the search for a new routing solution was the fact that the old product would be discontinued only a month before the busiest time for Victoria's Secret Direct: the November–December holiday season.

So, with only a few months to review proposals, make a decision, and implement the solution, time was running out. Victoria's Secret required a solution that could be installed quickly and easily while delivering robust functionality without jeopardizing service levels, all at a time when call volumes and the company's sales are at its highest.

" **I can count on one hand the number of times I've had to manually intervene with our Avaya solution. Once you establish the thresholds for call routing, you don't have to touch the system – you just let it do its job.** "

– Mike Underhill, Director of Operations

Retail

ICONS: Intelligent Companies, Intelligent Communications

Solution

Victoria's Secret Direct called Avaya for a solution that would leverage its existing investments and meet its traffic management needs.

Avaya Network Routing did not require any significant reconfiguration or overhead, so it protected infrastructure investments that Victoria's Secret Direct had previously made. The Avaya solution included only minimal hardware and software installations at each location, and easy integration with the complete range of Avaya applications already at work for Victoria's Secret Direct.

In addition, because the Victoria's Secret technical team was already well-versed in Avaya applications, implementation was easier than first imagined, with minimal training required. The staff didn't need to learn a new scripting language or use an unfamiliar interface to get the system up and all the applications running together smoothly.

Best of all, when implementation occurred, the new Avaya solution delivered flawlessly – with everything functioning transparently to customers and agents as well as to the technical staff.

| Applications and Services	
• Avaya Network Routing	• Avaya Expert Agent Selection
• Avaya Business Advocate	• Avaya Call Management System
• Avaya Best Service Routing	• Avaya Interactive Response

Results

- **Protected previous investments** in infrastructure by not requiring any significant reconfiguration or overhead and by easily integrating with the complete range of Avaya applications already at work.
- **Decreased cost** by not duplicating the time and effort spent previously creating and fine-tuning customer segmentation, agent skills, and routing matrix.
- **Maximized sales agent skills and availability** by allowing Victoria's Secret Direct to operate its two contact centers as one.
- **Improved customer service** by allowing callers requesting service to choose self-service (using the Avaya Interactive Voice Response Automated Attendant) or to speak with a representative.
- **Improved customer satisfaction** through the pre-routing of sales calls based on agent skills, estimated wait times, priority in queue, and matching level of agent skills required to handle the call.

" An hour after we cut over to the Avaya Network Routing solution, we knew that we had made the right decision. It worked like a charm. "

– Mike Underhill, Director of Operations

For a more in-depth description of this customer's use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

Retail
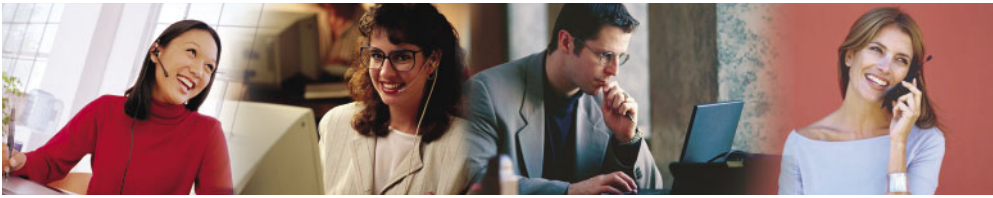
Viecore, Inc.

Viecore, Inc. is a market leader specializing in the integration of enterprise level self-service solutions for customer contact. Viecore has a comprehensive offering of powerful solutions designed to automate customer service interactions for reduced costs, increased revenues, and enhanced relationships between companies, their customers, and employees.

Founded in 1989, Viecore has achieved continuous growth, building a solid financial foundation and a rewarding work environment. Customers receive superior end-to-end solutions from a dedicated team of the industry's most talented technical professionals. Viecore leverages its deep industry experience and expertise to create solutions that significantly improve operating efficiencies, drive revenue, and deliver a positive customer experience. For more information, visit **www.viecore.com**.

Challenge

Handling approximately 90 million calls in its call centers each year, a major financial services customer relied on a dual-tone, multi-frequency-driven, antiquated Interactive Voice Response (IVR) system. Callers could conduct business transactions within the automated IVR system, but an average of 49 percent transferred out of the system to a customer service representative before reaching the main menu.

The company needed to increase the automation and IVR containment rates of client calls to lower the cost of doing business. To do so, it sought a standard IVR solution that would be compatible with its own applications, which would be developed to enhance the solution's functionality based on its specific needs.

Solution

The solution included Avaya Interactive Response and Viecore's application development and connectors. The financial services company worked with Viecore and Avaya to replace its legacy IVR with a speech-enabled credit card services solution to be deployed across four separate locations. The 3200-port, Voice XML solution was built with the Avaya Interactive Voice Response and ScanSoft's speech recognition engine. The system utilized the Viecore Unified Process, a proven, methodical approach composed of six distinct phases with intermittent steps to help ensure successful implementation. In addition, Viecore and Avaya deployed the system in stages, increasing the caller pool throughout each phase of deployment of the project to mitigate risk and maintain quality and effectiveness.

Applications and Services	
• Avaya Interactive Response	• Viecore Application Development and Connectors
• ScanSoft Speech Recognition Engine	• Viecore Unified Process

Results

- **Increased call completion**. The financial services company experienced a 2.5 percent increase in call completion rate with only half of the solution deployed.

- **Improved customer service through automated response**. Once launched in its entirety, the automated system enabled the company to significantly boost automation and IVR completion rates throughout its four contact centers.

- **Increased productivity and operating efficiencies**. By automating responses to many callers to the contact center, the financial services customer is able to efficiently fulfill customer's requests without interference by a live person. This enhances agents' productivity by decreasing the need to speak to live agents, leaving them free to answer more complex inquiries.

- **Controlled call center costs**. By maximizing current call center staff and reducing the need to add agents, the financial services customer was able to control call center costs.

"We were pleased to work with the financial services provider to create a speech-automated call center solution to offload a significant portion of the 90 million calls received every year. The new solution enabled the financial services provider to boost automation and call completion rates across four separate call center locations, while keeping costs to a minimum. The call center solution improved customer service, and ultimately increased productivity and operating efficiencies for the financial services company."

– Tony Chisolm, CEO, Viecore Inc.

For a more in-depth description of this solution and the use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

Avaya DevConnect

Viecore™

VimpelCom

VimpelCom is one of Russia's three leading cellular service companies and the first Russian company listed on the New York Stock Exchange. The company was formed in 1992; today VimpelCom's GSM network serves more than 10 million customers, including more than five million in the Moscow area. Its licenses cover some 92 percent of the Russian population. One important key to the company's success is customer service.

VimpelCom's subscribers value the company's innovative marketing and high quality service and customer care. VimpelCom also offers competitive tariffs, a distribution network with more than 6,000 points of sale, strong brand recognition and innovative product offerings for voice and data services. For more information, visit **www.vimpelcom.com**.

Challenge

Like customers everywhere, cellular service subscribers in Russia demand advanced products, competitive pricing and, most of all, great customer service. Service quality has been a key to growth for VimpelCom, one of the three leading Russian cellular service providers. So when subscriber growth threatened to overwhelm operators with customer calls at the company's contact centers, finding a solution to improve its responsiveness to customers quickly became a top priority for VimpelCom.

> **It's a very aggressive competitive situation. Superior caller services give us a marketing advantage; it's extremely important.**
>
> *– Elena Elizarova, Customer Service Director*

Solution

The fact that VimpelCom had experience with the Avaya DEFINITY® Communications Server as a system supporting its administrative operations made its decision simple. As a global leader in advanced contact center solutions, Avaya was in the best position to help VimpelCom achieve its goals for customer service, growth and management of information.

VimpelCom decided to implement Avaya DEFINITY® Communications Servers in each of its contact centers, expanding quickly from 200 operators to more than 900 operators in seven contact center locations throughout Russia. In 2001, the company added more support for its operators by implementing the Avaya Interactive Voice Response System at the major Moscow contact center. By enabling callers to route their own calls and access recorded information, the Avaya IVR continues to help VimpelCom operators focus on the most significant customer issues, and boost their productivity.

Service Provider

ICONS: Intelligent Companies, Intelligent Communications

VimpelCom leaders realized that the quality contact center solution they sought would require the best support from a services organization as well as the best products. The company engaged Avaya Global Services to implement the transition to the new Avaya solution. VimpelCom also used Avaya Global Services to provide contact center consultants who developed the needed scripting for the IVR application. This Avaya support helped make new system installations smooth and trouble-free. To reinforce that trouble-free operation (and uphold the company's high-profile reputation as one of few Russian firms listed on the New York Stock Exchange), VimpelCom also enlisted Avaya Global Services to maintain its contact center network. In addition to keeping these critical customer service facilities on line with 24-hour support, Avaya maintenance is less expensive than hiring an on-site engineer for each of seven locations.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya Interactive Response
• Avaya Communication Manager	• NICE Systems Call Recording
• Avaya DEFINITY® Communications Servers	• Avaya Maintenance Agreement
• Avaya Call Management System	• Avaya Consulting and Integration Services
• Avaya Business Advocate	

Results

- **Increased call volumes.** Today, VimpelCom's network of seven Avaya powered contact centers, supported by Avaya Global Services, handles more than 45 million calls each month – nine times the volume in the Year 2000.

- **Improved responsiveness and customer support.** Customer wait times, once as long as 20 minutes, now average 79 seconds; 56 percent of calls are answered in 30 seconds or less. Customers can get information through interactive voice response options or two tiers of operator support. Customer satisfaction index is up.

- **Improved agent productivity.** Operator productivity (calls per operator) is up 68 percent. Operator workforce 63 percent larger; handles 2.7 times the call volume.

- **Provided managers with in-depth, real-time metrics and better management tools.** Call center managers monitor multiple performance indicators in real time. Call recording supports operator monitoring and training. Top management reviews call center performance reports weekly.

- **Enhanced customer service.** Average customer wait times have been cut in half, more than half of customer calls are answered in 30 seconds or less, and average call handling time is down by 75 percent. Three customers in four now express satisfaction with the service they receive.

VimpelCom Contact Center Metrics and Results				
	Metric	Year 1	Year 4	% Improvement
Operator Productivity	Average Call Handling	134 sec.	34 sec.	75%
	Attrition Rate	37%	30%	19%
Customer Service	% of Call Answered<30 sec.	7%	56%	700%
	Average Wait Time	170 sec.	79 sec.	54%

* Benefits include avoidance of internal admin charges, improved productivity and reduction in phone lines.
Results shown are not a guarantee of equivalent performance.

For a more in-depth description of this customer's use of Intelligent Communications, go to www.avaya.com and click on "Read All Case Studies."

VimpelCom

Service Provider

The Gold Standard
in Home Health Care.

For 110 years, the Visiting Nurse Service of New York has
provided a full range of home health care services to the
New York metropolitan area, including:

Senior Care
Private Care
Rehabilitation Therapy
After Hospital Care
Pediatric Care
Hospice

Visiting Nurse Service of New York

With a mission to provide vital home health care services to a population of more than 10 million, Visiting Nurse Service (VNS) of New York has a very big responsibility. Each day this 110-year-old non-profit organization dispatches some 5,000 clinicians, therapists and home health aides to provide a wide variety of in-home services, including senior and private care, after-hospital and rehabilitation therapy, hospice care, children's and family services and more.

In all, the VNS staff of 7,800, located in nine major locations and in hospitals across the area, makes more than two million visits to some 100,000 clients each year across Nassau and Westchester Counties and the five boroughs of New York. For more information, visit **www.vnsny.org**.

Challenge

VNS continually seeks to improve and enhance its delivery of client services. VNS believed that new communication solutions coming on the market could significantly improve the organization's performance and provide the foundation for future gains, and was eager to take advantage.

A major area for continuous improvement especially important for VNS is business continuity. Since VNS provides a healthcare lifeline for thousands of shut-in clients, to be out of reach is simply out of the question.

In terms of business continuity, there were times when data network problems knocked regional VNS offices offline and shut off the essential flow of clinical, human resources and financial information. A series of events, including virus attacks, a neighborhood power outage in 2001 that affected a major VNS site in Manhattan and the September 11 terrorist attacks in New York, brought home the need to strengthen the organization's communication continuity and capabilities.

Another area for enhancement was identified in the VNS contact center and the supporting CENTREX system. The organization believed newer technology could deliver enhanced contact center capabilities. VNS also realized that a new system would offer opportunities for greater efficiencies based on easier administration.

> **"Our clients depend on VNS not just for their comfort, but for their health and in some cases, their very lives. We can never accept a circumstance when VNS is not available to our clients."**
>
> *– Randy Cleghorne, Director of IT Planning and Management and CTO*

Solution

From a half dozen early contenders, VNS narrowed the field to two: an Avaya solution proposed by an Avaya BusinessPartner, and one proposed by Cisco Systems. VNS chose the Avaya IP Telephony Solution as a strategic platform for keeping VNS on the cutting edge in providing superior client service. The Avaya intelligent communications solution ensures business continuity and continuous communication across the Metropolitan Area Network, creating an "always on" communications environment to support mobile workers and clients utilizing the latest unified communications and mobility applications.

Healthcare

• Avaya MultiVantage™ Communications Applications	• Avaya G700 Media Gateways with Local Survivable Processor
• Avaya Communication Manager	• Avaya Global Services:
• Avaya Call Management System	– Avaya ExpertNet™ VoIP Assessment Tool
• Avaya IP Agent	– Avaya IP Network Readiness Assessment
• Avaya Extension to Cellular	– Avaya Business Communication Consulting
• Avaya Modular Messaging	– Avaya Maintenance Agreement
• Avaya S8700 Media Servers	– Avaya Consulting and Integration Services
• Avaya S8300 Media Servers	

" The tipping point for us was the Avaya ability to support our call center.

Our folks would attend presentations from Avaya and their eyes would

just light up, thinking about how they could improve processes. "

– Randy Cleghorne, Director of IT Planning and Management and CTO

Results

- **System reliability and business continuity.** Even if a VNS site became inaccessible, the client service staff could easily continue their work from another VNS location, or even from home. Redundant servers at the two main Manhattan locations provide reassurance that VNS professionals will be available for their clients. A more robust network virtually eliminated frame relay problems and cut voice communication problems to zero.

- **More personalized customer interactions and faster service.** In the contact centers, call distribution based on agent skills now helps callers reach the right agent faster. Seeing that they could deliver more personalized customer service by funneling calls to their groups through the Avaya Call Management System, contact center managers expanded capacity: the Avaya Call Management System now serves some 250 agents, up from the maximum of 100 possible before the Avaya solution. When clients call their regional offices after hours, they are automatically transferred to the main contact center.

- **Improved contact center management.** Contact center managers have the ability to gather and analyze contact center performance statistics. Before, answering questions about such key issues as call volumes or speed of answer required an educated guess.

- **Enhanced mobility provides increased responsiveness.** Avaya Modular Messaging delivers voice messages, fax and e-mail to over 1,000 employees over their PCs or their telephones making it easier and faster to check and manage messages, and users can respond faster and work more effectively from any location. VNS call center agents can also work from anywhere using laptops equipped with Avaya IP Agent software and simply logging into the Avaya Media Server. For a select group of VNS staffers, who must be quickly available in any circumstance, Avaya Extension to Cellular instantly bridges office calls to their cellular phones. Callers no longer have to carry and dial a laundry list of reach numbers to make contact.

- **Reduced costs and improved staff productivity.** Moves, adds and changes, which previously required precious staff resources and often took up to a month to complete, are quick and easy due to the straightforward administration of IP endpoints. Another huge payoff for VNS: a net savings of $900,000 yearly in communication expenses. Five-digit dialing now links all locations and faster linkage of people and processes fosters more productive collaboration.

Visiting Nurse Service Of New York®
We Bring The Caring Home®

Healthcare

Whirlpool Corporation

Whirlpool Corporation is the world's leading manufacturer and marketer of major home appliances. The company manufactures its products in 13 countries and markets in more than 170 countries under such major brand names as Whirlpool, KitchenAid, Roper, Estate, Bauknecht, Laden, Inglis, Brastemp and Consul. Whirlpool is also the principal supplier to Sears, Roebuck and Co. with home appliances marketed under the Kenmore brand name. To learn more, visit **www.whirlpoolcorp.com**.

Challenge

Whirlpool had two Customer Interaction Centers – in Benton Harbor, Michigan and Knoxville, Tennessee – to respond to consumers for all its brands. The two centers were modeled with functions aligned: service requests and new product information might be handled in Michigan, while complaints would be fielded in the Tennessee center. However, the unfortunate caller who had questions in two or more areas might get bounced from one center to another getting answers, or at the very least between two agents in the same center.

Not only was Whirlpool looking to improve its processes, it wanted to build consumer loyalty by providing a rich and consistent brand experience for consumers. Rather than operating Customer Interaction Centers (CICs), Whirlpool adopted the model of the Customer eXperience Center (CXC) – CXCs that could holistically create a branded experience for every consumer for each and every one of the Whirlpool brands.

And at the same time Whirlpool sought to build consumer loyalty with its CXCs, it needed to maintain contact center operation efficiencies and drive agent productivity. Whirlpool knew that information technology could enable and enhance its CXCs to achieve these goals.

> **We didn't want to simply 'interact' with our customers; rather we wanted to successfully transform our CICs to create a branded experience for our customers and Avaya technology helped us do that.**
>
> – Greg Ecker, Director-Consumer Care

Solution

Whirlpool implemented an Avaya Contact Center Solution with Avaya MultiVantage™ Communications Applications powered by the Avaya S8700 Media Server running Avaya Communication Manager.

Whirlpool's two CXCs, staffed by approximately 550 agents in all, now rely on the Avaya Business Advocate application to route calls based on the individual skills and knowledge of each agent. CXC managers use the valuable detailed reports generated by the Avaya Call Management System to determine call volumes, agent workloads and overall CXC metrics to properly leverage its resources.

Manufacturing

Whirlpool has implemented a Siebel-based Customer Relationship Management application in Michigan. The CRM application working with Avaya Computer Telephony Integration delivers valuable customer information to agents' desktops for blended, multi-media contact management of incoming calls.

Applications and Services	
• Avaya MultiVantage™ Communications Applications	• Avaya Best Service Routing
• Avaya Communication Manager	• NICE Call Recording
• Avaya S8700 Media Servers	• Avaya 4620 Series IP Telephones
• Avaya Call Management System	• Avaya Computer Telephony Integration
• Avaya INTUITY™ AUDIX® Voice Messaging	• Avaya Global Services
• Avaya Business Advocate	

Results

- **Enhanced customer service and support.** Since deploying the Avaya solution, Whirlpool has watched its rate of abandoned calls and average time to answer decrease significantly. In fact, Whirlpool's "voice of the consumer" customer satisfaction scores have increased since moving to the CXC model.

- **Ease of management.** For a company of its size, Whirlpool has a relatively small Information Technology (IT) staff, but that has never been an issue when managing an Avaya Contact Center Solution. The Avaya systems' flexibility allow for easy adjustments such as routing changes based on the number of agents available and the amount of calls coming into the contact center.

- **Improved agent productivity and satisfaction.** With the Avaya Business Advocate application, Whirlpool's contact center managers are able to balance their agents' workloads and distribute calls evenly across the organization. This benefit has resulted in higher retention of agents with improved productivity.

- **Maintain service levels while reducing operating costs.** Whirlpool has managed to maintain service levels while reducing the number of agents, resulting in decreased operating costs.

- **Provides migration roadmap.** Avaya's migration path to IP telephony offers Whirlpool the opportunity to move forward with next-generation technology, and avoid high costs by leveraging the Avaya investments the company has made. The Avaya IP Telephony Solution will also allow the company to move from separate voice and data networks to a converged environment.

" **Our Avaya team is an excellent team to work with – from our sales contacts and support team to the people who manage the problems. We're very lucky that we have such a responsive team and they're always there.** "

– Barbara Densborn, Manager, Voice Services

For more information on organizations using Intelligent Communications, contact your Avaya Client Executive, Avaya authorized BusinessPartner or visit www.avaya.com, and click on "How to Buy."

Whirlpool

Manufacturing