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White Paper

The New Way We Collaborate: Strategies and Case Studies for Effective Enterprises

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Introduction

Whom you can collaborate with has always been determined by whom you could communicate with. Initially, that was limited to the few people standing around you. As technology progressed from smoke signals and carrier pigeons to telephones and the Internet, we have been able to break down these time-space barriers. Today's communication technology opens up the world to us.

No wonder collaboration is one of *the* watchwords of 21st century business leaders. According to a 2013 survey of more than 2,000 CIOs sponsored by the IT recruiter Harvey Nash Group, 71 percent of CIOs are actively promoting collaboration technology within their organizations. That's a higher percentage than that promoting mobility, cloud, social media, and other technologies. Moreover, about 50 percent of CIOs are increasing their investment in collaboration.[1]

Role CIOs Play in Promoting Collaboration in Their Organizations

- ■ 71% Encourages
- ■ 27% Neither encourages nor discourages
- ■ 2% Discourages
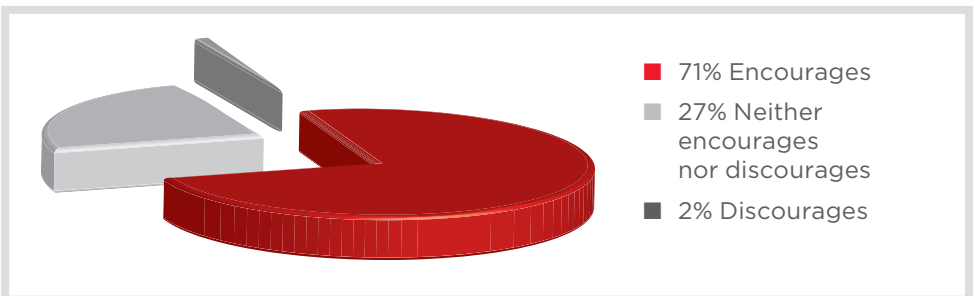
Source: Harvey Nash Group, 2013

But with great technology comes great choice—sometimes too much choice. Organizations have an overabundance of options for working with partners and customers. But only a few are truly best practices. This white paper will help guide you and your organization on what these best practices are, offering strategies, actionable tactics, and examples of enterprises on the cutting edge.

If this white paper leaves you thirsting for more, please download the December 2013 issue of *Avaya Innovations* magazine.[2] Or check out the other white papers and case studies available on our website.[3]

[1] http://harveynash.com/group/mediacentre/2013%20CIO_survey.pdf
[2] avaya.com/usa/campaign/magazine/2013/4/
[3] avaya.com/Resources

Strategies: Building a New Culture for Effective Collaboration

Q&A With Collaboration Guru Evan Rosen

Evan Rosen is a business strategy consultant and author of *The Bounty Effect: 7 Steps to The Culture of Collaboration®* and *The Culture of Collaboration: Maximizing Time, Talent and Tools to Create Value in the Global Economy.* He writes for major business publications as well as *The Culture of Collaboration®* blog.[4]

How do most companies collaborate today?

The structure of most organizations is much the same as it was during the industrial age. Back then, command and control seemed to make more sense, because barriers of time and distance were significant. Command-and-control structure and culture emphasizes formality, hierarchy, silos, and rewarding people for internally competing. In the industrial age, it seemed more efficient to send down orders from headquarters and pay a few people to think, and pay everybody else to carry out orders.

Now we're in the information age, and technology has made time and distance barriers far less significant. We have the technological ability to engage one another spontaneously regardless of level, role, or region. We can create far greater value by coming together in concert than by sending work down the line or sending requests for decisions up the line. Yet, the structure of most organizations still reinforces command and control. People internally compete. They hoard ideas and information. The person with the biggest title runs meetings and makes decisions.

Many companies pay lip service to embracing collaboration because 'collaboration' has become a buzzword. The reality is that many companies have pockets of collaborative activity, but their overall structures and cultures remain command and control.

Evan Rosen,
Business Strategy Consultant

What are the disadvantages of a command-and-control culture?

The disadvantages of command-and-control structure and culture are that opportunities to maximize value are lost. Unlike workers in the industrial age, every team member is a knowledge worker in the information age. Everybody

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[4] thecultureofcollaboration.com

has something to contribute in making decisions and improving processes, products, and services. Technology advances have made contributing collaboratively much easier. And in today's complex global economy and marketplace, it's all hands on deck.

I'll give you an example of how industrial age command-and-control structure manifests itself in organizations. The type of organization chart most organizations use is based on one that stemmed from the growth of railroads in the mid-19th century. The problem with the traditional org chart is that it tells us not only who reports to whom, but often also who can communicate with whom. **The linear nature of the org chart creates silos.** Looking at the org chart, we can even see the silos. And silos prevent organizations from maximizing technology, including unified communications [UC]—and they short-circuit collaboration and inhibit value creation.

The traditional org chart is a remnant of industrial age command and control that is obsolete in the information age.

How much of the culture is determined by the collaboration tools that companies use?

Tools and technologies extend and enhance collaboration, but they rarely create collaboration without the right structure and culture. Let's take UC as an example. UC lets team members connect spontaneously through video, voice, and instant messaging. These capabilities are less effective in a culture that embraces formality and hierarchy and in which team members are expected to go through channels. In contrast, UC can create incredible value when the organizational culture and structure encourage team members to engage one another, make decisions together, and improve processes, products, and services in concert regardless of level, role, or region.

What are the harmful effects to a company that still relies heavily on email for communication and collaboration?

The Greek philosopher Socrates believed that the way to truth is through dialogue. Socrates rejected writing because it meant—quite literally in ancient Athens—that ideas were set in stone or wax and that the process of developing those ideas was dead. **Email is the modern equivalent of setting ideas in stone.** In command-and-control organizations, people send an email and wait for a response. An email is often a report or a request for a decision. There is no real-time dialogue in email, so Socrates would have found little truth in email.

"We can create far greater value by coming together in concert than by sending work down the line or sending requests for decisions up the line."

One form of the truth for companies making decisions today is accurate information. And accurate information is dynamic rather than set in stone. As market forces shift—sometimes hour to hour—what can be considered accurate information also shifts. Therefore, organizations adopting a collaborative structure favor real-time collaboration over the pass-along approach to work and interaction. They require real-time dialogue because it reaches the truth faster and allows better, faster decisions.

In your book *The Bounty Effect*, you outline seven steps to create a culture of collaboration. What are they?

The seven steps are 'Plan, People, Principles, Practices, Processes, Planet, and Payoff.'

Which steps are most crucial? Which are most often overlooked?

The most crucial steps are Principles, Practices, and Processes; in my book I refer to these as the 'core change zone,' where much of the structural shift occurs. Principles give rise to practices that, in turn, lead to processes. As far as which steps companies overlook most often, I would have to say all of them.

How should the new collaboration technologies best be applied?

Video is crucial to extending and enhancing collaboration. Almost every organization I've encountered that is evolving from a collaboration standpoint has integrated video conferencing and telepresence into work styles. It's one thing to use video conferencing for meetings—there's nothing particularly collaborative about that. It's another thing entirely to integrate video and UC into the way people work so that they're comfortable connecting spontaneously to innovate processes and collaboratively create products and services.

"Collaborative organizations 'require real-time dialogue because it reaches the truth faster and allows better, faster decisions.'"

Case Study: How Cologne Broadcasting Center Marries Scopia Video and Microsoft Lync

The Challenge

Benefits:

• Enables agents to proactively provide customer service in any channel

• Smart routing of inquiries to right agents

• Reduced costs and increased reliability

• Easy integration with Microsoft Lync

CBC (Cologne Broadcasting Center) is a member company of the RTL Germany Media Group (Mediengruppe RTL Deutschland) reaching more than 30 million people a day with its television programs. CBC and its 550 employees recently migrated to Microsoft Lync as the foundation of its unified communications (UC) platform. It was on the lookout for a new, feature-rich, high-performance video communication solution offering ease of integration with Lync.

"The aim was to provide various locations and numerous editorial teams interlinked across the world with access to an optimal video communications system," says Ralf Offermann, who was in charge of the project at CBC. "We were also looking to achieve a 'continuous presence' for conferences—meaning that all of the participants are in view at the same time, so that everyone can see everyone else in order to create a natural interaction via video."

The Solution

In March 2012, CBC enlisted the help of Radvision, an Avaya company. The infrastructure put in place includes the Scopia® Gateway for Microsoft Lync, connecting the H.323 video communication system to Lync 2010. This allows any Lync user to connect any standards-based video conferencing system and any infrastructure appliance. Also installed were the Scopia Elite 5110 MCU and Scopia PathFinder. The latter ensures that participants from outside the company network have no problem participating in conferences.

During the firewall installation, CBC was able to call on the support of Radvision partners ITXTRA. CBC's security requirements for firewall installations were high, and ITXTRA was able to assist with the unique implementation.

When it came to setting up terminals in the conference rooms, CBC opted for the Scopia XT5000 and Scopia XT1000 HD room-based video conferencing systems. CBC also selected Scopia iView as its video management solution. iView provides a single access point for managing all video conferencing devices including Radvision and third-party endpoints, infrastructure devices such as MCUs and gateways, and call control applications such as gatekeepers and SIP agents.

"The aim was to provide various locations and numerous editorial teams interlinked across the world with access to an optimal video communications system," says CBC's Ralf Offermann.

Value Created

One major advantage of the Scopia solution is that it is scalable and vendor-agnostic. Thanks to the comprehensive platform support provided by Scopia Desktop and Scopia Mobile, even external users join the meeting using whatever tool works best for them—via Microsoft Lync or on their computers, laptops, smartphones, and tablets to take part in video conferences from any location and over virtually any network.

External participants simply click on a link leading them directly into the conference. The video communications software is up and running immediately. An intuitive user interface and built-in intelligence mean that conference participants do not require any in-depth technical knowledge.

Products:

• Avaya Scopia® Gateway for Microsoft Lync Gateway

• Avaya Scopia® Elite 5110 MCU

• Avaya Scopia® PathFinder 20 Ports

• Avaya Scopia® XT1000

• Avaya Scopia® XT5000

• Avaya Scopia® Desktop

• Avaya Scopia® Mobile

Strategies: New Organizational Roles for Managing the Customer Experience

As organizations transform by integrating customer experience management (CEM) into their businesses, a new role has emerged: the customer experience officer (CXO), sometimes called the chief customer officer.

CXOs are charged with designing, orchestrating, and improving customer experiences across all touch points, including sales, customer service, social media, billing, technical support, contact centers, face-to-face, and so on. These executive officers are responsible for creating a company-wide focus on customers and establishing metrics for defining customer relationships. In addition, CXOs glean insights from customer interactions that could lead to new opportunities, new markets, or increased revenue.

This position is relatively new, and most CXOs (80 percent) have been in the job for two years or less, according to Paul Hagen of Forrester Research. The newness of the position is challenging in its own right. But other challenges, including resistance from other departments that don't necessarily see their role from a service perspective, must also be overcome.

The CXO needs the support of the entire company in order to make a positive impact. Without this cooperation, creating a customer-centric culture and a consistent customer experience across all touch points will be extraordinarily difficult. This should be addressed before the CXO is brought in or hired from within. Steps to prepare for the appointment of a CXO include:

- **Developing goals** that align with the CXO's purpose.
- **Realigning the organizational structure** to enable the CXO to be effective.
- **Getting leadership buy-in** to the concept and value of a superior customer experience.

Though the scope of the CXO role varies from one organization to another, CXOs are typically responsible for:

- **Developing a clear vision** of customer needs that can drive sales and marketing, product development, and customer service strategies.
- **Balancing customer acquisition with customer retention.** CXOs help companies identify their best customers and find more of the same without hurting existing relationships.

CXOs are charged with designing, orchestrating, and improving customer experiences across all touch points.

Today, an exchange between a customer and an agent can be captured and analyzed, allowing managers to understand the data coming in and respond accordingly.

• **Creating and managing customer value metrics** that can be used to prioritize service.

• **Identifying sources of dissatisfaction** and potential customer defections.

• **Helping the entire organization** to adopt a customer-centric mindset.

CXOs address a previously unfulfilled organizational need. Their success is largely dependent on the organization's capacity for change and the maturity of their change management efforts.

The Changed Role of the Contact Center Agent

In the not-so-distant past, call center agents answered phone calls and were trained to follow standard on-screen scripts based on the call type. Today, interactions take place across all kinds of channels including social media, website comments, forum posts, Web chats, instant messaging, mobile phones, and webcams.

Moreover, contact center agents have become increasingly responsible for the quality of the interactions rather than the quantity. For example, call duration is no longer relevant when contact center agents must handle complex inquiries (such as helping a customer fill out a loan application) or cross-sell products.

The contact center's agents are brand representatives, and their interactions with customers influence brand perceptions. For example, allowing a tweet or Facebook post to go unacknowledged could make a customer feel dismissed and undervalued and that the company doesn't care. In contrast, a quick response can prevent those feelings from ever arising and leave the customer feeling valued and that the company cares. A quick response is also a brand differentiator, because even though it's expected by consumers, not all contact centers are equipped with the technology enablers or the talent to respond quickly.

Contact center agents interact with customers every day, all day. Serving at the front line of the organization, the agent has a good sense about what customers think of the company and its products and services, and can influence their impressions directly. In the past, it was rare for call center agents to be able to share these insights; they were tasked with handling the next call as quickly as possible. Today, an exchange between a customer and an agent can be captured and analyzed, allowing managers to understand the data coming in and respond accordingly.

In addition to servicing customers, contact centers also serve as a form of inbound marketing. As consumers increasingly opt out of traditional outbound marketing techniques such as telemarketing, email campaigns, and direct mail, their incoming calls bring opportunities for up-selling and cross-selling. This doesn't mean randomly suggesting products and services; it means understanding the customer's whole history with the company to identify sales opportunities that make sense. From there, the call should be routed to the right sales agent to both handle the initial inquiry and introduce appropriate offers.

Recognizing the front-line role that agents play as the voice of the business is critical. Contact centers need a higher level of professionalism from their agents than they did 10 years ago. Having "good people skills" is no longer enough.

However, to attract the right talent—such as business professionals with college degrees and knowledge workers—the stigma of working in a contact center must be removed. A 2012 Forrester survey commissioned by Avaya found that 63 percent of organizations struggle to find, attract, and retain the right contact center agents.

Agents must be capable of performing higher-level work than simply looking up account balances or giving directions. The skills needed across different channels, interaction types, and customer segments vary extensively, making it important to get the right mix of agent skills for each channel, interaction, and segment. In addition, agents need a detailed understanding of what's going on within the organization, including marketing campaigns, sales, and support, because consistent messaging is a must.

Managing experiences and relations requires a new breed of contact center agent. Agents can be an organization's number one asset—or liability. Happy agents typically translate into happy customers. Agents must be committed to continuously delivering a top-notch customer experience and exceeding expectations. In other words, they need both the skill and the will to serve as an engine for CEM. Give agents the right tools and empower them, and customers will have a good experience regardless of the type of interaction.

Steve Durney is a Director for Avaya's Contact Center business unit. This article originally appeared in Avaya's e-book, Managing the Customer Experience: How to Maximize the Lifetime Value of Your Most Precious Asset.[5]

[5]avaya.com/usa/campaign/magazine/2013/CEM

CAPITA

Case Study: Capita Uses Cloud Contact Centers to Manage the U.K.'s National Health Service—And Itself

Capita plc is the U.K.'s largest provider of business process outsourcing solutions and IT services, with over 50,000 staff across three continents. It understands the communication challenges facing large, geographically dispersed enterprises. Capita IT Services, a subsidiary of Capita plc, not only manages the needs of its public and private sector clients, but also supports its parent company's complex requirements. So when it comes to contact centers and telephony, expectations are very high.

Managing all contact center applications and telephony in-house can be both complex and expensive. That's why so many companies are turning to the cloud, which brings flexibility, agility, and utility pricing. Capita IT Services is leading the way, delivering robust multichannel contact center services from the cloud. The company has transitioned 90 percent of its own contact center operations to its private cloud voice service in the last few years, leveraging Avaya's technologies to achieve this.

"Our managed voice service enables great flexibility and delivers significant commercial return, both inside of Capita and for our clients," says Simon Furber, Director of Technology Solutions at Capita IT Services.

Today, more than 25,000 workers get their communications delivered via Capita IT Services' managed voice service, of which 13,000—or more than half—are contact center agents. That's strong proof of Capita's ability to scale up to handle even the largest and most complex operations in a number of industries. And by implementing Avaya's advanced communications and contact center tools in its own operations, Capita better understands how it can provide this flexibility to its own customers.

Real Benefits

One of the customers that has benefited is the U.K.'s National Health Service Business Services Authority (NHSBSA).

The NHSBSA provides a range of critical services for the U.K.'s public healthcare system as part of a 10-year outsourcing agreement that is expected to deliver around £1 billion ($1.6 billion) of savings to the NHS. High levels of service quality and responsiveness across its contact centers are absolutely key.

> "Our managed voice service enables great flexibility and delivers significant commercial return, both inside of Capita and for our clients," says Capita's Simon Furber.

*Sam Grant, Telephony Manager
at NHSBSA*

"Capita's pricing model allows us to incrementally expand the service as our business grows in size," says Sam Grant, Telephony Manager at the NHS Business Services Authority.

The NHSBSA is a multiskilled environment, explains Sam Grant, Telephony Manager at NHSBSA. "Because we have a vast client base and deliver a diverse mix of services across the U.K., each caller requires something different."

The transition to Capita IT Services' cloud voice service, with Avaya contact center technology, enabled the NHSBSA to consolidate its contact center operations, streamline caller activity, and optimize the use of agents' time. This has delivered significant improvements in service quality and customer responsiveness and has generated savings for the BSA, Grant says. "Capita's pricing model allows us to incrementally expand the service as our business grows in size."

Journey to Better Service

Internally, Capita IT Services realized very quickly after moving to private cloud tools that there are still several key challenges, including flexibility and the ability to move quickly. That's why it was one of the first to leverage the virtualization capabilities of Avaya for its customer services.

"We have taken our customers on a journey," says Kevin Smitten, Product Manager at Capita IT Services. "We've delivered real, quantifiable benefits for our customers and given them a simple commercial model that enables them to continuously gain future product developments and features."

He added that this transition is not about replacing like with like, but delivering real value and enabling clients to buy into new technologies, extend their contact center services, improve their operations, and stand out from their peers.

The Reliability of the Cloud

Since launching its managed voice service, Capita IT Services has built a strong pipeline of companies eager to streamline their front-office and back-office operations. Demand is being driven by two core features: flexible and modular options and the utility pay-as-you-go pricing model.

"When moving to a different consumption model, firms shouldn't have to compromise on quality or functionality," Furber adds. "The fact that Avaya understands this and continues to deliver a full-capability contact center in the cloud was the key."

This faith in Capita IT Services and Avaya is why customers such as the NHSBSA are looking to expand their services. The NHSBSA in particular is interested in adding speech analytics and social media as it shifts more toward a multichannel contact center—delivering the same quality service regardless of the channel.

Additional Reading

The Software-Defined Data Center Is Key to IT-as-a-Service
avaya.com/usa/resource/assets/whitepapers/The_Software-Defined_Data_Center_is_Key_to_IT-as-a-Service.pdf

Awareness: Driving the Next Generation of Productivity
avaya.com/usa/resource/assets/whitepapers/AwarenessDrivingTheNextGenerationofProductivity.pdf

Avaya Flare® Experience Enables Maccabi Healthcare to Deliver Care by Video to Patients in Their Homes
avaya.com/emea/case-for-avaya/customer-stories/maccabi

Avaya's Fabric Connect Solution Helps UAE's Ajman University of Science and Technology Transition to Next-Generation Technology-Enabled Learning Methods
avaya.com/uk/case-for-avaya/customer-stories/ajman-university-of-science-and-technology

Ember Services, Using Avaya Speech Analytics, Reveals DNA of Contact Center Operations
avaya.com/emea/case-for-avaya/customer-stories/ember#

24/7 Video-Enabled Contact Center for Bank of Moscow
avaya.com/uk/resource/assets/casestudies/GCC4807UK.pdf

About Avaya

Avaya is a global provider of business collaboration and communications solutions, providing unified communications, contact centers, networking, and related services to companies of all sizes around the world. For more information please visit **avaya.com**.

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