

## EDS and Avaya Create a Global Infrastructure for Contact Centers to Enable Operational Efficiencies, High Productivity, and Client Satisfaction

| Challenge   | Solution  |
|---|---|
| <p>With hundreds of clients in all major industries, Electronic Data Systems Corporation (EDS) needs to address an extremely wide range of evolving customer relationship management (CRM) requirements through their outsourced contact center solutions. Their vision is to implement a Strategy of Enablement that can bring maximum efficiency, quality, and value to meet the current business goals of their clients and establish a robust platform for future growth along a global footprint.</p>  | <p>EDS's Business Processing Outsourcing (BPO) Platform consists of a global, leveraged technology infrastructure and standard operational processes that make it possible for main contact center hubs to support core input, process, and output functions across market-facing service offerings delivered at networked service locations. The architecture leverages Avaya's FCE (Flatten, Consolidate, Extend) model. Best-in-class services are enabled by applications such as Avaya Communication Manager/Contact Center; Avaya Interaction Center with Business Advocate routing (IP ACD); Avaya Application Enablement Services; and Avaya Call Management System (Contact Reporting and Management).</p> |
| Value Created   |   |
| <ul style="list-style-type: none"> <li>Operational efficiencies and cost savings have been realized through a single set of implementation, training, operations, and support documentation, so sites can scale up or down with minimal loss of infrastructure investment. Site technology is streamlined and supported through best practices for design, deployment, and management.</li> <li>Standardized technology has resulted in the capability for load balancing of any client calls across multiple contact centers globally, which improves both productivity and quality of service. Client performance metrics can be recorded and consolidated globally.</li> <li>Revenue opportunities have increased through the ability to better leverage capacity, offer advanced and customized capabilities, and quickly implement client solutions.</li> <li>Agents have been surrounded with the infrastructure, processes, training, tools, and capabilities to deliver an unparalleled level of customer service.</li> <li>The EDS-Avaya alliance has delivered state-of-the-art, cost-efficient CRM solutions to clients in virtually every industry, government, and service environment.</li> </ul> |   |

Plano, Texas -- As a pioneer in business processes outsourcing over 40 years ago, EDS has consistently been a leader in customer relationship management solutions for clients in a wide range of industries, including Financial Services, Healthcare, Manufacturing, Consumer Industries/Retail, Transportation, Energy, Government, and Communications/Media/Entertainment.

When these industries moved into a new era of business in the 21st century, EDS recognized a number of areas where clients could benefit from advanced solutions that would address emerging needs. EDS's vision included assisting clients to:

- approach a customer holistically, as opposed to having fragmented customer service contact;
- create contact centers that could handle a multi-channel customer;
- use knowledge on demand and other automation approaches to improve first call resolution;
- utilize intelligent routing strategies to route the contacts to the right agent at the right time to solve the customer's problem the first time;

- achieve long-term customer loyalty;
- elevate focus on customer retention and increasing the client's revenue through cross selling and up-selling;
- enable quick and efficient deployment of new programs, processes and capabilities;
- improve operational efficiency in order to deliver high-quality customer relationship management at reduced costs through a comprehensive quality framework; and
- decrease the level of customer service failures.

EDS created a relationship with Avaya to harness new communications technologies and applications toward the achievement of these goals. The companies worked together on the development of a new architecture that would enable a contact center outsourcing model which could dramatically reduce costs and improve responsiveness to marketplace changes. The new architecture evolved based on Avaya's FCE (Flatten, Consolidate, Extend) model, which includes:

- **Flattening** the traditional 3-tier network by compressing layers of hierarchal routing logic (800 Service Provider, CTI based Network Router, and stand-alone ACD) into a single layer of routing and work distribution logic.

- **Consolidating** applications, servers, and management via an IP network, which allows for deploying an application once, and letting numerous users access the same application. ACD/PBX, CTI, IVR, voicemail, quality management, reporting, and multimedia are consolidated for full contact center functionality that can be made available to any authenticated user over an IP-based network (VoIP).
- **Extending** applications and contact center operations through architecture that can enable any authenticated user/agent, operating anywhere in the world to access and utilize the consolidated applications.

EDS's first step in establishing their global footprint via an IP-network model was a help desk in Mumbai, India, which utilized Avaya and IP trunking from locations in the U.S. According to Bob Law, EDS's Business Director of BPO's Leveraged Services Organization, *"This initial experience with VoIP validated our vision for creating a next-generation global platform. At the center of that vision was a new architecture that would meet our clients' evolving needs by consolidating many individual site operations and technologies into a single, global network of service delivery points. We envisioned being able to offer our clients extraordinary services, cost savings, and quality, accompanied by an unparalleled level of confidence in the reliability, consistency and responsiveness of our services."*

Based on the success of the first IP network deployment, EDS and Avaya moved toward a complete globalization of the infrastructure through phased migrations of the sites from their premise platforms to the central platforms. This is enabled by high-speed MPLS connections over EDS's Global Services Network (GSN), a state-of-the-art network that serves as the common physical and logical platform for connecting clients to EDS services globally.

*"The challenge was extremely complex, because it ultimately involved migrating 70 contact center locations and hundreds of individual client accounts over to the new architecture,"* Law explained. *"But the business case was so compelling, both for EDS and ultimately for our clients, we wanted to make it happen."*

### **The Business Case: A Strategy of Enablement**

The Enablement Strategy developed by EDS and Avaya was aimed at "surrounding" agents with the infrastructure, processes, training, tools, and capabilities to deliver an unparalleled level of customer service. Through consolidation and standardization they saw the opportunity to achieve standards compliance for each contact center. New capabilities could be centrally installed in a region and then deployed quickly and efficiently to the centers across the network.

At the same time, they would be able to accommodate individual client applications and business processes, based on best practices within different industries and customization to individual client needs.

Overall, EDS aimed to achieve process excellence in virtually every area of operations, including quality management, workforce management, multi-channel contact routing, case management, knowledge management, and service reporting and analytics through technologies within the new platform. The Avaya FCE model and Customer Service Applications were the foundational elements that enabled quality, consistency and speed of deployment of new capabilities throughout the contact center environment. Continual improvements were anticipated through transparent operational and financial models; through regional baselines, with targets for relative improvements; and through service reliability that would engender a "zero outage" mentality.

There were numerous internal drivers for the new model, including better use of capital, ability to support Best Shore® work movement, enabling rapid service volume growth, and institutionalizing common operational metrics/productivity reporting across all sites.

### **The EDS Business Processes Outsourcing (BPO) Platform**

The new Business Processing Outsourcing (BPO) Platform created by EDS and enabled by Avaya consists of a global, leveraged technology infrastructure and standard operational processes that enable main contact center hubs to support market-facing service offerings delivered at networked service locations. The platform design is also being used as EDS and Avaya work with companies to develop their own in-house capabilities.

Avaya's customer service applications are the foundation of the new BPO Platform. These best-in-class services include capabilities such as business rules-based/skills-based contact routing, multi-channel contact management, and call activity reporting. The contact center solution is enabled by

- Avaya Communication Manager/Contact Center
- Avaya Interaction Center with Business Advocate routing (IP ACD)
- Avaya Application Enablement Services
- Avaya Call Management System (Contact Reporting and Management)

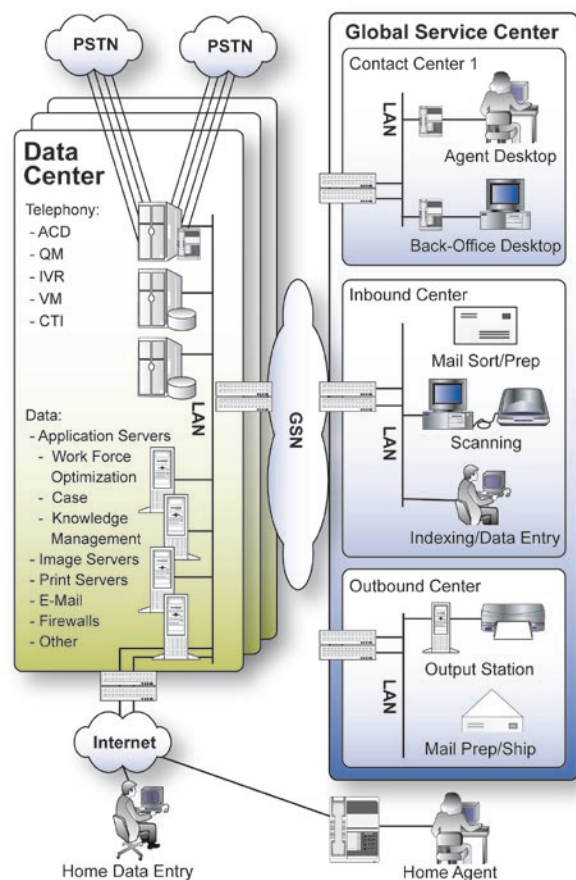
In addition, the BPO Platform is distinguished by a comprehensive quality framework that includes COPC's CSP and VMO standards, several ISO standards (9001, 20001, 27001, 14001), Lean Six Sigma and CMMI practices, and certifications for PCI DSS, ITIL, COBIT, and PMP.

“Our long-standing relationship with Avaya helps ensure the best possible solution for each client. The BPO platform enables a robust portfolio of standard and customized services that can be deployed for a complete outsourcing of a client’s customer interaction operations. This can yield substantial quality improvements, customer loyalty, cost savings and revenue enhancement for companies in virtually every industry.”

— Alex Halikias, CRM/BPO Service Line Leader with EDS

## Contact Centers Equipped for High-quality, End-to-end CRM

Over a period of three years, the EDS BPO Platform contact centers and clients have been migrated into multi-channel contact centers that offer state-of-the-art capabilities for end-to-end customer service. Following is a visual model:



Conceptual Model for Fully Enabling a Service Center through the BPO Platform

Numerous benefits are achieved through the flatten-consolidate-extend approach enabled by Avaya, including:

**Efficient use of people and resources:** The new infrastructure creates a single set of implementation, training, operations, and support documentation. Sites can scale up or down with minimal loss of infrastructure investment, and there

is a reduced scope of technology support at each site. The model includes standard change management and administration.

**Leveraged infrastructure:** Site technology is minimized because the core infrastructure is centralized at EDS Service Management Centers (SMCs). There is a standardized technology across SMCs, managed by a central global team. This results in the capability for load balancing of any client calls across multiple contact centers globally. There is also a single set of best practices for design, deployment, and management.

**Consistent customer experience:** Client performance metrics can be recorded and consolidated globally. Revenue opportunities increase through the ability to better leverage capacity and quickly implement client solutions.

## A Portfolio of Services that Brings Significant Results for Clients in a Wide Range of Industries

Through the new leveraged global network, EDS and Avaya can provide each client with world-class customer service that is impossible for most companies to achieve on an individual basis. According to Alex Halikias, CRM/BPO Service Line Leader, “We can now execute against a superior CRM strategy that combines global reach – including 26,000 agents delivering services from 155 locations in 26 countries and 48 languages – with deep experience in all eight major industry segments. Service orientation and security are paramount, with many performance reports available to monitor client success, automatic load balanced for fewer abandoned calls and increased speed to answer, and on-site redundancy and failover. Through superior execution and transition planning for each client and the capability for rapidly deploying new processes, we can provide the highest-quality CRM experience in an extremely cost-effective manner.”

A small sampling of customer successes includes:

- A credit card company in Brazil doubled revenue over the past few years through CRM excellence.
- A global training organization increased conversion rates from 15 to 30%, and increased items per order by 36% through cross-sell and up-sell capabilities.

- A major insurance company reduced operational costs 84% by transforming paper claim processing to best-practice paperless processing.
- A wireless equipment and service provider reduced their percentage of “no trouble found” devices returned from 30% to 1%.
- A direct marketing consumer products company enhanced customer retention by improving cancel-save rates 44% through market-leading customer care.

*standard and customized services that can be deployed for a complete outsourcing of a client's customer interaction operations. This can yield substantial quality improvements, customer loyalty, cost savings and revenue enhancement for companies in virtually every industry.”*

For more information on how Avaya and EDS can help you meet your Contact Center needs, contact your Avaya Client Executive, a member of the Avaya EDS account team, or learn more by clicking on **Resource Type** under **“Do Your Research”** at [www.avaya.com](http://www.avaya.com).

Halikias concluded, *“Our long-standing relationship with Avaya helps ensure the best possible solution for each client. The BPO platform enables a robust portfolio of*

**ABOUT EDS**

EDS is a leading global technology services company delivering business solutions to its clients. The company provides a broad portfolio of information technology and business process outsourcing services to clients in manufacturing, financial services, healthcare, communications, energy, transportation, communications/media/entertainment, government, and consumer and retail industries around the world. Learn more at [eds.com](http://eds.com).

**ABOUT AVAYA**

Avaya delivers Intelligent Communications solutions that help companies transform their businesses to achieve marketplace advantage. More than 1 million businesses worldwide, including more than 90 percent of the FORTUNE 500®, use Avaya solutions for IP Telephony, Unified Communications, Contact Centers and Communications Enabled Business Processes. Avaya Global Services provides comprehensive service and support for companies, small to large. For more information visit the Avaya Web site: <http://www.avaya.com>.

| Applications   | Systems   | Services   |
|--|---|--|
| <ul style="list-style-type: none"> <li>• Multi-media Contact Center</li> <li>• Business Advocate</li> <li>• Interaction Center</li> <li>• Operational Analyst</li> <li>• Application Enablement Services</li> <li>• SIP Enablement Services</li> <li>• Computer Telephony Integration</li> <li>• Interactive Response</li> </ul> | <ul style="list-style-type: none"> <li>• Communication Manager (CM)</li> <li>• Call Management System (CMS)</li> <li>• Interactive Response (IR)</li> <li>• Call Accounting System</li> </ul> | <ul style="list-style-type: none"> <li>• Avaya 7x24 Global Managed Services (GMS)</li> </ul> |

All statements in this Case Study were made by Bob Law, EDS's Business Director of BPO's Leveraged Services Organization, and Alex Halikias, CRM/BPO Service Line Leader with EDS.

