



BUYER'S GUIDE

INTRODUCTION

Why We Wrote This Buyer's Guide

We want to help you make the most informed decision about the next call centre solution you choose. NewVoiceMedia has always been on a mission to bring a difference level of capability to customer service. We design our solutions on that basis. We look after you with that in mind.

Our motivation is for you to deliver a brilliant service experience that customers notice and love you for. That is why you will find our technology is simple to use, easy to be creative with and keeps up with however you want to change. This is technology that lets you focus on being the best.

All of us at NewVoiceMedia share a common goal. To see more and more organisations liberated to pursue their own vision of service excellence. We know great technology can enable that. So it matters to us that we make sure you know what that looks like.

We hope you find this guide useful. Our first concern is that it helps you think about the important things. Secondly we designed it to steer your purchasing journey in a positive way. So that everyone who has a voice to influence and finally make that 'what to buy' decision ends up on the same page.

And by the way, we would love you to become our customer!



Why Buy a Cloud Solution?

The quick answer is that it makes everyone's life simpler. In practice it means you are quickly up and running with very little effort. From then on, your call centre is available via any connected browser without a single download. Think about it. That's a dream for both creative resourcing and consolidating dispersed service centres.

Life's better on a daily basis too. For instance, supervisors can monitor performance across regions. Something that was often next to impossible with an on premise version. Also standardised functionality is a given with cloud solutions. This means it is much easier to implement best practices across functional teams or the entire organisation.

Since there is zero footprint at your location, you don't have to worry about data centre space or the people to look after it. Yet a cloud solution ticks all the right boxes in terms of security, resiliency and redundancy given the way they are designed to function. That means you are safe in terms of disaster recovery and business continuity.

What else? Opex based pricing has broadened the market and allowed small and mid-sized organisations access to contact centre capabilities previously out of budget. It has also enabled functions such as Marketing to purchase for the first time since their budgets are typically 'capex poor' yet

'opex rich'. Also cloud pricing is based on your own demand cycle. So there is no wasted licensing or further dramas during a crisis. You just rescale.

In between such critical moments, there are regular software releases. Each time, the experience is instant and global without disruption. As a result, you stay at the forefront of 'latest and greatest'. Now free from any of that hassle, you can stay focussed on executing brilliant customer experiences.

In 'big picture' terms, the Cloud is becoming home to lots of corporate stuff; data, applications and workflow. This is because it allows everyone to move much faster and connect all the dots. It also marks a change in approach for the larger organisation who has probably been chasing the expensive and complex vision of an all-in-one suite of applications.

Cloud Computing reverses this logic and provides the opportunity to leverage best-of-breed application offerings, with the standardisation and pre-integration of many of the applications and APIs. You can pick the world's best application for every need, every user, and every business case.

As a result of widespread investment in this strategy, we are now entering the era of truly responsive, real time organisations.

As an example, consider the deep connections between customer data and the contact centre when both are cloud based. This is a hugely beneficial development. It opens up the whole world of personalised experience and proactive service. Something contact centres are now expected to deliver given the rapid growth of equivalent digital strategies.

And here is a final thought as to why cloud contact centres are to be preferred. By Gartner's own calculations advisor utilisation improves anywhere between 7%-15%.

Summary

The Cloud is making technology work as we always hoped. For many, it has been a way to escape legacy restrictions with quite stunning success!



How NewVoiceMedia Approaches Cloud Innovation

We code our own solutions. That means two things for you. Life does not suddenly change if a third party piece of the overall solution unpredictably changes. This issue is more common than you might think. We control our own roadmap.

It is for this reason that we can guarantee 99.999% availability and are the only cloud contact centre provider to publish performance data. This allows you, and for that matter our competitors, to check if all our services are currently operating within expected thresholds. That's transparency borne from a confidence in what we have built!

The second point is the creative opportunity that having our own coding team presents. The design ethos from our CEO, Jonathan Gale outwards has always been to build something better. Not just to put it in the cloud.

This is evidenced in the many patents we have racked up. Each reflecting a unique perspective we have developed around a piece of core functionality such as routing, workforce management or analytics. Our design mantra is make customer service a better experience. So we keep evolving what the industry already uses.



How To Use The Guide

Before we began writing, we polled previous buyers, studied other guides and thought pretty hard about what would make this an ongoing companion as opposed to a one-off read. We ended up using the sequence of your likely purchasing journey to organise our insights and tips.

We hope this means you keep referring to it as you progress through each stage of your buyer's journey. Always hoped. For many, it has been a way to escape legacy restrictions with quite stunning success!



MILESTONE 1

Gaining Internal Buy-In

Winning Senior Commitment And Sponsorship

Your first task in steering your buying project to a successful conclusion is getting the right people on board. How complex this becomes depends on the decision making culture within your organisation and how difficult it is to find and engage the right people.

For smaller organisations, the route is usually simple and obvious. In larger organisations, your initial line of inquiry might be to locate someone who can help steer you in the right direction and provide ongoing advice.

In either case, your initial task is to win senior commitment and sponsorship. This is to confirm two things:

- 1 **There is an organisational intent to invest**
- 2 **The process of decision making will be facilitated at a senior level to ensure it stays on track**

By the way, it may take a few iterations before the final decision to invest is approved. Large organisations sometimes segment this process into a number of 'gateway' decisions. The first one simply being permission to gather the facts needed to formally present the case for an investment decision. However more nimble organisations might condense the whole decision to invest over a take-away coffee!

In many cases, a face to face session with those who control the budgets is a worthwhile investment in building trust and appreciating their priorities. In return, let them know what matters to you and what you are aiming to achieve. Your goal throughout is building alignment.

What kind of person makes a great sponsor?

They should be someone central to the final decision making process either as a powerful influencer or final arbiter. Before that point, they might be called upon to remove any roadblock that you need help with. They might also act as cheerleader for the project and maintain watch for any negative perceptions from key influencers that need addressing.

Choose your sponsor with care. They can make a crucial difference to the final outcome.



Operational Buy-in

Once you have your senior endorsement covered, it's time to win the vote from the operational teams. At this point you are simply socialising the idea about investing in a cloud based customer service solution. The task of gathering detailed user requirements happens later. See the next milestone when you are ready.

It is always a smart move when 'selling' an idea to think through what you want to say and anticipate how your audience will react.

What matters to them? Will they see your project as a threat or opportunity? In their reality, do they win or lose as a result?

If you anticipate a hostile reaction, think who might be able to coach you to a successful outcome. If it still looks tough, consult with your sponsor. However, unless you are dealing with a cloud-phobic culture, most should be delighted with your news. At this stage, just provide the main details and avoid over selling the vision.

Listen hard to their reaction. Note anything they want you to take into consideration. Then later on you can refer back when you sit down for a more detailed discussion on user requirements. This shows you care about their input. You never know when a person's support might be needed later on!

Who should you include in this phase?

Well that depends on what you intend to use the solution for. If it is entirely service centric, then just talk to those in the existing contact centre. If you don't have an existing call centre, who else needs to be consulted?

If your need has a sales component, should Sales be informed? Probably yes. If you are intending to focus on customer experience, can you find someone who cares about that topic? Equally, is anyone working on customer journeys who might be interested in new interaction capability?

I'm sure you get the idea. The principle is simple. Talk to the people who would feel they deserve to have a voice in the discussion and let them make an early contribution. This way, you start with them on-side.



Internal Buy-in Checklist

1. Find out the process of how a purchasing decision for this type of solution is made (if you are new to the process or the organisation)
2. Use this to draw up a list of people who are part of the decision making process
3. Talk to seasoned colleagues who can tell you what really matters in terms of 'must get right'. Find out how to successfully negotiate these issues
4. Build a timeline of key activities. Be realistic if there are many dependencies. Avoid committing to deadlines likely to compromise a quality decision. But remember cloud based on-boarding is a matter of weeks even days if your last experience was an on premise installation
5. Do your internal research on why the organisation needs to invest. Ideally find 2-3 headline statistics to base your initial case on. Make this a 'lite' version if it is not a foregone conclusion that there will be senior commitment to invest
6. Identify a suitable sponsor who can influence the debate amongst the most senior decision makers, especially those with budgetary and purchasing authority
7. Have your 'elevator' pitch well rehearsed before engaging your sponsor. Be clear what you want from them and what you want them to do
8. Engage with your chosen sponsor. Ask them to help mentor you if needed. Verify your timeline together. Jointly identify next actions and people that need to be involved
9. Repeat the orientation exercise with the remaining internal influencers and decision makers. This could include Customer Service management, team leaders and advisors, IT, Marketing, and Sales
10. Check that you have succeeded in your goal of winning internal buy-in before moving on

MILESTONE 2

Business Justification

Building The Business Case Framework

Your next task is to justify why the intended investment makes commercial sense.

Most often organisations zone in on the usual three letter acronyms such as ROI(return on investment) and TCO(total cost of ownership) as the centre piece of their business case. But in truth a good business case is more than that. It should capture the full scope and reasoning for making an investment.

As such, this will include both 'hard' and 'soft' benefits. For instance, what is the quantifiable value of customer satisfaction? Few organisations can articulate how this directly impacts their own commercial performance. Nonetheless, there are now few who won't promote it as a central business case benefit for this kind of solution.

Business cases can range from 'comprehensive and highly structured', as required by formal project management methodologies, to 'informal and brief'. It all depends on your own culture of decision making and what is considered adequate proof.

What does this mean in practice?

If this is your first time, ask for examples of successful ROI/TCO models. Make sure you understand how your own organisation frames a successful business case. It may be different from your previous experience.

Anticipate that the decision making criteria may be only partially developed if this type of solution has never been purchased before. In any event, make this topic an early discussion with your sponsor. Identify the central strands of your own rationale and what proof points you need to generate.

< TIP

If you want added assurance that you are on the right track try this.

Write out your key headings and the main points you intend to cover under each heading so the flow of your argument is clear. Share this with the decision making team to make sure you are on the right track.



< TIPS

Here are two further tips worth remembering when you are in the middle of modelling your TCO (total cost of ownership) numbers.

Comparing TCO between a premise and cloud solution over a 3-5 year period needs to compare 'like for like'. Since cloud solutions have innovation and latest features baked into the standard pricing, remember to estimate the additional cost of upgrade and replacement that a premise solution would require to keep pace.

A similar point applies when comparing ongoing operational costs. For instance, remember to factor in internal IT support staff and the apportioned overheads for housing on-premise equipment versus a cloud solution.

Capturing The Benefits

In this section of your guide we have laid out the full range of benefits you are most likely to reference in your business case.

Not all will apply of course. Whether they need further justification with locally sourced data is a decision we leave you to make.

The first set focus on the generic benefits of choosing a cloud solution relative to alternatives. The second set looks at the impact such a solution has on key stakeholders.

Use both as a prompt for sourcing your own set of benefits.

Earlier we talked about 'hard' and soft' benefits. Our version is to talk about 'commercial' and 'behavioural' benefits. Spend some time studying the following suggestions and see if this classification works for you as well.

On-Premise versus Cloud Based Solution

Commercial	<ul style="list-style-type: none"> Opex instead of Capex Lower start-up costs Lower viable entry point 	<ul style="list-style-type: none"> Low risk pilot No upgrade costs No in-house support costs 	<ul style="list-style-type: none"> Flexible licensing based on demand Cost effective redundancy & disaster recovery capabilities Combined impact = lower TCO
Behavioural	<ul style="list-style-type: none"> Faster time to deploy and resize Solution never gets out of date Greater responsiveness to emerging customer service trends 	<ul style="list-style-type: none"> No more enforced 'end of support' upgrades No dependency on internal IT priorities, resource or skill levels Instant location alternatives for disaster recovery & severe weather strategies 	<ul style="list-style-type: none"> Flexible licensing based on demand Cost effective redundancy & disaster recovery capabilities Combined impact = lower TCO

	Customer	Contact Centre	Organisation
Commercial	<ul style="list-style-type: none"> Increases average order value Increases lifetime value Increases retention 	<ul style="list-style-type: none"> Superior routing increases 1st time resolution Reduces abandonment and transfer rates CRM integration improves productivity 	<ul style="list-style-type: none"> Greater effectiveness reduces cost to serve Reduced IT support costs Affordable model for rapid growth
Behavioural	<ul style="list-style-type: none"> Increases customer satisfaction scores Decreases customer effort scores Increases word of mouth (WOM) 	<ul style="list-style-type: none"> Sustains innovation from new releases Improves responsiveness and scaling flexibility Provides richer strategies for resourcing and regional consolidation 	<ul style="list-style-type: none"> Expands organisational capability in real time personalisation Improves collaboration across Customer Service, Sales and Marketing Strategic nimbleness in reacting faster to new opportunity

Business Justification Checklist

- Track down successful examples of business cases that have been recently approved by the current generation of decision makers. Find someone who can brief you on which parts really matter and the minimum needed to win approval for the size of budget you are seeking
- Work with your sponsor to build your rationale. Decide on how you want to describe and give weight to your 'hard' and 'soft' benefits
- Check the format and logic with the decision making team if you want that assurance
- Undertake any local analysis needed to populate ROI and TCO
- Build the presentation. Rehearse with your sponsor
- Some organisations expect to approve the case for investment before RFP stage. In which case you are presenting the case for investment using whatever industry average costs you have sourced. In this scenario, the final business case only emerges once final pricing has been agreed with the chosen partner
- Check you have achieved what you set out to accomplish at this stage of your journey

By the way, NewVoiceMedia has some really useful data we are happy to share with you. We see many examples of business cases. So we know what a great one looks like. Or maybe we can help validate a key assumption you need firming up.

Contact details for business case development are listed at the end of the buyers guide. We are happy to help both current and future customers!

MILESTONE 3

Selecting The Right Solution

! Please read through the whole of this milestone before tackling any of the detailed tasks.

Understanding Requirements

Probably the most commonly repeated mistake of all time is to choose a solution without fully understanding business needs! History shows it is all too easy to become fascinated with what a solution can do rather than check if it is what you actually need. This section helps you develop a laser focus on user needs and thus avoid such a pitfall.

The first thing to be said is that every organisation has its own language to describe the topics we are about to discuss; the first being 'strategic needs'. Although this might not be how you describe it, you will find enough common ground to generate your own version.

Strategic needs are those that relate to the broader, more impactful issues in your organisation. Particularly those in relation Customer Service, Marketing and Sales. Here are some examples.

- How do we deliver value to our customers?
- Can we use customer service as a competitive advantage?
- What's important in our ability to succeed at customer acquisition, retention and growth?
- How can we move beyond functional silo responses with our customers?
- How do we balance our 'cost to serve' goals against our 'customer satisfaction' goals?
- What style of interaction represents our brand values?
- What do we mean by a multi-channel strategy in today's market?
- What is the future role of any existing on-premise applications versus replacement cloud based versions? (for existing operations only)
- How does this solution need to integrate into our overall ecosystem that manages the customer lifecycle? (Marketing-Sales-Service)

Great questions. But how do you practically use them to define needs? This is how to do it. First briefly consider each question. Then concentrate on answering the ones currently relevant to your organisation. Finally ask yourself:

'Given each answer, what must the solution be capable of delivering?'

What you should end up with is a list of headline capabilities such as 'proactive service', 'personalisation', 'seamless customer experience', etc. These are then fed into your RFP (request for proposal) as key topics you want detailed responses to.



TIP

Remember to include the strategic context for each capability since it helps the solution provider understand your needs.

Your task is complete once you have satisfied yourself that:

- All relevant strategic issues are identified
- The way in which the solution needs to support them is articulated and clear

After completing strategic needs, repeat the process for operational needs using the same approach and qualifying question. This time your focus of questioning is quite different.

Operational needs are those that relate to the day to day running of your customer interaction centre (or whatever you choose to call it). They will relate to overall themes such as efficiency, effectiveness, user experience, compliance, security, decision making etc.



Here are some examples to get you started:

- What levels of resourcing and site flexibility are needed?
- What information do we need for strategic and operational decision making?
- What matters to customers and colleagues in terms of user experience?
- How do we cater for our home workers? (if used)
- What compliance needs to be baked into the solution?
- How can we deliver an outside-in view of our performance?
- What are our complete security needs?
- How will information and activity move between premise and cloud applications?

This technique is particularly effective for existing call centres who wish to highlight important needs by comparing the old way of doing a series of tasks with a desired new approach. Even more so with transformational agendas – where the intended difference between old and new is a step change.

These scenarios bring user needs to life for everyone. They are especially useful when briefing partners on any demos they need to prepare.



Establishing Priorities

Once you have produced both a strategic and operational list, your next task is to prioritise them.

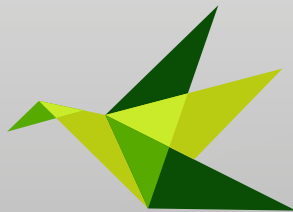
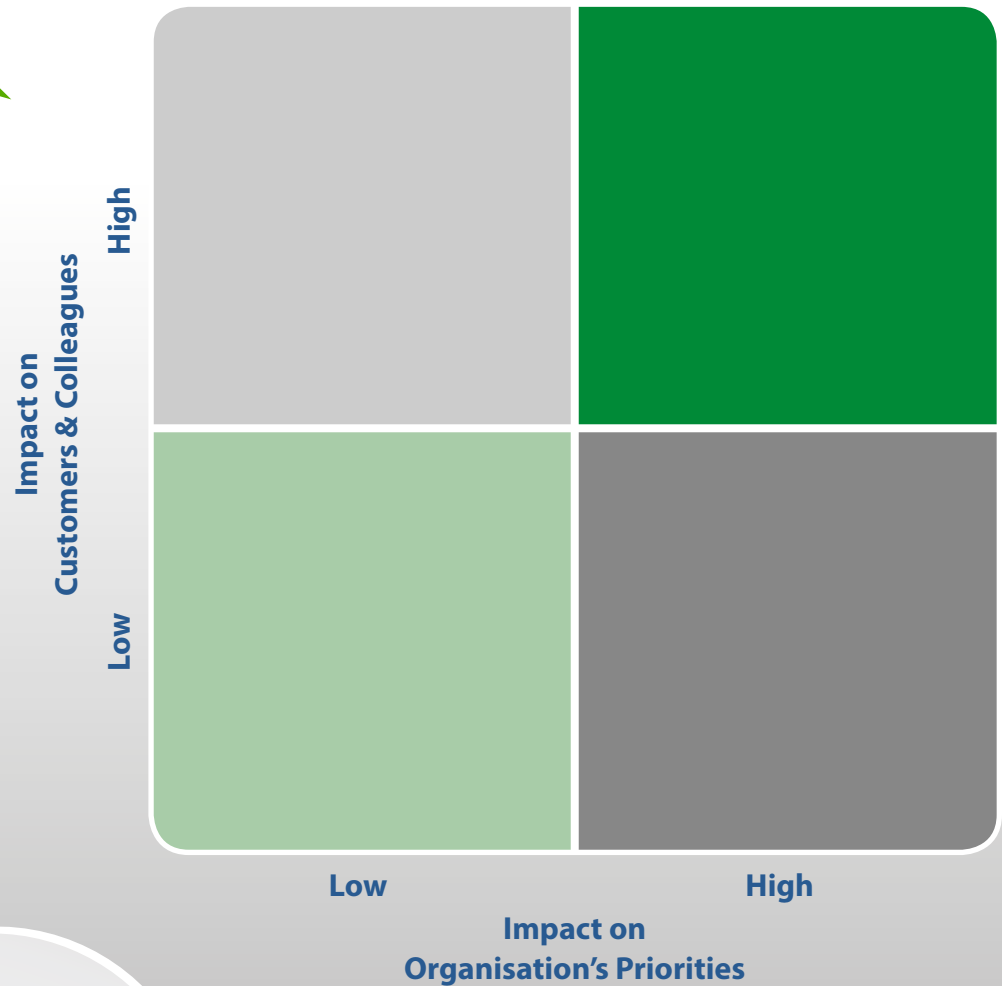
Sort your needs into 'essential' and 'nice to have'. This will help you stay focussed on the right priorities when you get to selection time. It will also give you a point of reference when reviewing each supplier's roadmap to see if some of your non essential needs are catered for at a later date.

If you want a prompt on how to prioritise, here is a simple way to think it through.

The priority matrix allows you to assess the impact of fulfilling a need in two ways. First is the impact on customers and colleagues. Where does it sit between the extremes of 100% high or 100% low? Then repeat your assessment for organisational proprieties. Plot the locations for all your strategic and operational needs. Obviously needs located in the top right hand box are the priority one to fulfil.



THE PRIORITY MATRIX



Once you have filled in the matrix it can be used to screen potential solutions, assess vendor responses. It should get its final airing as a key source to build your implementation plan – check you are delivering against the needs you originally said were important!

Ways Of Gathering Operational Needs

In the last two sections we concentrated on the type of needs analysis you should be generating. This section dovetails with them by looking at the options you have for collecting the data.

Most organisations will want to gather stakeholder views to ensure all relevant voices are heard. Who is ideally included? The answer should be key representatives from all the functional teams who will be impacted by the solution. Many of whom you will have already visited as part of your first milestone activity – Winning Internal Buy-In.

This is therefore a return visit. Only this time you are in listening mode. Views can be collected through one to one interviews, online surveys or workshop style team exercises. It all depends on the numbers involved and the complexity of gathering views.

If you are under time pressures, a more rapid approach is to complete the strategic and operational needs analysis alone or with just a small team. Then simply share the output with your wider audience via surveys or presentations so all they need do is vote on pre-defined features. This allows the wider stakeholder group to still contribute by helping establish priorities.



if you adopt this approach, make sure you leave a 'wild card' option that allows any previously unthought-of needs to still bubble up.

The Procurement Process

Although you might think this is a topic that has to be central a buyer's guide, in fact we are going say comparatively little.

The reason is that every organisation has well defined processes and protocols for buying which everyone is expected to follow.

Since this is a given, we can add little value beyond making the obvious point that the success of this phase is all about clear communication. Champion that priority within the procurement team against any tendency towards a checklist adherence to process.



Solutions Will Differ In Their Commercial Terms

Be aware that each vendor has their own preferred way of positioning contractual terms. Some might become showstoppers for you. Here are some of the most obvious ones used for cloud based solutions.

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Since this is a given, we can add little value beyond making the obvious point that the success of this phase is all about clear communication. Champion that priority within the procurement team against any tendency towards a checklist adherence to process.



1

Pricing options range from per seat, per user, per minute, per concurrent user, per call and usage-based

2

Standard contract lengths can run from monthly to multi-year depending on the number of seats

3

Some vendors have minimum purchase requirements in terms of seats, contract duration or monthly contract value



Avoiding These Most Common Mistakes

There are all sorts of 'gotchas' that can emerge along the buyers' journey. We have compiled a list of 'classic' mistakes. These are worth reviewing just to make sure you are nowhere close to committing them!

1

Operating under deadlines that produce poor quality choices

2

Failing to distinguish between 'needs' and 'wants' so you cannot easily choose between solutions

3

Issuing RFPs that have are so light on business needs that vendors respond with everything in the hope something sticks

4

Ignoring the practical value of demos and selecting entirely from vendor's written responses

5

Failing to invest enough time on customer references

6

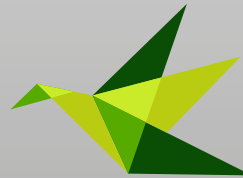
Not getting under the skin of the differences between on premise, hosted solutions and cloud based solutions*

7

Not making an accurate comparison between upfront and hidden costs (e.g. provisioning and integration for the former. Database administration, help desk and change management for the latter)

8

Incompatibility between a procurement view of success and those of the business users



Right Solution Checklist

1. Devise a process for gathering stakeholder input
2. Define strategic and operational priorities. Connect them with required system capabilities
3. Produce 'day in the life' scenarios for demo briefing (optional)
4. Use the Priority Matrix to draw up a shortlist of solutions
5. Prepare your RFP. Make sure business and IT needs are equally and fully communicated
6. Create an evaluation template with the procurement team. Spend time calibrating your collective view
7. Start the evaluation process

< TIP

*Develop vendor questions that scrutinise 'scalability', 'software versioning' and 'capacity allocation' between users. Of course this is in addition to those already identified in the chart on milestone 2 - 'On Premise Versus Cloud Based Solution'.

MILESTONE 4

Selecting The Right Partner

A Rapid Overview Of Your Options

As we mentioned in the previous milestone, solutions and partners are normally hand and glove. In many cases, this implies if you buy one you get the other. But not always.

Solutions can be sold through a third party such as an outsourcer or a hosting specialist. In these cases you have further choice. And for some, these sorts of options can make sense. For instance an outsourcer might provide both solution and people.

However, to simplify what is now an increasingly busy market, your choice of partner falls into one of two groups.

The first are the premise based vendors. These are more recent entrants having been initially sceptical about the appeal of cloud based solutions. However customers have decided otherwise. So they are now in the process of producing hosted and cloud versions of their core solutions.

Their main issue is how to deal with the fundamental mismatch cloud solutions introduce into the heart of their culture and operating model. They also struggle to equal the speed of innovation from 'pure play' cloud vendors given their own tradition of much longer R&D cycles.

And finally many are suffering the consequences of how they have historically dealt with customers. The younger cloud vendors now come across as more responsive and customer focussed.

The other group are the original cloud based vendors. They are still typically in rapid growth mode as the market expands from small sized deals to the more recent opportunity of upgrading medium sized contact centres. Many remain entrepreneurial.

Their core issue is that they are typically smaller than the premise vendors and are still catching up thirty years of R&D. But their general agility and speed of innovation means that functionality gap is rapidly closing.

As a buyer, what does all this mean?

A key issue at this point in the market's development is to select a partner who has a strong, creative, forward vision with enough stability to stay the course. In their 2012 report, DMG Consulting estimated there were between 80-100 vendors from many categories now actively competing in this high growth space. That cannot last.

So one of the key areas of focus, if you are deciding on a cloud based partnership, is to understand financial strength and competitive positioning as market consolidation takes hold.



How To Assess A Potential Partner

There are many opportunities to check out whether a potential partner fits your criteria. Such scouting might even start months before any formal tender process.

How you go about this is obviously up to you.

But what we can contribute are some themes you might want to base your assessment on. They are ones that really do matter. Yet can be easily ignored in tick box evaluation cultures. Since they will affect your success, they warrant careful assessment. Here they are.

- The organisation's vision for cloud based innovation and the quality of their leadership team
- The cultural fit between their people and yours
- The financial stability of the organisation
- The quality of relationship they develop with customers
- Their attention to detail and commitment to being the best
- The level of passion for what they are doing
- The solution and its forward momentum as described in their roadmap

Even if these are not the defining characteristics you look for, use them to source your own list and then work out how you are going to verify them.

Questions To Ask

In addition to the formal evaluation process your selection team becomes involved in, there are always opportunities for further insight. A well timed question can sometimes reveal much more about the type of partner you are considering than anything conveyed in an RFP response.

Here are some you might want to fire off at some point during the selection phase:

The Organisation

1

Why are you our best choice?

2

What extra value do you offer over your competition

3

What does your CEO believe makes your organisation special?

Reference Customers

1

How close was reality to what was promised?

2

What's the best and worst of working with them?

3

Which of the benefits that you've gained matter most and why?

Right Partner Checklist

1. Use your existing RFP process to formally assess all the competing vendors
2. If needed, draw up your own additional partner criteria. Think broadly about what will matter to your ongoing success and practically how you are going to assess that
3. Get to know the potential partners. From their online presence to meeting face to face
4. Prepare questions for their reference customers. Make sure you take the time to engage them fully so you can learn from their insights
5. Keep notes and build a profile of each candidate

MILESTONE 5

Implementation

Once all the negotiations are complete, it is time to think about implementation. Although this is primarily a buyer's guide, we felt it was important to include a few ideas on this final phase. It is one that requires as much attention as all the other steps you have so far taken.

Timescales

Relative to premise based installations, cloud provisioning is lightening fast. In NewVoiceMedia's case, the average time required to implement a 50-seat single site contact centre is 1–2 weeks and 4-6 weeks for a 250-seater.

What about more complex situations? A client who needed to consolidate customer interactions across 20 countries had their 3 regional service hubs up and running in eight weeks. This included all the behind the scenes changes implicit in such a project.

These implementations can be completed on-site or remotely. In fact our fastest ever turnaround happened

off site at Salesforce's London conference. Following a challenge from the CEO, 20 seats were up and running in under 45 minutes!

In another situation we transferred a live centre over a weekend since the existing infrastructure had suffered a catastrophic failure. Admittedly not our standard SLA, but examples of what is technically possible.



Associated Planning

One of the great joys in purchasing a cloud based solution is that there is still creative energy to make sure the new solution works operationally.

Often, the time and costs of training, changing workflows and generally bedding things in were often ignored in premise implementations. Technology dominated the agenda. The net result was that little actually improved and the expected ROI remained unfulfilled.

This time things can be different. Go back to the original reason as to why you wanted to invest in new capability. What improvements had you envisaged? Imagine once the technology is working what else needs to change? The answer will be a cocktail of people behaviour, policy and workflow.

Each of those might have their own challenges. So make a plan. In fact, some of this thinking should have started even before the final decisions on solution and partner are made. Use the checklist below to check you have identified all the important topics in your implementation plan.

 TIP

In particular, keep checking that everyone's motivation is aligned to the changes you are introducing. Conflicting goals and rewards is the single most common reason for failure to make change stick.



Implementation Checklist

1. Agree solution implementation timescales with your chosen partner
2. Design and schedule user training plus any workshops needed to review workflow and policy
3. Configure call flow and design call routing plans
4. Configure dashboards and alerts
5. Design your internal communications plan. Include everyone who initially contributed. Customise whatever presentations you plan to use for each audience. Re-use your 'day in the life' scenarios if you created them as part of the RFP process
6. Review your customer journeys as they relate to the contact centre and look to how you can improve them using the new solution
7. Upgrade your performance management strategy* and operational model. Create a detailed plan for how this will be introduced
8. Wrap everything up into an overall rollout plan

* Read the next section 'Why NewVoiceMedia' on ideas how the solution can be used for performance management.



There are many different ways of expressing why we should be working together...

Investors

Let's start with investors. We mentioned earlier on that the cloud segment of the contact centre market is now awash with new entrants. Many will not stay the course. Accordingly, NewVoiceMedia has attracted top quality investors based on the strength of our vision and capability. These include Highland Capital Partners Europe, MMC Ventures, Notion Capital and Eden Ventures.

Culture

If you want the human angle, please check out who we have in the leadership teams. www.newvoicemedia.com. You are welcome to come over and meet us in our offices. Or make contact at one of the many online and offline events we run and participate in. Get to know us.

From our side, we are proud of the collective talent we have attracted. All of us are drawn to the mission of making customer service a better experience. In practice we support each of our customers to achieve success however they use our solutions. You can expect simple, transparent and honest communication from us whenever and whatever the topic.



Design Philosophy

If you prefer a technical perspective on why we are the right choice, try this. What makes NewVoiceMedia a true cloud player is its adherence to the following core cloud philosophy.

“To deliver a single instance, multi-tenant product with a single version of code in production.”

This has resulted in an enterprise class contact centre delivered via true multi-tenant cloud architecture. This means all our clients and calls share a common infrastructure and application as a globally available service.

Since we own our own code, we are free to customise. We don't use 3rd party plug-ins since our design aim is to reduce complexity. Being standards based, we can integrate to any 3rd party product you have able to provide a web services interface.

In terms of hassle free provisioning, you don't need to download anything to the desktop. We are 100% web based unlike many others who require legacy components to function. That could be an important factor for your responsiveness in times of unexpected demand

Security

Access to the system is role-based and controlled via log-in and password authentication. Each customer is assigned a unique account with a log-in. This restricts access to data and parts of the system based on roles and permissions.

Sensitive data is encrypted with advanced encryption standards (AES) using a key per tenant. Physical security at our data centres includes perimeter security, closed-circuit television, locked cabinets, and a 24x7 security guard on-site.

The data centres are ISO 27001 and Payment Card Industry-Data Security Standard (PCIDSS) compliant. NewVoiceMedia is the only cloud contact centre provider with these advanced security credentials.

NewVoiceMedia is also a member of the Cloud Security Alliance serving on the Telcom Working Group (TWG). This group is responsible for providing feedback on how to deliver secure cloud solutions. We take our security seriously.

SLA (Service Level Agreements)

We guarantee 99.999% service availability. The famous five nines! That means full resilience. One of the technical enablers to achieve this is that we can deliver flexible and elastic scalability. This copes with any short burst upsurges in demand.

If that is all too technical for you, here is another way you can experience the level of reliability just discussed. Go to www.newvoicemedia.com/trust. This is where we publish our performance data. It shows real-time analysis on how our services are performing.

Eight key web services and four telephony services are tested every 5 minutes for availability and performance. The site then publishes those system test results every 15 minutes. We are the only cloud-based provider doing this!



Solution Overview

New Voice Media provides two versions on its core solution. Each focus on customer engagement in a particular way. We keep the branding nice and simple.

- **ContactWorld** for Sales & Marketing
- **ContactWorld** for Service

There are standard and advanced versions to suit different levels of functional need. You can start with as few as five advisors and one supervisor up to as many as you need: many thousands in fact.

ContactWorld's core system components include automatic call distributor (ACD), computer telephony integration (CTI), interactive voice response (IVR), call recording, conferencing, voicemail, personalised messaging, post-call IVR-based surveying and reporting.

Two of the call recording features are worth separately noting.

First, recordings are automatically attached to a CRM customer record (Salesforce) at the end of the call. This makes interactions instantly sharable across Sales, Marketing and Service teams.

Secondly, call recording also works for mobile users of ContactWorld such as 'on the move' sales teams. Again this provides organisational wide insight into what were traditionally invisible customer conversations outside the office.

Choices around PSTN or VoIP are yours to make. Voice quality over IP can remain a challenge especially across globally dispersed centres. We recognise that and cater for both needs.

Routing options include skills-based, conditional and real-time adaptive routing. In other words, you can get pretty smart in how you design traffic flows. This enables personalised services by customer segment or even individual. Whatever meets your customer experience goals.

This works especially well when Salesforce is deployed with ContactWorld.

In this scenario any combination of fields in the customer record (e.g. transaction history and social media activity) can be included to design personalised service experiences. Equally, relevant data from a back office system could be used to re-direct any customer. For instance to a debt collection team.

ContactWorld's interaction channels include inbound, outbound and blended voice, email, short message service (SMS) and chat. Universal queuing provides centrally managed co-ordination. Proactive customer care via outbound notifications and outbound IVR is also included as core.

Most recently introduced is workforce management which supports scheduling, forecasting and planning. Innovative capabilities include real-time routing based on actual arrivals versus forecast.

There are also a number of features that together provide an effective performance management framework.

- **Reports:** These can be both real-time and historical. They are easy to build as one-off or standard reports from a library of templates based on over 100 system metrics. They can be scheduled and sent via email on a daily, weekly or monthly basis
- **Dashboards:** When reports are not fast enough, use real-time, configurable dashboards allowing everyone to focus in on what matters minute by minute
- **Alerts:** Team leaders can set up alerts that trigger whenever SLA thresholds are breached. These can be delivered as emails or SMS
- **Quality Monitoring:** Team leaders can spontaneously monitor live interactions as well as conference in on a call as needed. They can then use post call survey results for planned customer based advisor evaluations
- **Messaging:** Finally team leaders can influence performance during a shift using a broadcast feature to distribute information to advisors. These can include embedded links as needed

To end this solution overview, there are two further optional modules that need a mention:

1. ContactWorld for Salesforce, which is an out-of-the-box integration with Salesforce.com
2. ContactWorld Payment Card Industry (PCI), is a PCI-compliant solution for processing credit card transactions and payments via IVR



Testimonials



"We're pleased to have successfully implemented the flexible and scalable telephony application through ContactWorld for Salesforce; and are already reaping the benefits! We're now able to deliver an intensely personalised service; thereby enhancing the customer experience, while improving satisfaction in our contact centres".

Angie Todd,
TPS Call Centre Supervisor, Topcon



"We looked at several contact centre vendors, but none could match the flexibility, cost-effectiveness and depth of integration with Salesforce that ContactWorld provides. It has been transformative to our business, enabling us to offer excellent customer service while allowing staff to work remotely; whether at home or even in a different country. In fact, we currently have agents in the UK, Singapore and US".

Ola Agboola,
Head of Customer Services and Support, BMJ



"NewVoiceMedia has provided us with a reliable cloud contact centre solution that enables us to greatly improve our customers' satisfaction, without the need for plug-ins or downloads. Customers now benefit from a completely personalised experience every time and we're pleased to have reduced our average call waiting time to just 13 seconds".

Rod Sheriff,
Executive Director of Customer Service, Truphone



"Customer satisfaction is critical to our business, so we wanted the best technology known to man. We'll now be able to activate our Call Centre agents with just a phone line and internet connection and access reports showing the performance of our call centre at the click of a mouse. This means we can spend less time on administration and focus all our efforts on delivering a market leading customer service".

Dwain McDonald,
CEO, DPD



"Whilst there is still work to do, NewVoiceMedia's ContactWorld solution has revolutionised our customer service efficiency and helped us create a great place to work, with 91 percent advisor satisfaction. We're pleased to have improved first contact resolution and our customers now benefit from a completely unique, personalised experience every time they call. As a cloud solution, ContactWorld can scale as our business grows and users are able to log into the same system from wherever they are, meaning our staff can work from any location – great for disaster recovery planning and enabling home working."

Samantha Tomlinson,
Head of Customer Service, Wowcher



"We had previously outsourced our customer support, but decided to bring it in house to improve the service to our clients. ContactWorld for Salesforce ensures that the team has all the information they need at their fingertips to serve our customers efficiently.

Furthermore, as our sales personnel work across several markets we saw the benefit of extending the solution to this team also so that all sales leads are handled correctly. As an IT organisation, we understand the power of delivering business applications in the cloud and establishing a cloud contact centre was a very appealing proposition. NewVoiceMedia's solution not only provided us with an enterprise-level contact centre, but delivered a smooth transition and an instant improvement in our level of service across all our geographies".

Mark Child,
VP Information Systems, QlikView



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