

Business Value Analysis

Enghouse Interactive Contact Center Solutions

Nemertes Business Value Analysis independently evaluates technology products and services to identify the value to enterprise organizations. Through detailed interviews with technology professionals who use the products or services, Nemertes analyzes and quantifies the real-world benefits and improvements to the efficiency of their organizations.

By Robin Gareiss
President & Founder
Nemertes Research

TABLE OF CONTENTS

Executive Summary 3

Technology Adoption and Challenges 4

CX Initiatives Fuel Digital Transformation 4

Budgets and IT Success 5

Contact Center Business Value Analysis 6

ACD Cost Comparison..... 7

Enghouse Interactive Business Value Analysis 8

Change in Agents..... 8

Call Hold Time Decrease 9

CSAT Increase..... 9

Reduction in Call Handle Time..... 9

Case Studies 10

Conclusion..... 21

Methodology..... 22

Executive Summary

Improved customer experience (CX) is the leading driver for digital transformation initiatives. Though companies can address customer experience in many ways, the contact center is front and center to any strategy.

In various Nemertes research projects, IT and contact-center leaders say they want next-generation multi-channel contact centers that are affordable, easy to implement and use, and incredibly intuitive so supervisors can make quick changes based on analytics.

Nemertes has conducted several studies that measure real-world costs for contact center capital, implementation, and operational costs. Companies are at different phases of deployment, using any combination of Automatic Call Distributor (ACD), Interactive Voice Response (IVR), call recording, outbound dialing, and workflow management. To level-set data, we focused our cost analysis on ACD, the core of the contact center. Nemertes conducted interviews with 10 companies that have moved to Enghouse and compared the cost data from those companies with our general contact center research data. In summary, here is what we found:

- *58% lower than industry average data for capital costs*
- *35% lower than industry average data for implementation costs*
- *21% lower than industry average data for operational costs*

Organizations uncovered additional benefits, once they implemented the solution and trained supervisors and agents. In summary, here is what we found:

- *63% increase in the number of agents, because the contact center became more useful and valuable*
- *50% saw a decrease in call hold time, by an average of 55%*
- *17% increase in customer satisfaction (CSAT) scores*
- *80% saw a reduction in call handle time, by an average of 16%*

This report reviews the experiences of leveraging contact-center solutions to include not only ACD, but also other advanced features, omni-channel reach to customers, and analytics to improve performance of the contact center.

Technology Adoption and Challenges

Whether it's a call center, contact center, or customer engagement center, it's the core of any organization's interaction with customers. And it's becoming extremely vital to the competitive advantage for every industry, from universities to retailers to financial-services companies.

CX Initiatives Fuel Digital Transformation

In fact, customer experience initiatives are the biggest driver of digital transformation. Customer experience also is the top IT staffing area through 2018, with 40% of companies stating they will increase staff handling customer experience by an average of 18%. (Please see Figure 1.)



Figure 1: Customer Experience a Major Influencer

Customer experience is all-encompassing these days. It includes traditional in-person interactions, as well as phone calls into contact centers. But with omni-channel capabilities, customer experience goes way beyond voice to email, SMS, web chat, video conferencing, and screen sharing. Customer experience also may include social software interactions, through public sites such as Facebook and Twitter. And moving forward, interactions with bots, and benefits of machine learning will further enhance CX.

Within the contact center, Nemertes has documented changes for both those working in the center and those calling into it. Agents and supervisors have become more valuable to companies with higher salaries and lower turnover. They are ground zero

for customer satisfaction—and in many cases, customer upsell. Companies are investing more into training for agents, as well as analytics and permissions to make routing changes for supervisors. And for customers calling into a center, features such as auto call-back and presence-based routing reduce the amount of time they’re on hold, thus increasing their satisfaction. But clearly, customers are increasingly contacting companies via non-voice channels (up 80.8% since 2014, compared to 48.1% increase in voice volume increase), so the ability to have Web chat, video, email, and SMS are becoming table stakes in many industries.

Budgets and IT Success

It’s no surprise, then, that companies focusing on customer experience initiatives have better success with and higher budgets for their digital transformation initiatives. (Please see Figures 2 and 3.)

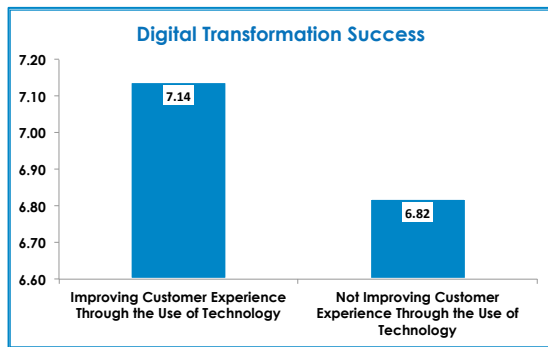


Figure 2: Digital Success Higher with CX Initiative

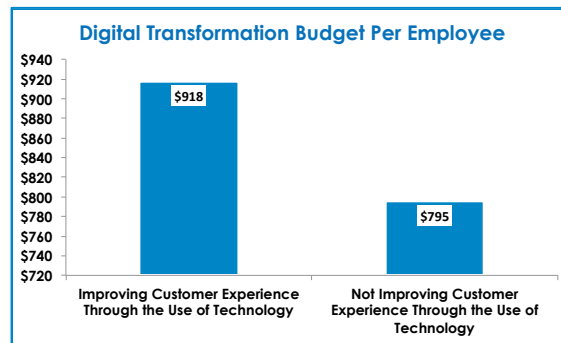


Figure 3: Digital Budget Higher with CX Initiative

There are many options for contact-center solutions, both cloud-based and on-premises. It is imperative to evaluate the cost of various options, but also important is the value of them. What’s the cash outlay, the resource requirements internally, and also the value the company and customers find beyond simple dollars and cents? The rest of the report will discuss those issues.

Contact Center Business Value Analysis

Calculating the costs of contact centers is complex because there are so many factors that go into the numbers. Some companies just deploy an ACD, others add IVR, call recording, automatic dialer, or workforce automation. Others spend more on detailed analytics or wallboards. To keep costs as close to an apples-to-apples comparison as possible, we have isolated costs for the core of the contact center—the ACD.

Nemertes has conducted two research projects with more than 200 companies to gather real-world data on what they're spending. We use the following formula to calculate and normalize the data:

- ⊕ **Capital Cost** – Includes all hardware, software, and licenses required for each specific contact center technology (i.e., ACD, IVR).

- The formula we use is:

$$\frac{\text{Capital Costs}}{\text{Number of Agent and Supervisor Licenses}}$$

- ⊕ **Implementation Cost** – Includes staff time and third-party consultants or integrators.

- The formula we use is as follows:

$$(\text{Staff Time} \times \text{Loaded Hourly Rate}) + \frac{\text{Third Party Costs}}{\text{Number of Licenses}}$$

- ⊕ **Operational Cost** – Includes staff time, equipment maintenance costs, managed services, training, and certification costs associated with each specific contact center technology (i.e., ACD, IVR). We gathered four types of operational data:

- **Internal Staff** – Includes the total loaded cost of internal staff (measured as full-time equivalents)
- **Annual Equipment Maintenance** – Includes the amount that the organization pays to the vendor or VAR for annual equipment maintenance
- **Third-Party Services** – Includes any third-party partners, systems integrators, or consultants who help with ongoing system operations

ACD Cost Comparison

We evaluated the same data points for the 10 Enghouse-specific companies to draw comparisons on the capital, implementation, and operational costs. As Figure 4 shows, Enghouse customers are spending less than the average figures from those who use all other vendors (i.e., Avaya, Cisco, Interactive Intelligence, Genesys, etc.).

Percentage-wise, the cost differential is compelling. Overall first-year costs are \$1,342 per agent for Enghouse compared to \$1,913 for other vendors combined. Capital costs are 58% less, implementation costs are 35% less, and operational costs are 21% less.

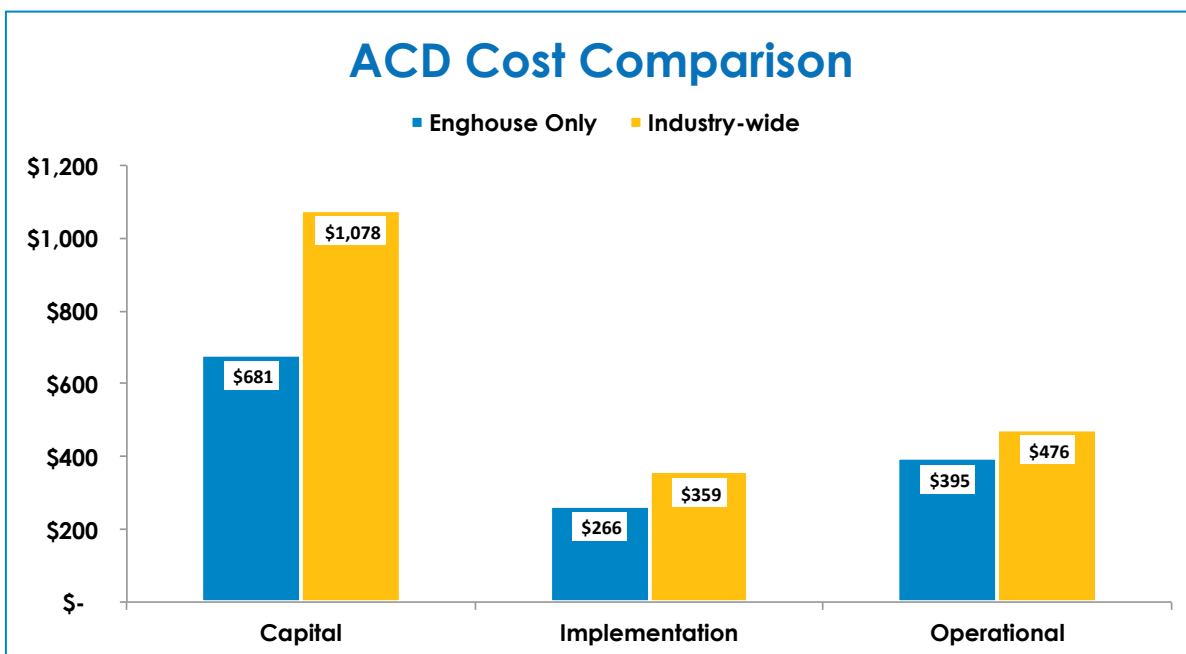


Figure 4: ACD Cost Comparison - Enghouse Customers vs. Average of all Others



Enghouse Interactive Business Value Analysis

In our study of 10 Enghouse customers, we found a mix of channels in use. Naturally, all use voice: 30% use only voice (for now), while the rest use some combination of voice, chat, email, and SMS.

Individual scenarios vary, and are covered in the individual case studies that follow this section. Each company did not have insight into each of these data points either. But overall as a group, we found the following improvements among those who knew the data:

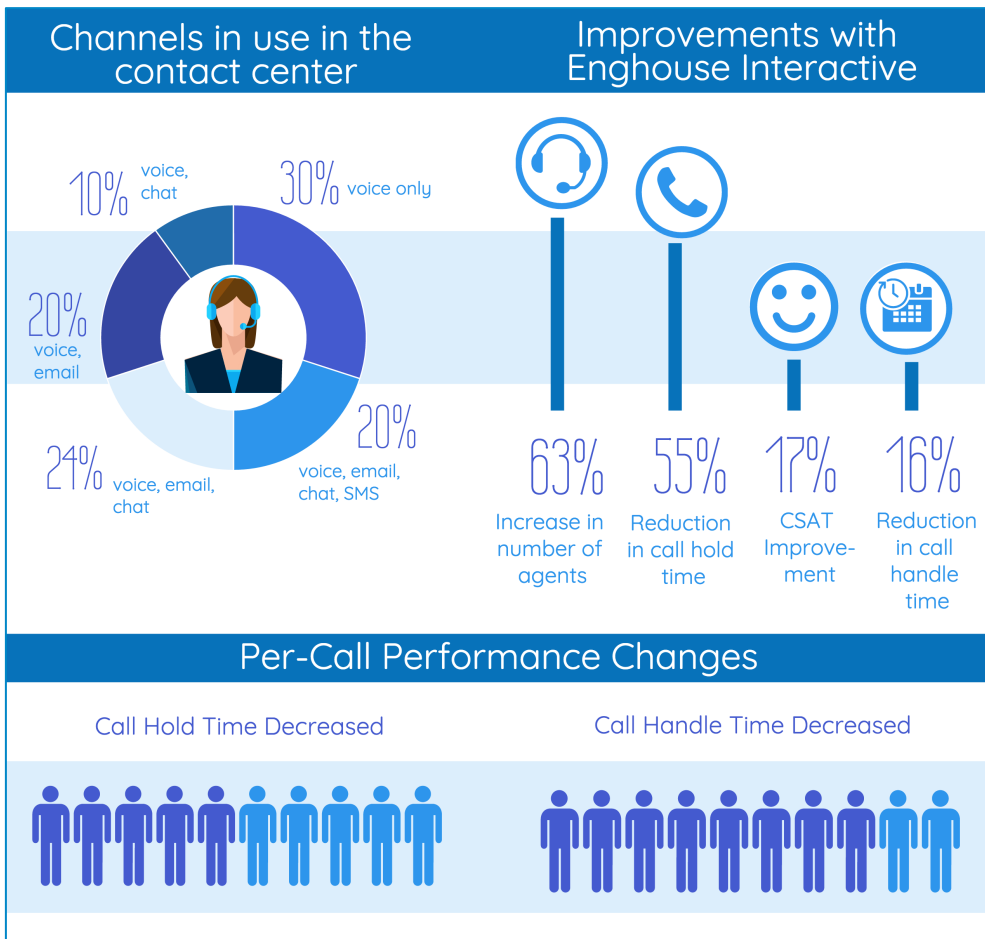


Figure 5: Enghouse Study - The Results

Change in Agents

As the contact center became more valuable, companies reported a 63% average increase in the number of agents. Though one found efficiencies in the solution and decreased agents, the others said Enghouse actually made agents and supervisors

more productive. At the same time, the business was growing and the contact center could handle more agents efficiently and effectively.

Call Hold Time Decrease

Half of the companies saw a decrease in call hold time, by an average of 55%. Most of the IT leaders attribute the decrease in hold time to the addition of Enghouse's callback feature, which lets customers keep their place in queue and get a call back when it's their turn rather than waiting on hold. In other cases, integrating the contact center with presence and instant messaging helped agents transfer calls to people who were available rather than putting the customer in another voicemail or hold queue.

CSAT Increase

Customer satisfaction (CSAT) scores increased by an average of 17%. Because of features like callback, presence, and intelligent routing, customers were able to get their issues addressed faster. Additionally, improved analytics helped supervisors recognize deficiencies in scheduling, expertise, or call handling that they could address on the spot and improve the overall CX.

Reduction in Call Handle Time

Eight in 10 saw a reduction in call handle time, by an average of 16%. By connecting the customer to the right agent (either via presence information or through IVR), they were able to handle requests more quickly. Some, however, increased call time, which they saw as a benefit. By spending more time with customers, they improved upsell.

Case Studies

As stated, Nemertes interviewed 10 companies to determine the business value they discovered moving to Enghouse Contact Center solutions. Organizations saw measurable benefits in multiple areas, including improvements in customer satisfaction ratings, quicker handling of calls, increases in sales, and reduction in trouble tickets.

The next several pages provide details on each of the companies.

H **healthcare:** A 200-person healthcare company reduced costs, increased revenue, and improved its CSAT score after deploying the Enghouse solution, used for inbound support calls from customers. The major differences from the previous solution are the ability to do enhanced reporting and improved queuing for premier customers.

Healthcare Company Employees:200	
Number of agents	50
Apps in use	ACD, IVR, outbound dialer, call recording
Channels in use	Voice, chat, email
Capital costs per agent (ACD)	\$934
Implementation costs per agent (ACD)	\$236
Full-Time Equivalents managing (entire system)	0.3 (back-end) 1 (app manager)
Primary UC vendor	Microsoft
Average hold time	NA
Average handle time	NA
Change in CSAT score	Increased, 20%
Reduction in trouble tickets	NA
Change in number of agents	Eliminated 10 agents; replaced with overflow partner. \$600K in savings
Other benefits	Company revenue increased 70% from 2015 - 2016; 10-15% of that increase attributed to CC solution

The organization provides services to physicians and clinics, which they use for scheduling, e-prescriptions, and labs.

The company was able to develop custom workflows that route customers to the best equipped and trained agent, according to their status and requirements. By handling customer inquiries and support issues more efficiently, the organization has seen CSAT scores improve by 20%.

Though one may think that *reducing*

the staff would cause a decrease in CSAT, that didn't happen with this organization because it leveraged reporting tools to more effectively customize what staff it needed when.

"We did make some changes in terms of staffing to reduce operational costs and improve the level of support we were able to provide," says the SVP of technical operations. "We looked at reporting, at peak hours of the day and the trends of the calls, as it correlated to our feature deployment."

Staff members evaluate reports to correlate staffing with call volume and time of day. The company also uses a third-party partner to handle overflow for support. "We work with them to see that the number of agents is more elastic than we could do with our own staff. We can staff up an additional two to three people for hours of the day that are necessary." The company set up queues to govern which calls go to internal agents and which go to the partner. That move allowed them to eliminate 10 agents, for an annual savings of \$60,000 each.

At the same time, the increased interaction with agents, which serve as sales people who try to get the physicians to use more of their services, has resulted in a large increase in revenue—70%, of which 10% to 15% is attributed to the new platform.

College: A junior college is seeing its contact center metrics improve on every axis, driven largely by the Enghouse system and its integration with Microsoft Skype for Business. “The ability of me, while talking to you, to get an answer to a question is a revolution for us,” says the SVP for technical operations. “Much of that is because of the increased collaboration we have with integration between Lync (now Skype for Business) and Enghouse.”

In past years, a contact-center agent would take a call, and the caller reached the wrong area. So the agent would blindly transfer the call to an agent in the right area. However, frequently, that agent would be on another call or away from his or her desk. “Now with presence, they can see who is there and route the call to someone who is in,” he says. Call handle time has dropped by 35% overall, and first-call resolution is up by 30%.

College Employees: 1,500	
Number of agents	75
Apps in use	ACD
Channels in use	Voice, chat
Capital costs per agent (ACD)	\$313
Implementation costs per agent (ACD)	\$154
Full-Time Equivalents managing (entire system)	0.15
Primary UC vendor	Microsoft
Average hold time	Decreased, with callback feature, option to receive a call back after being on hold for 2 minutes.
Average handle time	Decreased, 35%
Change in CSAT score	Increased, 10-15%
Reduction in trouble tickets	No change
Change in number of agents	No change
Other benefits	More analytics because of reporting capabilities

With such improvements, it’s not surprising that CSAT scores are going up, as well. So far, the increase is 10% to 15%. Another factor playing a role in the improved CSAT score is the college’s improved use of a callback feature. In the past, callers could opt for a call back rather than them sitting on hold for 30 minutes. But often that call didn’t happen until later in the day, and they were unavailable. “Now, after you’ve been on the queue for two minutes, the system offers to call back and you keep your place in line,” the SVP says. That also helped with the college’s reputation. “They would realize they have to wait in line, and then go to Facebook and complain about us.”

Another benefit is reporting capabilities. Supervisors in the past did not have access to good or bad data that they could understand. Enghouse has a reporting module stored on a SQL server, and the college gives supervisors access to generate their own reports. “Now the supervisors have metrics, and they’re looking at their group and performing better,” the SVP says. At first, supervisors weren’t interested in this feature. But like most grassroots adoption, one supervisor started using them, and now several more are doing the same.

Corporate Training: The ability to quickly run reports to analyze agent performance was a key benefit of the Enghouse platform for a corporate training firm. The business is growing, requiring more contact-center agents, so quick training based on real-world performance data was crucial to success.

Not only do supervisors listen to agents and customers interacting, they also have trainees listen to the calls. “With some systems, you couldn’t do double monitoring with the person in training also listening into calls,” says the VP of operations. “This is good for training new people so they’re going to the right places.” What’s more, the

Corporate Training	
Employees: 65	
Number of agents	30
Apps in use	ACD, IVR, call recording
Channels in use	Voice
Capital costs per agent (ACD)	\$1,071
Implementation costs per agent (ACD)	\$515
Full-Time Equivalents managing (entire system)	0.05
Primary UC vendor	Microsoft
Average hold time	Decreased, at least 50%
Average handle time	Decreased, unsure of figure
Change in CSAT score	No change
Reduction in trouble tickets	50%
Change in number of agents	Increased; business is growing
	Increased analytics through reporting; helps train new agents as company grows
Other benefits	

system helps with disciplinary issues. “Supervisors can evaluate what they were doing or shouldn’t be doing.” Reporting, as well as wallboards integrated into the administrative software used to manage the company, enables supervisors to run scorecards on agent efficiency and its affect on customers. They can make sure they’re scheduling staff, breaks, and lunches correctly; that agents log in on time; and that they are managing time properly. In fact, the company has

added more supervisors to analyze as much as possible and get the most out of the system.

Administrators also can troubleshoot problems (which have dropped in half) much more quickly. “We can go into the app manager and see error logs when they’re popping up. Problems don’t happen all that frequently, but when they do, we see them within minutes,” says the VP. Administrators went from a 15- to 30-minute window to see if there was a problem to a 5- to 10-minute window.

From the customer perspective, the firm handles calls more quickly and accurately because of its integration with Skype for Business—specifically the instant messaging and presence features. “By using chat, we are able to get answers quicker,” he says. “If they are having issues, the customer is not on hold for a long time because we can get to a supervisor or teammate quickly via chat.”

Overall, the Enghouse system has provided the company with several benefits: “We have a more stable system that gave us the ability to have teleworking, better reports for a monthly look, better training capabilities,” says the VP. “We have doubled our contact center and have better reporting, visibility, and training.”

University: The Enghouse solution has resulted in improved customer satisfaction, as well as improved agent satisfaction for a growing university. The university had to hire more agents to handle a rise in the number of student calls. But growth perpetuated as each department leader saw others using the new Enghouse system with success.

The callback feature was instrumental in reducing the number of callers waiting on hold or leaving multiple voicemail messages. The system automatically redials callers after the first voicemail. What’s more, the university is planning to extend chat functionality to counselors who are working with students to further reduce the need to place voice calls.

In addition to dealing with a happier customer base, agents like the ability to see one another’s presence status (through an integration with the Cisco UC system) because it increases their sense of reliability. “Being able to have agents who are marked as available when they truly are makes a big difference,” says the telecom administrator. “Before we had the UC/ACD integration, we had callers going directly to extensions at times, and those people may not be available or were not ready to handle the callers’ situation to satisfaction. So they may have had to transfer to another agent who was actually unavailable.” Now, if agents are unavailable, they adjust settings to show they’re on break, and when they are available, they log in.

University Employees: 310	
Number of agents	80
Apps in use	ACD
Channels in use	Voice
Capital costs per agent (ACD)	NA
Implementation costs per agent (ACD)	\$3.25
Full-Time Equivalents managing (entire system)	1
Primary UC vendor	Cisco
Average hold time	NA
Average handle time	Decrease
Change in CSAT score	Unsure
Reduction in trouble tickets	NA
Change in number of agents	Increased 400%. University is growing, but also departments saw success with system and joined in
Other benefits	Call-back feature reduced customer frustration, the need to leave multiple voicemails

The improvements to the contact center resulted in “significant” decreases to Average Hold Time. In addition, the supervisor can observe calls, which makes a big difference, the telecom administrator says. When the university has had dissatisfied callers saying their calls weren’t handled properly, supervisors could track that caller all the way through the process and see what really happened. “It helps us handle calls better and see when things are more of an emotional reaction on the customer’s part,” says the telecom administrator.

Retailer: A women’s clothing retailer is beating its revenue goals by 50% to 70%, in part because of its new contact-center system that makes it easier for agents to assist and upsell customers who call or visit the Web site. The company is able to handle more volume through the contact center, and it’s added new channels, the most successful being web chat. Customers who normally would not call are chatting with agents—and buying more. “When we added chat as a channel, we didn’t see a drop off in the voice channel,” says the VP of infrastructure, security, and operations. “Most of it is new business.”

Retailer	
Employees: 9,000	
Number of agents	110
Apps in use	ACD, IVR, workforce management, outbound dialer, call recording
Channels in use	Voice, email, chat, SMS
Capital costs per agent (ACD)	\$958
Implementation costs per agent (ACD)	\$200
Full-Time Equivalents managing (entire system)	1
Primary UC vendor	Avaya, moving to Microsoft
Average hold time	Unsure
Average handle time	Decrease, 8%
Change in CSAT score	Improve, 4-10%
Reduction in trouble tickets	NA
Change in number of agents	Increase, 23%
Other benefits	Increased sales and upsell by handling more calls and interacting via Web chat

To handle the increased volume and other new functions, the company added 25 agents. Not only are they handling inbound calls and Web chat, they also are proactively scheduling appointments for the individual stores. “Normally, customers would call each store to make an appointment. We found it was cheaper for us to take the calls in the contact center than to distract the sales people in the stores,” he says.

Through the use of skills-based routing, supervisors can prioritize sales calls and get them to the top sales agents instead of going to any available agent, says the contact center’s senior director. In rebuilding the contact center, the company also developed a customer experience scorecard for supervisors. They listen to calls and hold agents accountable, which is making them better at their jobs. Ultimately, that resulted in a 30-second improvement in average handle time.

Visibility, call recording, and reporting also have improved. Whether supervisors are mobile, on the floor, or at home, they can see what’s happening in the queues and react accordingly. That used to require routing changes—skills the supervisors didn’t have. Now, they have self-service capabilities and can react more quickly to information they glean from reports or recordings, ultimately improving customer service, the VP says. What’s more, scheduling shifted from Excel spreadsheets to more sophisticated workforce management, balancing skills with customer demands.

Overall customer satisfaction also has increased. The company asks customers about 10 different questions to calculate a CSAT score, which improved 4% to 10% across the board after the first full month with the tool. Willingness to recommend rose by 12%, and initial request to resolution increased by 10%, the senior director says.

Telecommunications: A regional telecom provider has seen various improvements since it switched from Aspect to Enhouse nearly two years ago. “It’s been one of those products where you just set it up and forget it,” says the systems engineer. Uptime is more than 99%, compared to regular outages each week, sometimes for multiple hours.

A more functional system alone was helpful for the company, but it also found additional benefits with the entire upgrade. Agents went from 23” and 15” screens to dual 24” screens, which contributed to productivity improvements because they could look at split screens with contextual information.

Customers are seeing additional benefits. Average hold time is less than two minutes, down from five minutes with the previous system. This improvement is, in part, due to the callback feature the company implemented. Rather than leaving a voicemail, the callback feature leaves the person in queue if they don’t want to wait on hold. Average call handle time dropped by 55%.

The organization has integrated the presence feature of Skype for Business into the contact center. “It’s nice when we’re transferring from one group to another. Instead of having to just pick, let’s see if this person is available. You can see who is available, then transfer to that person,” he says.

The company also is setting up email and chat and using it on a limited basis so far. For example, if a customer is replacing a set-top box, they can email the numbers of the old and new box to swap, rather than calling in and potentially waiting on hold.

Customer satisfaction has increased by 75%. “Customers are much happier,” the systems engineer says.

Telecommunications	
Employees: 225	
Number of agents	30
Apps in use	ACD, call recording
Channels in use	Voice, email, chat
Capital costs per agent (ACD)	\$833
Implementation costs per agent (ACD)	\$754
Full-Time Equivalents managing (entire system)	0.25
Primary UC vendor	Microsoft
Average hold time	Decrease, 60%
Average handle time	Decrease, 25%
Change in CSAT score	Improve, 75%
Reduction in trouble tickets	Unsure, but uptime significantly improved
Change in number of agents	NA
Other benefits	Integration with Skype for Business helps agents use presence to route calls more efficiently



University: A large university has seen “drastic improvements” after implementing Enghouse in the contact center, according to the deputy CIO, citing reporting, chat integration, the callback feature, and integrated screen pops as key catalysts for change.

Higher Education Employees: 13,500	
Number of agents	25
Apps in use	ACD, IVR, workforce management, outbound dialer, call recording
Channels in use	Voice, chat, email SMS
Capital costs per agent (ACD)	\$810
Implementation costs per agent (ACD)	\$299
Full-Time Equivalents managing (entire system)	2 (managing all apps)
Primary UC vendor	Avaya
Average hold time	Decreased, unsure of how much
Average handle time	Increased, 10%, more visibility into tool enabled agents to spend more time with customers
Change in CSAT score	Improve, 2%
Reduction in trouble tickets	NA
Change in number of agents	NA
Other benefits	Screen pops with caller information helps agent efficiency

Although many organizations aim to decrease call handle time, the university actually increased handle time with the new contact-center solution. “We had more visibility with the tool, so we knew when we could spend more time with customers,” the deputy CIO says. With the new call handle time as a baseline, the agents now will work toward reducing from that point.

More important to the university is how quickly agents answer calls, particularly during August and September when the volume peaks as students start the fall semester. “We now have the ability to add agents from other queues and provide visibility into call volumes,” he says, adding there were drastic reductions in speed to answer. He is not sure on exact figures because he was unable to measure the answer time on the previous system.

Enghouse’s reporting capabilities have given the university more insight into performance. What’s more, the callback feature has been vital in reducing the abandonment rate—and the level of frustration among callers.

In addition, screen pops integrated with the instant messaging solution has allowed the university to quickly identify customers without having them to ask them to identify themselves and repeat information they may have provided already if they call were transferred. That’s helped to reduce average handle time.

The improvements to the contact-center technology have resulted in an improvement to the customer service ratings, from a 4.8 to a 4.9. Given the scale only goes to 5.0, the university can’t get too much better.

I nsurance: An insurance company is handling calls faster and better than it did prior to installing Enghouse’s solution, but more importantly, it now has metrics supervisors can use to improve customer experience.

“Before the EI solution, we were smaller, and the main goal was just to answer calls and handle them correctly,” says the senior telecom technician. “We weren’t looking at Average Handle Time, Average Hold Time, etc. Now, they do it religiously.” Because of metrics available, the company now can appropriately staff the contact center.

Many features are making the job easier for agents. For example, they use desktop software to make calls, versus picking up the phone and dialing numbers as they did in the past. In addition, the search engine is robust, making it easy to find other agents and their status. The automated attendant functionality is easy to manipulate and to build. “I really like that piece of it. It's quick to add phrasing, add options off of

Financial Services: Insurance	
Employees: 210	
Number of agents	127
Apps in use	ACD, IVR, call recording
Channels in use	Voice
Capital costs per agent (ACD)	\$846
Implementation costs per agent (ACD)	\$234
Full-Time Equivalents managing (entire system)	1
Primary UC vendor	Roll Call
Average hold time	Decrease, unsure of how much
Average handle time	Decrease, unsure of how much
Change in CSAT score	Not tracking
Reduction in trouble tickets	NA
Change in number of agents	Increase, 300%
Other benefits	Contact center helped fuel company growth, resulting in more agents

automated attendant for a brand new toll-free number for instance and I can do it live. We didn't have that ease before with our other solution,” the technician says.

The recording piece is easy to use, as well, by enabling agents to search by the caller’s number. And, the software is an easy layout for seeing and finding things. It's easy to see a call pane and do transfers and holds from that point, and to see calls in the queue. Supervisors can customize the view for different management levels, allowing agents to see and not see information based on policies.

Media: More efficient call handling and low operational overhead are two benefits a global media company has found since switching to Enghouse, according to the global VP of client support and credit control.

The company leverages both voice and email in the contact center to field customer questions. The average call handle time has dropped from about six minutes to five minutes, he says.

Media Employees: 2,100	
Number of agents	250
Apps in use	ACD, outbound dialer, call recording
Channels in use	Voice, email
Capital costs per agent (ACD)	\$800
Implementation costs per agent (ACD)	\$129
Full-Time Equivalents managing (entire system)	0.25
Primary UC vendor	Avaya
Average hold time	Unsure
Average handle time	Decrease, 20%
Change in CSAT score	No impact
Reduction in trouble tickets	NA
Change in number of agents	No change
Other benefits	Tool enabled standardized reporting across multiple departments

Since the contact center handles a few different functions, there are multiple queues in which callers can be placed. The Enghouse reporting tools have given the organization solid visibility into and management of those queues.

In addition, it's improved the company's reporting capabilities compared to before, enabling supervisors to create standardized reports across multiple departments and locations globally, the VP says.

"Enghouse has given us a lot of automation tools, such as auto dialing and outbound dialing, and that provides us with a lot of quality metrics for quality assurance," he says. Moving forward, he says he knows there are more capabilities he is not tapping into and wants to determine what other efficiencies he can derive through other modules or components from Enghouse.

Fitness: A large fitness company replaced its Interactive Intelligence contact-center solution with Enghouse, saving money on implementation and ongoing operations, while also enjoying benefits provided by integration with its Unified Communications system.

One of the first benefits the Unified Communications technician noticed with Enghouse was the cost to deploy was less than the previous solution. “The Enghouse deployment package with the software is minimal,” says the UC technician.

Agents and supervisors are able to leverage information in custom reports that they have developed. They also say the callback feature has improved customer satisfaction—though they haven’t measured the specific numbers yet.

Bottom line: “It’s easier to use because of the integration,” says the UC

technician. The features, modules, and reporting within the solution are integrated better, and it’s also easy to integrate with UC to provide presence data on agents. “With most of these call centers, it’s all ACD. The biggest issue we had with our previous solution was the lack of integration with Microsoft Lync; it was its own PBX. Because of Enghouse’s full integration, our agents have a better user experience.”

Fitness	
Employees: 20,000	
Number of agents	175
Apps in use	ACD, IVR, call recording
Channels in use	Voice, email
Capital costs per agent (ACD)	\$240
Implementation costs per agent (ACD)	\$121
Full-Time Equivalents managing (entire system)	0.1
Primary UC vendor	Microsoft
Average hold time	NA
Average handle time	NA
Change in CSAT score	NA
Reduction in trouble tickets	NA
Change in number of agents	No change
Other benefits	Integration with UC gives agents a better user experience

Conclusion

The customer is king with a level of intensity never before seen. As a result, organizations must carefully evaluate their contact-center provider. They must consider factors including cost, value, features, architecture, and ease of use.

Nemertes recommends the following for those evaluating contact-center solutions:

- Make sure the provider not only has omni-channel capabilities available today, but a good strategy for advancement.
- Analytics tools are essential for effective monitoring of KPIs, including agent performance, CSAT, upsell, resolution of problems, and more. Make sure your solution provides sophisticated analytics, which provide details relevant to multiple purposes, including IT, contact center supervisors, and executives.
- Evaluate hard-dollar costs. Why spend more for a solution that provides the same (or even sub-par) capabilities? Do not only look at the up-front costs for a solution; also examine ongoing operational costs, either through using the numbers stated in this report or through talking to references from the providers you are considering.
- Make sure you're measuring CSAT. This is arguably the most important metric to come out of the contact center. If CSAT is good and improving, that's a reflection on the contact center's success. Without those metrics, it's tough to make a case that things are going well.
- Tie contact-center effectiveness with broader business goals. For example, if the company has set a target for increased revenue, how can the contact center help to achieve that goal? By adding more channels, will you attract a different customer demographic you haven't reached in the past? If so, will that help with upsell goals?
- Integrate your contact center with your UC solution. Those who have done so sing the praises of being able to leverage instant messaging and presence, primarily, but some also use video and screen sharing to address a customer issue.

Methodology

Nemertes draws upon three research projects for this report.

- **Annual Benchmarks:** Nemertes interviewed or surveyed 368 companies for its *Digital Transformation and IT Futures* benchmark study, and 109 companies for its *Contact Center Total Cost of Ownership* study. Both studies were published in 2016. The research gathered qualitative and quantitative information about organizational plans, vendor adoption, challenges, costs and drivers for digital transformation, customer experience, and contact center.
- **Business Value Analysis Interviews:** Nemertes developed a customized set of hypotheses and questions to determine the financial benefit and business value of the Enghouse contact-center solution. Enghouse provided Nemertes with the names of several customers. Nemertes reached out to schedule the calls. A senior-level Nemertes analyst conducted the interviews independently, gathering detailed data on each company's experience with its rollout. Nemertes then analyzed the data for each company and collectively for all organizations. We have kept the names of the companies confidential to protect their competitive information.