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Interactive

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PAPER

# *Leap into action*

*Guide to Building a Business Case*  
for a Cloud Contact Centre

## *Leap into action*

There's no shortage of predictions about Cloud adoption and for many organisations it is just a matter of time rather than a question still to be answered – these organisations are already under direction from senior executive to prepare for a move if they haven't migrated already.

*However, others are still researching and need to clearly understand and demonstrate the benefits so that a final decision can be made.*

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If you have reviewed the **pros and cons of Cloud versus On Premises (or Hybrid)**, and you feel that moving your contact centre to the Cloud is the best option, then you are ready to put a proposal to the business. Be prepared to revisit your pros and cons in detail to help your executive team reach the same conclusion.

With public opinion strongly favouring Cloud right now, your task may not be difficult, however it is still critical to review all the benefits and challenges specifically as they apply to your own organisation, and to ensure that all aspects are thoroughly understood by all decision makers.

Remember that one size does not fit all. The contact centre is often a piece that is tagged on to a telephony review – but managing customer experience and loyalty well is critical to your brand and bottom line, so a decision about the contact centre should be considered and made in its own light. Cloud telephony does not need to include Cloud contact centre – or vice versa.

Above all, an organisation wishing to move to the Cloud must be absolutely clear on what the real decision factors are that matter to their business, and be sure that these will bring the benefits they seek.

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## Identifying the Benefits of a Cloud Contact Centre

*The most recognised benefits of an OpEx/Subscription-based contact centre are:*

- Operational agility/flexibility and the reduction of the IT burden
- Security, compliance and business continuity
- Cost and cost certainty
- Scalability

Which of these are the main drivers for your organisation as far as the contact centre is concerned? Are there others? Your business case should list your drivers in order of importance, showing the current costs or challenges versus the expected gains (it is still important to include negatives or migration concerns for transparency and credibility).

There is no right or wrong answer unless based on inaccurate information.

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# 1 Operational Agility and Flexibility, and a Reduced IT Burden

Due to its use of open standards, the Cloud offers more overall flexibility as well as simplifying application integration. In a 2017 study by Dimension Data, nearly 90% of subjects said that Cloud solutions had improved their flexibility. Other wins reported were technology infrastructure future proofing (77%), improved uptime and reliability (77%) and increased speed-to-market (72%).

As well as the recognised IT costs, which can translate to some of the highest operational costs, especially for a small operation, the reliance on IT can be both difficult and expensive to maintain. It is also, quite honestly, a headache and an overhead that many CIOs no longer want to concern themselves with.

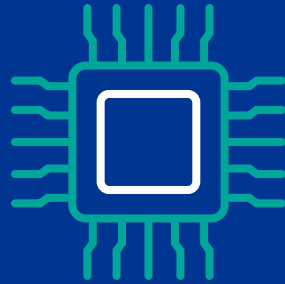


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## Administration

Obviously, the higher the number of disparate solutions that an IT department is called to support, the more difficult it is for them. IT support typically comprises both application and systems management, within the context of the wider IT solution set, including infrastructure and troubleshooting. It can also include administration of the features, for example adding new agents, directory numbers or queues and adjusting routing to accommodate changes in operation or customer demand. A significant consideration with this IT burden is skills and knowledge continuity. While transferring to the Cloud will not eliminate the application side, systems management will be significantly simplified.



## Hardware upgrades

Keeping equipment up to compliance with changing specifications is not just costly, it's both time consuming and relentless. In fact, it is recognised that the last major upgrade has often turned out to be the final straw that broke the IT camel's back... In some cases the one-off cost may be unforeseen from a financial planning perspective and it can therefore take a lot more work for IT to justify, especially when set against the predictable costs of a Cloud deployment. Moreover, the planning required and the operational and business risks involved induce an added stress that can be completely eliminated with Cloud.



## Software updates

Because of the IT overhead of scheduling and implementing updates, these are often deferred until a software upgrade actually becomes a business risk and an area of pushback from users, increasing both workload and negativity. A Cloud solution rolls out regular updates that are automatically taken up by its customers without any decision or, ideally, effort on their part.

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# 2 Security and Compliance, Business Continuity

*Security is a hot topic in the Cloud conversation. For many years it was given as the strongest reason to avoid the Cloud – but now, conversely, it has become one of the strongest reasons to move there.*

- As part of your Cloud business case, you should show the Cloud security model or features that your business solutions need to match (such as Microsoft Azure Active Directory as one example).
- What compliance standards do you need to meet in the business? Once a Cloud provider is committed to provide compliance (for example PCI DSS), you can expect them to build maintenance of these standards into continuing updates, rather than your organisation needing

to keep on top of these requirements. Cloud providers have typically invested in the highest level of overall security and relevant certifications.

- Many small and mid-sized businesses struggle with the costs and complexities of business continuity. With the Cloud, not only are there inherent safeguards and redundancy built into data centres and networks to ensure high availability and disaster recovery, but users can easily relocate operations if necessary and work from anywhere, including taking calls from mobile phones if necessary to ensure continuity in most events.



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# 3 Cost and Cost Certainty

*Having a Cloud solution means your financial overhead is shifted from a capital budget expense (CapEx) to an operating expense (OpEx) – which is a more manageable option for many organisations due to its predictability that allows better forecasting while being gentler on cash flow. Third-party costs, particularly unscheduled ones, are also typically eliminated with a Cloud solution.*



There are a number of considerations that contribute to the cost of running your contact centre. You can use the list below to help detail the costs you face now, and to estimate the costs – and ideally the savings – of running the operation in the Cloud. Migration/implementation is an additional but one-off cost that can be obtained from your Cloud provider.

- Number of agents
- Number of supervisors
- Number of computer servers used for existing or desired contact centre applications
- Storage requirements
- IT staff – take into account salaries, ongoing education and certification

- Footprint – space needed to house hardware; also consider if moving to the Cloud will allow more staff to work remotely without requiring a desk in the office, or if you might rotate staff who come into the office so you use less space
- Software maintenance – this usually covers software upgrades
- Hardware upgrades and software where not included in maintenance

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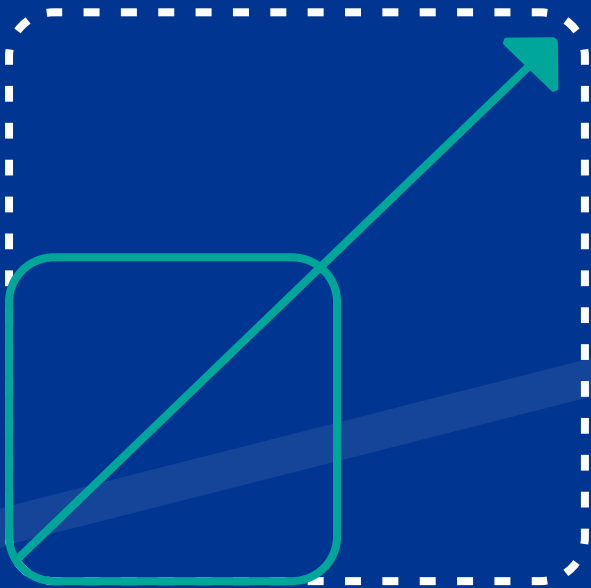


# 4 Scalability

*A move to a subscription-based model offers freedom and flexibility that is not available with a CapEx model.*

While on the one hand a contact centre's costs are traditionally very tightly managed, on the other hand it can be subject to seasonal or promotional peaks or troughs in activity, which can be a significant overhead to build into a CapEx budget. Demand can also be unpredictable, such as a negative or super-positive reaction to a new product, or some other glitch or event that causes amplified engagement.

A Cloud model allows contact centres to scale up (or down) as required, within hours if necessary, either by plan or reactively, to add more staff, extend operational functionality and essentially adapt to change as needed. There is no longer a need to purchase new infrastructure or over-burden in-house IT resources.



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## Next Steps

The next logical step in the process is to review providers and make your nominations. There are many providers of Cloud contact centre software, offering a variety of solutions at different costs with a range of feature sets and performance. Even if the Cloud allows you to be nimble and move again (and again) until you find the solution that suits you best, your contact centre is a highly critical component of your organisation's external profile and should not be disrupted unnecessarily, so you will want to consider your selection with care.

**Do ensure that you have the full engagement of both CXO and CMO in this exercise.** Obtain from each their own list of critical functions as well as their wish list of future ambitions that they consider will enable the continuing success of the contact centre. These are the features that will help the organisation to meet the growing and changing expectations of your customers, and continue to represent your brand both efficiently and effectively.



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*As a long-time performer in this market, our recommendation for the essential considerations are:*

## 1. Feature availability

Ensure that the features you value today are demonstrably available to you today.

## 2. Future-proofing

Ensure everything you expect to need is also available today – or at least on a short-term roadmap. Consider:

- **Multi-channel and Omni-channel**

Agents must be able to handle multiple consecutive interactions across multiple channels, and escalate (e.g., from chat or voice to video) as required. An optimal customer service offering might include

voice, email, chat (from a website or mobile app), mobile text (SMS) and social media.

- **Outbound calling**

Get the tools to fill downtime with proactive calling. Create outbound sales or service campaigns to follow up appointment reminders, account payments, special promotions and more.

## 3. Integration opportunities

The technology landscape is very, very fluid; digital transformation is not just a slogan. Even if you are not looking at it now, you need to know that you have the ability to integrate your new solution to a number of critical applications such as your CRM application, artificial intelligence (for starters, a chat bot), self-service (basic or with recognition), mobile apps and so on.

If your job is to build a business case to move to the Cloud we wish you well. We trust you are on your way to deliver this with confidence after consideration of all of the points above, not forgetting to include any other priorities that are uniquely critical to your organisation. And if you do wish for any assistance during this process, Enghouse Interactive's experienced team would of course be delighted to work with you at any point.

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# *Leap into action and join us in the Cloud*

Our experienced team can work with you to help you identify the best solution for your needs. Call us on +44 (0) 20 3357 3040 or visit [www.enghousecloudcontact.co.uk](http://www.enghousecloudcontact.co.uk) for more information or to arrange a demo.

## **About Enghouse Interactive**

We are the world's most reliable contact centre technology provider. Our global brand is built on our track-record of consistently honouring our commitments to our customers, our staff and our shareholders.

Enghouse Interactive, a subsidiary of Enghouse Systems Limited (TSX: ENGH), is a leading global provider of contact centre software and service solutions that deliver enhanced customer service and transform the contact centre from a cost centre into a powerful growth engine. Our practices and solutions enable businesses to leverage meaningful, daily customer interactions to extract key insights used to deepen customer loyalty and uncover new opportunities to add value, profitably.

Supporting over 10,000 customers, in 120+ countries, Enghouse Interactive works within any local regulatory environment and supports any telephony technology, whether deployed on premises or in the Cloud, ensuring that our customers can be reached by their customers – anytime, anywhere and via any channel.



### **Contact us**

Imperium,  
Imperial Way,  
Reading RG2 0TD

Tel: +44 (0) 20 3357 3040

[enghousecloudcontact.co.uk](http://enghousecloudcontact.co.uk)