

ESSENTIAL  MANAGERS

# COMMUNICATIONS TOOLS FOR THE EFFECTIVE WORKER



MOBILE WORKFORCE  
COLLABORATION



INCREASED PROFITABILITY  
MULTIPLE TECHNOLOGIES



UNIFIED COMMUNICATIONS

RELIABLE  
SECURITY



**AVAYA**

LIMITED EDITION

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ESSENTIAL



MANAGERS

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# COMMUNICATIONS TOOLS FOR THE EFFECTIVE WORKER

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Compliments of **AVAYA**



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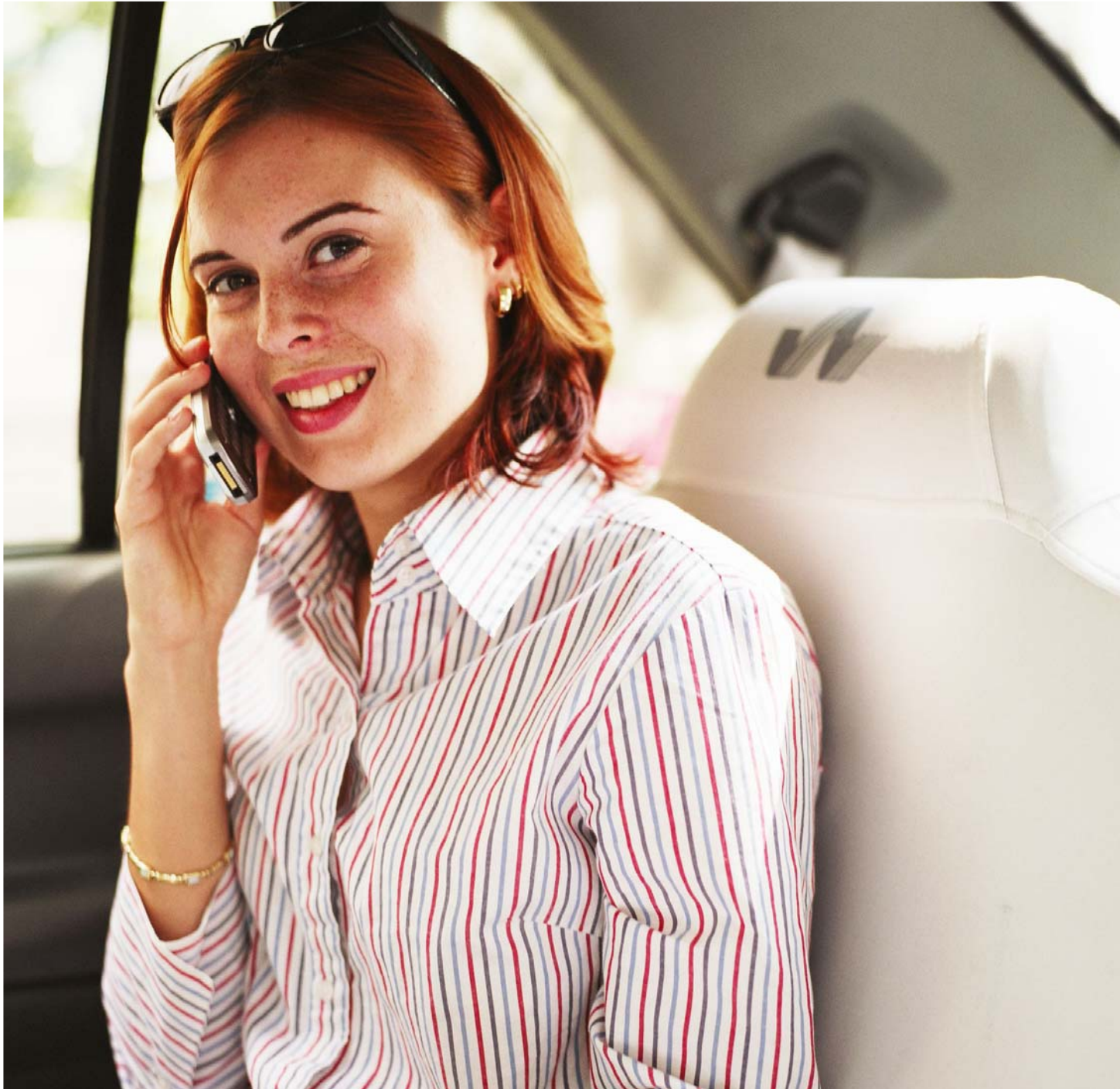
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# INTRODUCTION

*Presented here are the Essentials you need to understand how innovations in Unified Communications are key to success, competitive advantage, and both employee and customer loyalty. Discover the positive impact of Unified Communications on both day-to-day interactions as well as on higher level goals such as business process efficiency, customer loyalty and profitability. Explore the communications dilemmas faced by workers, management, technology teams, and organizations as a whole. Learn specific proven strategies for using Unified Communications to address these challenges, and gain useful insights for evaluating and building a compelling business case for Unified Communications in your organization.*



# LIVING WITH COMMUNICATIONS STRESS

Today's businesses and workers are faced with a technology overload, which can lead to confusion and inefficiency in the organization, and frustration for the individual.

## TECHNOLOGY OVERLOAD!

**T**hree areas contribute to the feeling of communications-related stress—too many devices used across too many communications channels, too much communication, and too much confusion.

### TOO MANY DEVICES

How do your employees communicate with each other and with their customers? Let us count the ways—office phone, cell phone, office email, smartphone (BlackBerry) email, text messages, instant messaging, and more. Having multiple ways to communicate via multiple devices from a variety of locations contributes to our feeling constantly connected. However, too many devices—when they are not synchronized or directly linked with one another—creates a delayed response.

**1** Reduce the number of unnecessary messages in the workplace with one-number access.

**2** Simplify communications tools to increase both the efficiency and quality of communications.

### TOO MUCH COMMUNICATION

All these communications devices make it easy to communicate—too easy. The disadvantage is the sheer number of communications interactions, both real-time and non-real-time. Look at the average worker's email inbox and count the emails. Listen to the worker's voice mail and count the messages. Spend an hour with any employee and see for yourself how many calls and messages he receives—voice and email messages that need to be opened, filtered, responded to, forwarded, filed for future action, or deleted. Important messages get buried in the mass, and an overabundance of communication further impedes a worker's ability to move on and respond quickly to the highest priorities.

### TOO MUCH CONFUSION

When you have a hundred messages in your inbox, which do you answer first? Which of those dozen or so voicemail messages are the most important? Which messages are duplicative? When do you pick up the phone and call someone, and when will a text message do? With so many communications options today, the choice on how to communicate is broad and flexible. Workers, and companies, need to simplify this communications confusion with "Unified Communications," which can bring sanity and control to this confusing environment.

### TOO MUCH TECHNOLOGY?

According to a primary research study by Avaya in February 2007,

- 64% of employees carry more than two communications devices; 36% carry three or more devices
- 63% of smartphone users find themselves doing email on their smartphone/PDA during meetings (and trying to hide it under the desk!)
- 48% of smartphone users answer work voice mail while driving at least once a week
- 34% of smartphone users have taken a conference call while in the restroom



Rare is the employee who doesn't carry a notebook computer with him when he leaves the office; rarer still is the employee who does not also carry a cell phone or smartphone/PDA.

# THE WORKER DILEMMA

*Advancing communications technology can make life difficult for information workers. The need to work effectively from anywhere blurs the line between work and home life. To be effective and balance the demands of working from anywhere requires order, flow, and orchestration of information and people. Workers can feel overwhelmed and out of control, resulting in less than effective job performance. Unified Communications can help create control.*

## MASTERING MULTIPLE TECHNOLOGIES

Every new technology comes with its own learning curve. Yes, it's easy enough to dial a number on your office phone, but how do you integrate email messages between your smartphone/PDA and your office PC? Can someone call your office phone, and reach you on your cell phone if you're on the road? How do you transfer your contact list from one device to another? New technology doesn't make you automatically more efficient; in fact, one's efficiency can drop when new devices are introduced into the mix, especially if they are too complex. The more communications devices you have, the harder it is to learn how to use them. Unified Communications provides a consistent user experience across applications and devices, alleviating the need to master multiple technologies.

**3** Let employees manage all their messages from a single user interface.

**4** Make communications tools easier to use.

## BLURRING THE LINE BETWEEN WORK AND HOME

According to a primary research study by Avaya in February 2007,

- 69% of smartphone users will reply to their supervisor's calls or emails within a day while on vacation
- 58% of U.S. workers receive work-related calls not during office hours twice or more a week
- 28% of smartphone users have checked their email/text messages during a wedding or funeral
- 22% of U.S. employees use their personal cell phones for business calls

## JUGGLING DEVICES

You have a cell phone, a PDA, a phone in the office, a phone at home, a desktop PC at work, and a notebook PC in your briefcase. When do you do know which device to use? How do you know what the best way is to reach an associate? If you miss someone on his office phone, do you call him on his cell? Or do you email him? Or call him at home? If you want to check messages while you're out, how many devices do you have to use? How many places to you need to check? If you're juggling this many devices, so are your customers. It's all too easy for you to miss important messages if your communications are not unified. Unify your workers and let them choose the device they prefer for the type of work they do, rather than take an arsenal of communications tools to every destination.

## WHEN DOES WORK STOP AND HOME START?

With so many devices and so much communication to manage, the work controls the worker, rather than the other way around. Employees answer work calls at home, check work email while on vacation, and otherwise place themselves at the service of communication technology. Today increased communication comes at the expense of personal freedom. Instead of being liberating, new communications technologies become controlling. Unified Communications reverses this relationship, making technology the "servant" to the user.



*Today, it's almost impossible to leave work at the office; each new communications device makes it easier to stay in contact no matter where you are.*

# THE MANAGEMENT DILEMMA

As a manager, advancing communications technology affects you just as much as it affects your employees. The volume of communications in the average company makes life difficult for managers—there's too much information coming in from too many sources about too many projects, initiatives, or transactions.

## TOO MUCH CONTACT, TOO MUCH INFORMATION

Like your employees, it's also tough for you to get away from work. Your employees, colleagues, and customers can contact you anytime, anywhere, via any number of devices. Unified Communications gives managers the ability to control thresholds of urgency and to prioritize information by sender, topic, or other customized criteria. Enabling your technology to hold you to your priorities relieves you of the need to respond immediately to every piece of information coming your way.

**6** Reduce business lag by giving employees improved access to other associates.

*With Unified Communications, workers are free from the restraints of searching for information from experts to complete their tasks, making workers more efficient and productive*



**5** Help employees more quickly and appropriately access your company's decision-makers.

## TOO LITTLE COLLABORATION, TOO FEW DECISIONS

As a manager, you depend on workers to collaborate and make decisions with the right experts at the table. Without a solution like Unified Communications, teams are potentially only networked with the people they meet at the water cooler or in the hallways, placing demands on your time to connect and direct the right people to the right decisions. Giving your teams the ability to access and engage in productive collaborative meetings with expert peers (people who they may not know) in other areas of your business—and the ability to do so with a few clicks of a mouse—will not only get people talking, but will help make the right decision sooner.



*It's far too easy for anyone and everyone to contact you about anything and everything. When does your work day end and your personal life begin?*

## ENABLING TECHNOLOGIES

When all decisions are pushed up through management, bottlenecks may be created when the immediate supervisor is not available. Enabling technologies with presence can help workers reach available experts and resolve issues without constant escalation to management, saving both worker and management time.

## TOO MUCH DISTANCE FROM THE CUSTOMER

This abundance of information and lack of collaboration make it all too likely that your employees are not responding to your customers in a timely fashion or with the appropriate information. Unified Communications simplifies interactions with your customers by making your employees easy to reach. Your employees, too, will appreciate being able to quickly bring the appropriate experts into a discussion to resolve a customer issue on the spot.

# THE IT DILEMMA

Rapidly advancing communications technology can make life especially difficult for an organization's IT department. The technology environment is becoming overly complex, often unnecessarily costly, and cumbersome to manage.



**7** Reduce cell phone use while employees are in the office.

*IT staff has to master all new technologies, integrate them into existing operations, provide training, and support. Unified Communications is the answer to making them all work together.*

## A COMPLEX ENVIRONMENT

You think it's tough for you to juggle all the communication technologies available today. It's even tougher for your IT department. Your IT staff not only has to master all those technologies, it also has to provide training and support, make sure they all work together, and integrate them into your company's existing operations. The communications environment is complex and becoming more so; is your IT department up to the challenge?

**8** Leverage your communications technologies to increase business productivity.

## MAKING IT ALL WORK TOGETHER

One of the challenges of today's diverse communications technologies is making them all work together. Your IT department is tasked with unifying all communications technologies and channels, not only to avoid interference and duplication, but also to get the most out of each technology. Should your employees' smartphones be tied into the corporate contact database? Should emails be automatically accessible by individuals' phones and portable devices? It's the job of your IT department to attain the most efficient interaction between devices and technologies, which becomes more difficult as new technologies come on board. Making it all work together is key and is quite possible with Unified Communications.

## PAYING FOR THE TECHNOLOGY

Your IT department doesn't exist in a budgetary vacuum. Not only must it support and manage all these new communications technologies, it must also pay for them. The IT department manages your company's investment in these rapidly evolving technologies, and also must get the most out of your prior investments. Ideally, your IT department needs communications solutions that are easy to deploy, easy to manage, and easy to integrate with each other. Those solutions also must be cost efficient; the benefits of upgrading technology must be commensurate with the costs of upgrading.

## NETWORKING COSTS

New technologies add new costs. A primary research study by Avaya conducted in February 2007 indicates that 54% of employees' costs are infrastructure-based. Inefficiencies in communication can unnecessarily increase these costs. For example, 60% of employee mobile phone calls are made from within an enterprise. This creates a tremendous—and unnecessary—carrier cost, simply because employees use the wrong technology to communicate within the office.

## ADDITIONAL COST SAVINGS

Additional expenses incurred elsewhere in the business—monthly cell phone bills that are managed by individuals and departments, outsourced services for web and audio conferencing, communications made from hotel rooms—may be reduced or even eliminated by unifying communications.



# THE BUSINESS OPPORTUNITY

**T**oday's communications technologies can be a boon or a boondoggle for your business—depending on how well you manage it all. Do all these new ways to communicate make your business more or less efficient?

**10** Think about how you can transform the business and improve profitable revenue, not just lower cost.

## CUSTOMER SATISFACTION AND LOYALTY

Unified Communications helps to satisfy customers through worker availability and responsiveness, both in terms of time and quality of response. This is accomplished via a number of related solutions, including one-number access to employees regardless of device or location, as well as find-me/follow-me communications (instead of leaving a message and waiting for a callback).

*Communications challenges faced by workers, management, and IT can all be supported by Unified Communications. The collective benefit of Unified Communications technology creates a competitive advantage for your company.*



**9** Provide your customers with a single business number for each associate.

## INCREASED PROFITABILITY

When your business gets bogged down in communications, missed opportunities result. Employees are too busy managing their in-boxes to respond to customer requests. Availability equals revenue, and every employee who is not immediately available costs your company revenue. Communications should create opportunities, not prevent them. For your business to prosper in the 21st century, it must harness the potential of new communications technologies. Unified Communications reduces costs and risk. Workers are reachable and productive anywhere through the corporate network. This increases continuity, reduces external networks cost, and improves retention by having customers call a business number for employee access. In addition, Avaya case studies indicate that in-house conferencing and collaboration tools that take advantage of internal networks may provide a 40–60% return on investment.

## UNIFIED COMMUNICATIONS AS THE FIRST STEP

When you're evaluating new communications technologies, what factors should you consider? A study conducted by Avaya in February 2007, indicates that two of the most important criteria are reliability and security. Whatever technology you embrace, it has to work. Second, the user experience must be seamless and it must support communications across several locations. Finally, functionality must converge so the medium flows from one to another; for example, you could escalate a communication from an instant message to a conference call. Functionality, integration, and convergence are the three tenets of a Unified Communications solution.

**11** Think about enabling common processes, not one-offs, to increase customer satisfaction and loyalty.

## HUMAN LATENCY LEADS TO LOST REVENUE

According to a primary research study by Avaya in February 2007,

- 58% of office workers retrieve important messages late at least once a week because people don't know the best way to reach them
- 55% of office workers can't make immediate contact with a key person within the organization
- 34% of lost revenue was due to the unavailability of a worker when needed
- More than half of office workers have missed an important business meeting, a customer inquiry, contract, or new business lead because they weren't able to email or call

# WHERE ARE YOU ON THE UNIFICATION SCALE?

To what degree are your business communications unified? Do you use communications technology to advance your business operations, or is your business ruled by an overabundance of communications media and messages? Assess for yourself where your business falls on the unification scale.

## THE DIS-UNIFIED BUSINESS

Communications are not unified; email is not integrated with voice mail or instant messaging, cell phones don't share mailboxes or contact lists with office phones. Workers feel inundated by messages, and spend too much time managing those messages. Customers have trouble contacting the right person at the right time, resulting in missed opportunities and lost revenues.

## MAKING PROGRESS—BUT NOT FAST ENOUGH

Your organization recognizes that communications technology should work for you, not against you. You try to integrate different communications technologies, but haven't fully accomplished that integration. While some devices are linked to others, your staff still has to juggle some devices and media. You strive to promptly respond all customer communications, but don't always succeed. Missed opportunities still exist.

**12** Use Unified Communications to provide access to experts across multiple devices and networks.

*Unified Communications tools and applications create a competitive advantage.*

### UNIFICATION SCALE

**Unified**  
Technology works for you.

**Making Progress**  
Communications not yet unified.

**Dis-Unified**  
Ruled by technology.



## THE UNIFIED BUSINESS

The unified business is one that has mastered today's diverse communications technologies. Various technologies have been fully integrated into your business operations, and these technologies share resources and fully interact with each other. Your employees are enabled by the technology, and don't have to spend their time trying to manage it. Customers are quickly and efficiently routed to the right department and employee, using the best available communications application or tool. Your business is fully invested in Unified Communications solutions—and reaping the benefits of those solutions.

**13** Embrace find-me, follow-me capabilities to route calls and messages to any network, at any location, or on any device.

# UNIFYING COMMUNICATIONS

What do today's information workers want and need? It's all about managing multiple means of communications, seamlessly.

## THE RIGHT TECHNOLOGY FOR TODAY'S INFORMATION WORKER

*It's time for the diverse communications technologies to converge. Real-time and non real-time communications need to work together in a fluid, single-interface solution.*

### CONVERGENT COMMUNICATIONS

Workers should be able to move from an email to an instant message or a phone call; the various technologies should be tied together and should work together for the worker's benefit. For the information worker, that means one phone number, one mailbox, quick access to corporate and personal directories, roaming caller ID and call logs, etc. While on the road, a worker should be able to respond to an email message with a voice mail. While in the office, a worker should be able to respond to a voicemail message with an email.

**14** Let a single number route communications to any device.

**15** Strive for a reliable and secure communications systems, available to all employees, 24/7.

### SEAMLESS COMMUNICATIONS

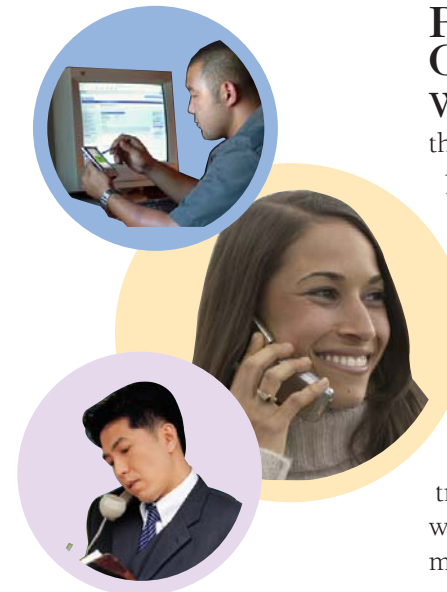
Whatever technology is used behind the scenes, it should stay behind the scenes. End users at any level should not have to think about the technology; using that technology should be seamless. Workers need to be able to work from any where, using available devices, across multiple applications in both real-time and non real-time. Communications should be able to find a worker, follow a worker, and (on occasion) *hide* a worker. And it should all happen in real-time, without manual intervention. To the worker, to the business, and to customers, the solution should be seamless and invisible.

### RELIABLE SOURCE

Seamless communications technology also should be reliable and secure. No one in today's business environment can afford to have communications go down, not even for a few minutes. Whatever communications medium is used, it should always be available from any location, 24/7.

### PRIORITIZED COMMUNICATIONS

With so many messages flowing back and forth, the ideal communications solution should prioritize those messages—and the way those messages are sent and received. Your communications system should prioritize how people find individual employees from their mobile phone, PC (in any location), smartphone/PDA, and the like. A single number should route communications to the desired device. The worker should be able to use a single device to see who has been trying to contact him, from any device. And when calls are missed, messages should be managed from a single location, and displayed in priority order. The worker should be able to choose his preferred communications medium (cell phone, smartphone/PDA, office phone, notebook PC, desktop PC) and manage all communications from that single device in order of importance.



*With so many messages flowing back and forth, the ideal communications solution should enable you to prioritize all kinds of messages received and have options for how you respond.*

# UNIFIED COMMUNICATIONS: THE SOLUTION TO TECHNOLOGY OVERLOAD

**W**hat is the best way to create the ideal converged and seamless communications experience? Via Unified Communications: one user experience on any network via any device.

## UNIFYING COMMUNICATIONS

Unifying Communications is the convergence of real-time and non real-time business communications applications. The result is a superior, seamless user experience across all enterprise communications media, regardless of location, network, or device. Implemented correctly, Unified Communications solutions promise to profoundly transform any business.

## ENABLING TECHNOLOGIES

Behind the Unified Communications solution is a merging of key technologies. Unified Communications relies on a variety of current and near-future technologies to drive both individual communications media and the unified solution.

**16** Control your communications; don't let communications control you.

### UC IMPLEMENTATION

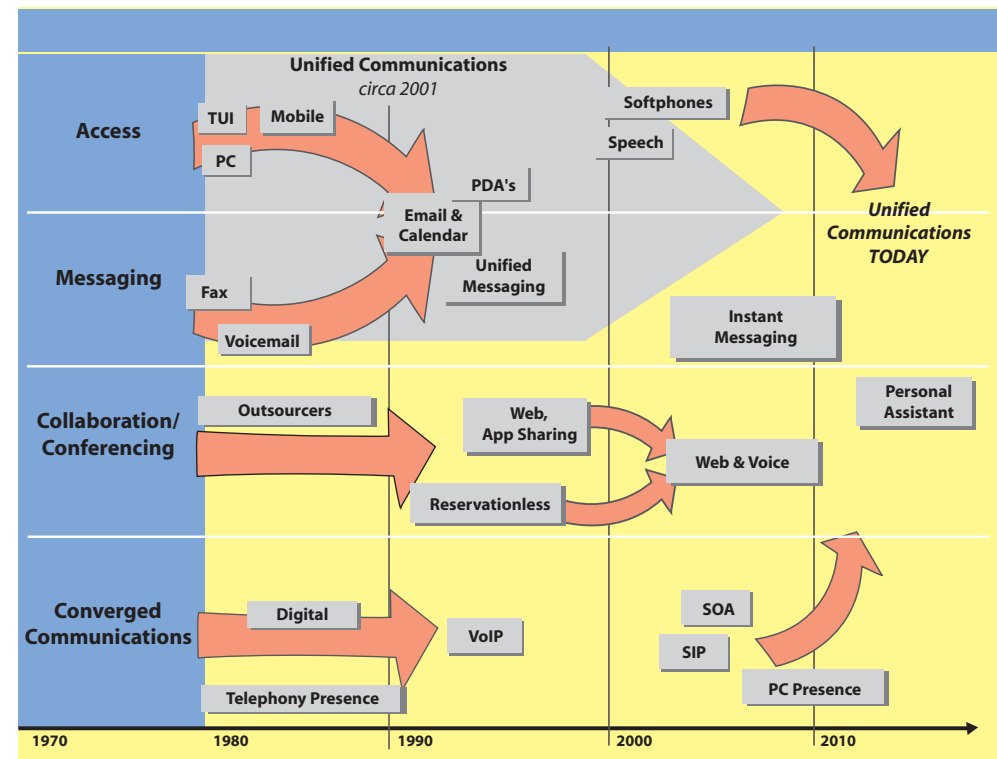
UC applications include telephony, conferencing, email, voice mail, instant messaging, video, and collaboration across a variety of interfaces: telephones, mobile devices, PC-based clients, web-based services, and speech. What technologies are used? Basic telephony (for in-office phone calls), cellular transmission (for mobile communications), digital data transmission (for cross-enterprise networking), TCP/IP (for Internet-based communications, including email and instant messaging), VoIP (voice over IP, for IP telephony), and SIP (session initiation protocol, for automatically creating and termination sessions), are all linked together and managing via SOA (service-oriented architecture). It's a complex mixture of the technologies necessary to simplify the way your business communicates.

## MERGING MEDIA

Unified Communications can be visualized as several roads merging, one at a time, into a single communications system. First is the merging of access and messaging—that is, combining email, voice mail, and fax into a single mailbox and interface. Second is the merging of conferencing and collaboration—the mainstreaming of web-enabled audio and video conferencing. Next is the merging of technologies—utilizing digital, telephony, and web-based (VoIP) technologies for a single purpose. When these tracks merge into a single communications system, the result is a Unified Communications solution.

**17** Introduce “work from anywhere” solutions to support and empower the mobile worker.

*The result of UC is a seamless user experience across all enterprise communication media—regardless of location, network, or device.*



# CREATING A “WORK FROM ANYWHERE” SOLUTION

One of the benefits of Unified Communications is that it is location independent. Workers can access communications from anywhere, at any time, from any device—enabling “work from anywhere.” Workers are no longer tethered to the office.

## ENABLING THE MOBILE WORKFORCE

Workforces throughout all industries are becoming increasingly more mobile. Whether that means a mobile sales force or work-at-home employees, your communications solution must support all of these non-office workers.

## REACHING DECISION-MAKERS, WHEREVER THEY ARE

It isn't just low- and mid-level employees who need to work outside the office. Decision-makers at all levels need access to company communications when they're away from the office. Executives and senior management need to keep in touch with their staff and colleagues while traveling, or even when they're home and important issues develop. The organization's communications infrastructure needs to reach out to these decision-makers as if they were at their office desks—no matter where they are.

**18** Improve communications to help managers make better decisions.

### THE “WORK FROM ANYWHERE” MANDATE

According to a primary research study conducted by Avaya in February 2007,

- 80% of Avaya customers have some form of active “work effectively from anywhere” program
- 77% of enterprises are implementing Unified Communications solutions to be more responsive to customers
- 61% of companies are investing in better ways to support a mobile sales force/workforce

## DEVELOPING A VIRTUAL INFRASTRUCTURE

Your office doesn't have to be a single physical location. An office that takes advantage of Unified Communications can be virtual, with management and employees working from dozens of different locations. And when an office is virtual, it can continue to exist even when information is not accessible for whatever reason. Workers continue to work, from other locations, thanks to the “work from anywhere” solution.

**19** Make your communications solution location-neutral.

With a “work-from-anywhere” solution in place, your organization's mobile workers can access information via cell phone, smartphone/PDA, home PC or notebook PC.



# CREATING A UNIFIED COMMUNICATIONS SOLUTION

**H**ow do you create a Unified Communications solution? It's all about integrating the current aspects of your company's communications system into a single, unified access—and then expanding that solution as your business grows.



**20** Integrate existing communications applications into a new unified solution.

## INITIAL INTEGRATION

The path to a Unified Communications solution must include your organization's existing communications media. At its most basic, a unified solution has to incorporate the technologies used by most businesses today—telephone, voice mail, email, and basic audio and video conferencing. These technologies must be integrated into a single system with a common interface and shared resources. For example, you want your workers to access a common contact directory, no matter how they're communicating

*As your business expands, you add more communications technologies and integrate these technologies into your existing enterprise-wide application.*

## EXPAND THE SYSTEM

As your business needs expand, your communication system has to expand both in access and functionality. You add more communications technologies, and integrate these technologies into the existing enterprise-wide application. For example, as your business expands, you add mobile salespeople and additional offices. Your communications system has to expand both in access and functionality to meet these new demands. For many businesses that means adding click-to-call capability, enhanced collaboration, video, a unified client across all devices, and even personal-assistant message prioritization.

## ADD ADVANCED FUNCTIONALITY

Depending on the needs of your business, you may want to add specific functionality to your Unified Communications solution. For example, your business may benefit from context-specific presence lists, where individual applications dynamically create lists of individuals based on the current needs of the person using that application. Or perhaps there may be benefit in adding flexible media and conference switching, so that users can seamlessly migrate from the web to a text-based chat conversation, and then to audio conversation, for example. Or maybe you want to incorporate intelligent notification services, so that applications can send out information to people based on defined business rules. All these applications—and more—are available with advanced Unified Communications systems.

### UNIFIED COMMUNICATIONS: DISTINGUISHING FEATURES

**Reliable and Secure**  
No dropped messages, no down periods, and no problem scaling as the business expands.

**Integrated**  
Users can easily shift among different applications. For example, you can click to call the sender of an email, or move from an instant message to a voice call or video conference.

**Seamless Movement**  
A single interface for all communications gives the user the ability to seamlessly move from one type of communication to another.

**Standard Experience**  
A similar interface for all available devices—office phone, cell phone, smartphone, and PC.

**Device and Location Independent**  
Communications tools can be accessed from any device or location, wherever the worker happens to be.

# BEYOND UNIFIED COMMUNICATIONS: INTELLIGENT COMMUNICATIONS

Unified Communications isn't the final solution. Businesses are moving beyond convergent communications, beyond Unified Communications to intelligent communications—where all communications tools gain intelligence.

**21** Maximize ROI from all communications investments.

**22** Move beyond Unified Communications to intelligent communications.

## CONVERGENT COMMUNICATIONS

Communications evolution starts with basic communications tools—phone, email, and conferencing—working independently of each other. The next stage in the evolution is convergent communications, where all these tools are adapted for collaborative purposes. Voice and data become integrated on a single IP network, with the goal of improved productivity.

**23** Provide communications tools across multiple devices and networks.

## UNIFIED COMMUNICATIONS

Beyond convergent communications is Unified Communications. With UC, businesses can unify divergent communications tools and applications into a single enterprise-wide system. New tools are also added, such as speech-enabled applications, video delivery, and additional collaboration and mobility applications. The goal is to create a virtual enterprise via the use of integrated communications technologies.

# INTELLIGENT COMMUNICATIONS

IC tools include orchestrated communications, VIP routing, context-aware caller options, personal assistants to prioritize messaging, and threshold-driven alerts and notifications. The goal is to both streamline business processes and enhance business productivity and customer service.

*The final phase in communications evolution is intelligent communications, where communications are integrated into business processes in real-time, using IC tools.*

## EVOLVING TOWARD INTELLIGENT COMMUNICATIONS

	BASIC <i>Voice and dial tone desk centric phone</i>	CONVERGED <i>Voice and data network infrastructure</i>	UNIFIED <i>Networks, devices, platforms, locations, experiences and apps</i>	INTELLIGENT <i>Accelerate business processes, drive organizational efficiencies</i>
BUSINESS DRIVERS	Cost containment	Improved productivity	Virtual enterprise enablement	Streamline business; Process
SUCCESS METRICS	Cost savings	Infrastructure consolidation/ Productivity enhancements	Productive ee's regardless of location, network, or device. Accelerated workflow and customer loyalty.	Business process enhancements
TECHNOLOGY INFRA-STRUCTURE	Legacy/silo apps; TDM/digital prevalent	Voice/data integrated; OnIP network/Some apps integration	Integrated access; Presence; Comms service	Proactive, SOA driven event processing management, and auditing
USER TOOLS	Limited - Phone/email/ conferencing	Collaboration	Collaboration/ video/unified access apps/ mobility apps	Real time, multi modal, process driven interactions; Personal Asst.
CUSTOMER TOOLS	Limited	Self service and some level of CTI	Speech enabled SS, Int Web collaboration/ video/Anyone's an agent	Comms enabled customer service apps

# COMMUNICATIONS-ENABLED BUSINESS PROCESSES: INTELLIGENT COMMUNICATIONS IN PRACTICE

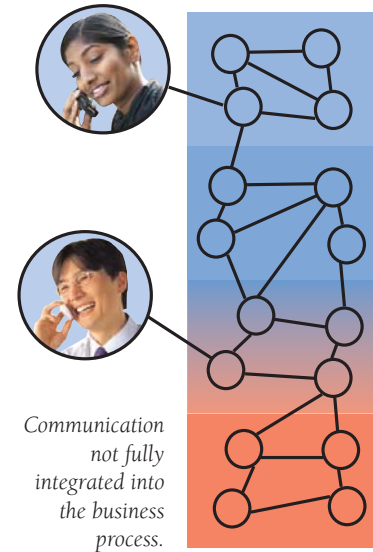
**W**ith intelligence, communications tools can enable today's manual communications processes to be replaced by communications that are fully integrated into your business process. Communications technology, in one way or another, interfaces with your existing business process. Today, that interface is likely to be manual and reactive. Tomorrow, however, communications-enabled business practices promise to be automatic and proactive, and they are fully integrated into your business process. And tomorrow is here.

**24** Use intelligent notification services to automatically send information to people based on defined business rules.

## BUSINESS PROCESSES: TODAY

Today, most business processes do not take full advantage of existing communications technologies—that is, communications technologies are not fully integrated into the business process. When communication is necessary, the business process stops, waiting for human response and action. This introduces human latency into the process, as well as the potential for human error.

**25** Embrace communications-enabled business processes.

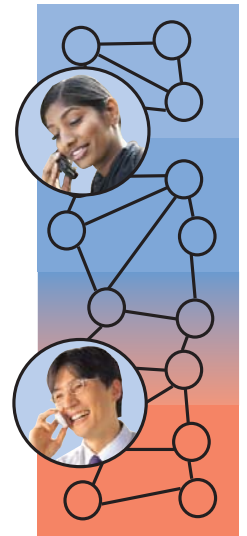


## THE FUTURE: COMMUNICATIONS-ENABLED BUSINESS PROCESSES

Manual communications processes today will be replaced by communications that are fully integrated into your business processes. This solution—communications-enabled business processes (or CEBP)—automates and integrates human communications. With CEBP, human interaction is embedded into and controlled by the business process. This leverages presence and invokes communications as required. The result is a faster, more efficient business process that is more effective in dealing with exceptions.

## HOW CEBP WORKS: AN EXAMPLE

Here's an example of how communications can be integrated into the business process. Today, if a low-inventory situation arises at a manufacturing plant, an alert is raised at the plant; a manager at the plant must respond to the alert and make the decision to call upper management. At that point, a human places the call, which management may or may not immediately respond to, depending on their availability. With CEBP, the alert process is fully automated and integrated into the Unified Communications solution. When a situation of a certain level of importance arises at the manufacturing plant, the system automatically contacts upper management—no human intervention required. The message is sent to the appropriate device, using the best available communication method; if management is out of the country or otherwise unavailable for voice communication, the message might route to instant messaging or email instead. And, since the entire process is automated, the communication is near instantaneous; there's no lag introduced.



Communication integrated into the business process.



# BEST PRACTICES FOR UNIFIED COMMUNICATIONS

Simplified communications tools increase both the volume and quality of communication, and empower team members with greater knowledge and context.

## INCREASING EFFICIENCY—AND PRODUCTIVITY

*Improving your communications is not just about efficiency. The goal is to leverage the technologies to increase productivity. UC solutions are designed to improve both efficiency and the effectiveness of the information worker.*

### IMPROVING CONTROL, SPEED, AND EXECUTION

In a UC environment, employees have improved access to associates. By providing access to the right information and the right people at the right time, lag is reduced and business processes are faster.

**26** Enable employees to prioritize specific colleagues and managers in the communications queue.



*Providing communications tools across multiple devices and networks converts downtime into productive time.*

### BECOMING MORE EFFECTIVE—AND MORE EFFICIENT

When you increase the ability for people to communicate with each other, you also increase their ability to access the right information and the right people at the right time. Providing communications tools across multiple devices and networks converts an employee's down time into productive time. In addition, when you simplify multiple communications interfaces, workers are more likely to use those communications tools, thus improving productivity and profitability. Workers will spend less time managing communications and more time communicating.

### PROVIDING MORE CONTENT—IN CONTEXT

When you make communications tools easier to use by improving access to people and messages, you provide the worker with necessary information for decision making and workflow. And, thanks to increased speed of

communication, that information is often provided in a “just-in-time” manner. Which means, important context is given to the information when it's provided via voice messages or video interfaces. People retain more information when they see or hear it from the source.

#### CASE STUDY

The employees of a major accounting firm spend much of their time at client locations, and require unified messaging for communication while onsite. To support these mobility needs, the company invested in a Unified Communications solution with speech access. This provided their associates with the ability to make phone calls and conference

calls, retrieve and respond to voice and email messages, access and update their Microsoft Outlook calendars, and check corporate database information—all using speech commands, from any available telephone. The new system resulted in improved inter-company collaboration; clients said they were better served; and productivity increased to the tune of an additional \$6 million in incremental billing.

# MAKING MANAGEMENT BETTER—AND MORE EFFICIENT

**U**nified Communications can improve all aspects of business management. With more effective and efficient communications, managers can make better and timelier decisions, better manage their employees, and work towards increasing the company's revenues and profits.

## QUESTIONS TO ASK YOURSELF

- Q** Do you always have all the information you need to make an informed decision?
- Q** Do you always have access to the people whose advice you need to make an informed decision?
- Q** Do you always have access to other decision-makers in the organization?
- Q** Do you ever feel that you should have been involved in a decision but weren't—because you weren't immediately available?
- Q** Do you always get up-to-date progress reports and information from your direct reports?

## IMPROVED DECISION MAKING

**A** Unified Communications solution puts more information in the hands of management—in real-time. Managers also have immediate access to colleagues and staff, regardless of location. More input more quickly results in better decisions—thanks to Unified Communications.

## MORE EFFICIENT EMPLOYEE MANAGEMENT AND CORPORATE COMMUNICATIONS

**N**o matter where your employees are, they can use UC to provide up-to-date information of their activities—and just as promptly you can respond. Communication among colleagues and with upper management is also made easier, especially when specific staff or executives are prioritized in the communication queue.

**27** Replace blind guesswork with factual analysis and informed decision making.

## REDUCED RISK

**N**o longer must decisions be made in a vacuum. No longer must lower-level staff operate without management input in emergency situations. No longer must staff and management operate without timely and accurate data. With a Unified Communications solution, appropriate staff and management are always involved, and always prepared. Fewer uninformed decisions means reduced business risk—blind guesswork is replaced by factual analysis and informed decision making.

*With Unified Communications, keeping in touch with your employees is made much easier, especially when specific staff or executives are prioritized in the communications queue.*



**28** Reduce business risk by making sure available decision-makers are reachable and in the loop throughout the business day.

**29** Fewer uninformed decisions means reduced business risk.

# BUILDING MORE EFFECTIVE TEAMS

One of the most significant benefits of Unified Communications is how it can improve communication, collaboration, and workflow across the enterprise. This makes it easier to build more effective teams—no matter where the team members are located.

## ENHANCING WORKFLOW

Workflow is enhanced when team members can quickly and easily communicate with each other—and when they have equal and immediate access to necessary information and staff. In a Unified Communications environment, corporate directories and presence information are integrated into existing communication tools, which makes it easier to access other staff, using the most appropriate means. This accelerates access to decision-makers, content and process experts, employee groups, external customers, and other team members.



**30** Provide a single-user interface for all communications devices and applications.

## ACCESS TO DECISION-MAKERS

Unified Communications tools enable team members access to decision-makers in a more timely fashion. Team members can more easily and frequently consult with others to gather necessary information. The result: Faster, better, and more informed decisions, which can then be shared by using those same communications tools.

**31** Share important decisions with key individuals across the enterprise.

### CASE STUDY

A major airline company was using an outsourced conferencing solution for collaboration. They were averaging about a quarter of a million conferencing minutes a month, spending approximately

\$40,000 per month on these outsourced conferencing services. After implementing an in-house conferencing solution, the company realized a 50 percent savings in conference-related communications expenses—with equal or improved access and service.

## CREATING A SOCIAL NETWORK

When communication is easier, people communicate more. And with increased communication, you increase the ability and propensity to collaborate. Staff no longer has to walk the halls and congregate at the water cooler. This builds social networks within your organization—independent of location. A highly social organization is a stronger organization.

*Effective teams are easier to build with Unified Communications, which improves collaboration and workflow across the enterprise.*

# IMPROVING CUSTOMER SATISFACTION

*When you simplify and speed up the communications process, customers are served faster and more effectively, increasing customer satisfaction and loyalty.*

## SIMPLIFYING COMMUNICATIONS

When you simplify the communications process, you simplify your interaction with customers. With UC, you can provide a customer with a single number for an associate that can utilize any available services (voice, fax, or text messaging) at any location—office desk, around the office, at a home office, or while traveling anywhere in the world. A call that was started on a desk phone can be transferred to a cell phone, or from a cell phone to an office phone, without any interruption while the call is in progress. All the customer knows is that he has a single contact point for all his needs; the management of the different means of communication is seamless and invisible.

**32** Focus on serving the customer—via whatever communication tool or device is preferred by the individual employee.



## TRANSPARENT TRAVEL

Unified Communications makes your location transparent to customers. Imagine taking a customer call on your desk phone, but then having to leave for an important meeting at another location. You press a button mid-call and transfer the live call to your cell phone, where you finish the conversation—no more explaining that you need to leave and call back. When others call your desk phone, your cell phone rings. Making and receiving new calls appears as if from your office phone; no one sees your cell phone number, or knows that you're away from the office.

## INCREASING AVAILABILITY

Unified Communications increase the availability of associates. Find-Me/Follow-Me services route calls and messages to any location, on any device. This increases the probability that the caller will reach the intended person on the first attempt. It doesn't matter where the associate is, in the office or on the road; important customer calls will always make it through.

**33** Ensure that customer calls are always routed to the best available associate—wherever that associate may be located.



## IMPROVING RESPONSIVENESS

Today's customers demand an immediate response. With Unified Communications, employees can be reached or initiate real-time and non real-time communications from anywhere. In addition, they have increased access to other associates and experts who might be better prepared to deal with specific customer issues. And if a call is missed, improved access to and prioritization of messages makes it easier to manage those messages and deal with customer demands.

*Implementing a Unified Communications solution benefits not only your company, but also your customers.*

# BETTER COMMUNICATIONS AT A LOWER COST

*Unified Communications not only enables your company's workers, it also lowers your company's costs. Savings come from lowering collaborative and mobile expenses, eliminating duplicative technologies, and consolidating the costs of managing disparate communications tools. The result? Increased customer satisfaction and retention.*

## ENHANCING CUSTOMER CONTROL AND RETENTION

With Unified Communications, it costs less to retain valued customers. Single-number access simplifies interactions with customers and increases employee accessibility—with little increase in overall communications costs. And, it reduces the risk of losing the customer contact should the employee leave the company and take his cell phone number with him.

*Shifting cell phone calls to office phones can greatly reduce mobile service expenses—and the use of dual-mode phones enables an associate to use a single mobile device to access cell phone services while away from the office, and switch to private Wi-Fi networks while in the office environment.*



**34** Integrate all communications into a single solution—telephony, conferencing, email, voice mail, instant messaging, and more.

## REDUCING COLLABORATIVE EXPENSES

Significant cost savings can come from bringing audio, video, and web conferencing services in-house. This reduces the collaboration expenses associated with service providers—often resulting in a return on investment in as little as six to nine months.

## CONSOLIDATING TECHNOLOGY MANAGEMENT COSTS

Today, large sums of capital are allocated to deploy and train on a wide variety of individual communications applications—mobile communications, voice mail, email, and voice and video conferencing. The return on investment for all these individual applications is questionable, as they're all managed separately and require users to become familiar with multiple interfaces. A more cost-effective solution is to provide a simpler unified interface to all these communications services. This lets your IT department more quickly achieve ROI and improve its value to the organization.

## TALK IS MONEY

A primary research study by Avaya in February 2007, indicates as much as 40%–70% of cell phone usage occurs while in the office—unnecessarily consuming minutes from expensive mobile phone plans.

**35** Bring voice, web, and video conferencing in-house to reduce costs.

### CASE STUDY

A major supplier of mobile solutions wanted to deploy a highly empowered field force to provide more personalized support to its customers. The solution was to replace the company's traditional single-campus PBX system with a converged communications platform with IP mobility applications.

The expense savings for the new platform quickly surpassed the total cost of operation, while improving responsiveness to the company's customers. Average revenue per headcount increased more than 20%, with a 70% reduction in conference and collaboration expense.

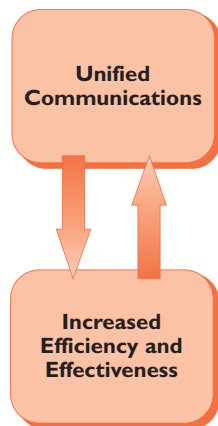


# UNIFIED COMMUNICATIONS AS A COMPETITIVE ADVANTAGE

For most companies, Unified Communications can create a distinct competitive advantage. In fact, if you don't implement Unified Communications solutions, your company will be at a competitive disadvantage to those that do.

## BECOMING MORE CUSTOMER FOCUSED

Unified Communications tools help your company become more customer focused. Customers get faster and more appropriate contact with your company. And "one number, one mailbox" and "work from anywhere" increases accessibility. Your entire communications service is focused on serving the customer—via whatever medium is preferred.



## INCREASING BUSINESS AGILITY

When communications are faster and more directed, you make better and faster decisions. Less time is spent checking inbox messages and more time is spent communicating about important issues. Decisions are made faster, often on a "just-in-time" basis. Your business becomes more efficient and more agile—and agility pays big dividends in a competitive business environment.

**36** Use UC to keep employees available for immediate customer interaction.



## GETTING MORE LEVERAGE FROM YOUR MOST VALUED ASSETS, YOUR EMPLOYEES

How would you rather have your employees spend their time: sifting through hundreds of email and voice messages, or contributing directly to the welfare of your business? Productivity per employee increases when communications are unified and made more intelligent. Collaboration increases, institutional knowledge gets better shared, and employees have more impact on important decisions. UC unleashes the true value of the knowledge worker!

## IMPLEMENTING UNIFIED COMMUNICATIONS

When you're ready to implement a Unified Communications solution, you have several options: You can add new capabilities while leveraging your current infrastructure; you can reduce costs by eliminating outsourced conferencing bills and excessive cell phone charges; and you can improve business continuity by enabling work to take place from anywhere.

**37** Introduce seamless communications that enable transparent movement from one device or application to another.

*Associates spend less time managing communications and more time talking to customers.*

# ASSESSING YOUR STATUS

The following questionnaire will help you to evaluate your organization's strengths and weaknesses and decide where to place the most attention going forward. If your answer is "never," mark option 1; if it is "always," mark option 4; and so on. Add your scores together and refer to the analysis to see how your organization scores. Answering as honestly as you can is a good start towards unifying your organization's communications.

## OPTIONS

- 1 Never
- 2 Occasionally
- 3 Frequently
- 4 Always

**1** Do you personally feel overwhelmed by the number of communications devices you use for business?

1      2      3      4

**2** Do you often miss calls or messages because they are sent to the wrong or inappropriate device?

1      2      3      4

**3** Do you often miss important calls or email while you are away from the office?

1      2      3      4

**4** Do you feel obligated to answer work calls or email from home?

1      2      3      4

**5** Do you have to access multiple contact lists for the different devices you use?

1      2      3      4

**6** Do you have more than one telephone number for work?

1      2      3      4

**7** Do you have trouble figuring out the best way to get in touch with key staff?

1      2      3      4

**8** Do your customers or colleagues have difficulty figuring out the best way to contact you?

1      2      3      4

**9** Do you spend more than a half-hour per day managing and answering email and voicemail messages?

1      2      3      4

**10** Are you having difficulty performing all your work functions when away from the office?

1      2      3      4

**11** Do you feel that your company is paying too much for duplicative communications solutions?

1      2      3      4

**12** Is it difficult for you to operate all the key features on all the communications devices you use?

1      2      3      4

## ANALYSIS

Now that you have completed the assessment, add up the scores and check your company's performance by referring to the following evaluations:

**12-23:** Your organization provides a well-managed UC environment. Continued investment, however, is necessary to move the next level of intelligent communications. You're doing a good job. Work hard to keep it up and keep improving.  
**24-35:** Your organization has made good progress towards providing a UC solution.

However, there's room for more improvement. Use the assessment tool on the next page to determine those areas that require additional investment.  
**36-48:** Your organization is falling short on providing a UC experience. It's time to take action to bring state-of-the-art communications management to your company. You need to increase investment in communications tools across the board, or you risk falling behind your competition.

# ASSESSING YOUR PRIORITIES

Every organization is different. To improve your company's communications capabilities, you must prioritize those areas that are most important to your firm. To that end, the following questionnaire will help you set your organization's priorities and determine future investment. Rank each item on a scale of 1 to 4, with 1 being "not important" and 4 being "essential;" then refer to the analysis on the next page to determine how best to target your investment in unified communications technologies.

OPTIONS
1 Not important
2 Somewhat important
3 Very important
4 Essential

**1** A single phone number for all employee phone devices.

1    2    3    4

**2** A single inbox for all email and voice mail messages.

1    2    3    4

**3** A single directory for all communications devices.

1    2    3    4

**4** A single interface for all communications services.

1    2    3    4

**5** Prioritized communications routing.

1    2    3    4

**6** Personal assistant for prioritized messaging.

1    2    3    4

**7** Seamless communications transfer from one device/application to another.

1    2    3    4

**8** In-house voice, video, and web conferencing.

1    2    3    4

**9** Speech-enabled communications—checking email via voice, etc.

1    2    3    4

**10** Context-aware caller options.

1    2    3    4

**11** "Work efficiently from anywhere" communications solutions.

1    2    3    4

**12** Virtual communications infrastructure.

1    2    3    4

## ANALYSIS

Your total score on this assessment isn't as important as the individual scores for each item listed. You should make a list of items ranked by the scores received, and then act accordingly:  
**4:** This item is an extremely important component of your company's communications capabilities. You need to focus your investment in this area to provide state-of-the-art unified communications services.

**3:** This item is important to your company, and deserves an appropriate level of investment.  
**2:** This item, while important, is not necessary for immediate success. Prioritize investment in this area only if additional funds are available.  
**1:** This item is unimportant to your organization. It requires no investment at this point in time.



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ESSENTIAL  MANAGERS

# COMMUNICATIONS TOOLS FOR THE EFFECTIVE WORKER

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Avaya enables businesses to achieve superior results by designing, building, and managing their communications infrastructure and solutions. For over one million businesses worldwide, including more than 90 percent of the FORTUNE 500®, Avaya embedded solutions help businesses enhance value, improve productivity, and create competitive advantage by allowing people to be more productive and create more intelligent processes that satisfy customers. For businesses, large and small, Avaya is a world leader in secure, reliable IP telephony systems, communications applications and full life-cycle services. Driving the convergence of embedded voice and data communications with business applications, Avaya is distinguished by its combination of comprehensive, world-class products and services. Avaya helps customers across the globe leverage existing and new networks to achieve superior business results.

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