FROST & SULLIVAN
BEST PRACTICES
AWARDS

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2020 BEST PRACTICES AWARD

AVAYA

2020 NORTH AMERICAN WORKFORCE OPTIMIZATION GROWTH, INNOVATION & LEADERSHIP FROST RADAR AWARD

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FROST RADAR

CONGRATULATIONS!

Frost & Sullivan is proud to present Avaya with this year's Frost Radar Best Practices Award for Growth, Innovation & Leadership (GIL) in Workforce Optimization (WFO).

Frost & Sullivan's global team of analysts and consultants continuously research a wide range of markets across multiple sectors and geographies. As part of this ongoing research, we identify companies that consistently develop new growth strategies based on a visionary understanding of the future, and thus more effectively address new challenges and opportunities. This involves extensive primary and secondary research across the entire value chain of specific products. Against the backdrop of this research, Frost & Sullivan recognizes Avaya for these valuable achievements.

This recognition is strictly reserved for companies that are market leaders and are at the forefront of innovation. These companies consolidate or grow their leadership position by continuously innovating and creating new products and solutions that serve ever-evolving customer needs. These companies are also best positioned to expand the market by strategically broadening their product portfolio. Achieving Growth, Innovation & Leadership (GIL) is never an easy task, but it is one made even more difficult considering today's intensely competitive environment, customer volatility, economic uncertainty, and rapid technology evolution. Within this context, Avaya's receipt of this award signifies an even greater accomplishment.

Moreover, this recognition is the result of many individuals (employees, customers, and investors) making daily choices to support the organization and meaningfully contribute to its future. Frost & Sullivan enthusiastically acknowledges and celebrates these achievements. Once again, congratulations on your accomplishments and we wish you great success in the future.

Sincerely yours,

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The Frost Radar
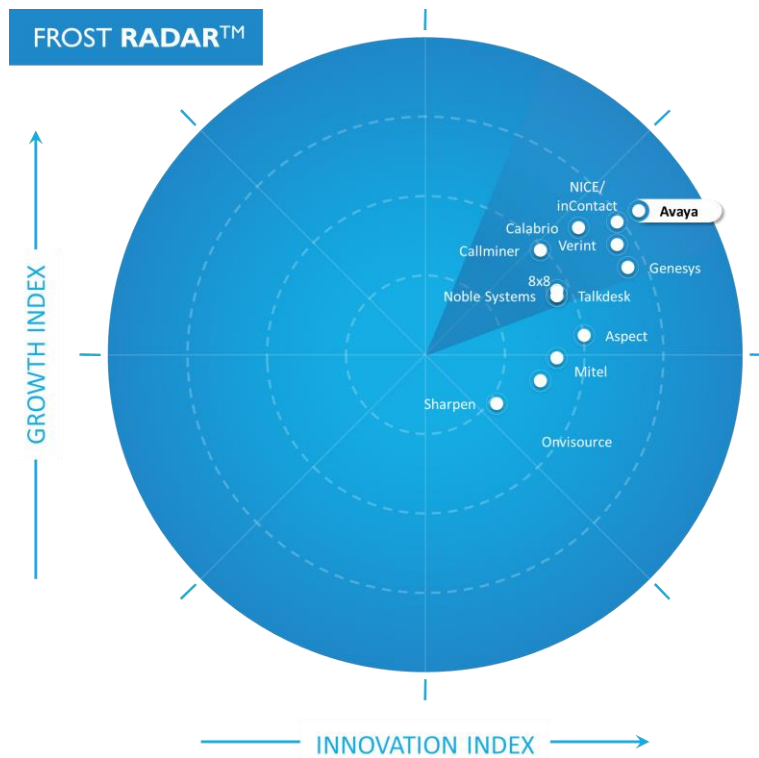
Workforce Optimization

Source: Frost & Sullivan

In a field of +50 global industry participants, Frost & Sullivan has independently ranked the top 13 companies in the above Frost Radar analysis. The key parameters independently analyzed by Frost & Sullivan include:

- Innovation
- Scalability
- R&D
- Product Portfolio
- Mega Trends Leverage
- Customer Alignment
- Growth Pipeline
- Vision and Strategy
- Sales and Marketing

Frost & Sullivan studies related to this independent analysis:
- Communications Platform as a Service Buyer's Guide (2018)

Industry Overview

Frost & Sullivan chose to produce a Frost Radar on a key market within the contact center industry—workforce optimization (WFO)—because it drives performance, agent engagement, and improved customer experience (CX).

Frost & Sullivan defines WFO as a strategy to integrate disparate contact center workforce applications, monitor and analyze customer and agent interactions, and automate processes to optimize contact center resources. Contact centers use the resulting data to improve operational efficiency and performance, and agent and customer engagement, resulting in improved CX and employee experience (EX).

Inclusive to WFO are complementary functions under the umbrella of workforce engagement management (WEM) that focus on recruitment, onboarding, evaluating, training, coaching, and motivating the workforce. Contact center solution providers and customers have come to understand that employee engagement and customer engagement are interdependent and equal in importance. As such, WEM applications are a critical component in WFO strategies.

The Underlying Value Proposition of WFO

WFO solutions enable agents to efficiently engage with customers and supervisors to more effectively manage the contact center by automating key processes that have historically been time-consuming, inflexible, and error-prone when performed manually. Examples of this include monitoring and analyzing calls, scheduling and forecasting, and finding and retrieving information from knowledge bases.

There is also a widening range of WFO applications that enhance the ability of contact centers to meet (and exceed) business goals. Behavioral analytics to better understand customer and agent interactions, process automation to offload agents, or integrated knowledge databases to help agents more quickly and efficiently service customers are a few areas. Notable additions include Robotic Process Automation (RPA), which is software that mimics and automates repetitive employee-performed rules-based tasks/processes. This improves the quality, consistency, and efficiency of the workforce. RPA bots can be used in the back office to assist live agents in the background as part of desktop process automation, or to provide real-time guided assistance alongside agents.

Intelligent virtual assistants (IVAs) are software agents that utilize artificial intelligence (AI) technologies to emulate human interaction. IVAs are handling increasingly more complex customer self-service interactions, offloading live resources in the contact center, reducing errors, lowering average handle time (AHT), and reducing costs. They are also deployed in more customer-facing self-service applications, which ultimately offload agents from tedious or time-consuming tasks.

eLearning tools provide digital education and training through the use of audio, online, pre-recorded media, streaming, and video. eLearning is supplementing, and to an extent, replacing in-person coaching and training, and can be automated as part of quality monitoring (QM).

Gamification applies intuitive game mechanics and principles to non-game activities such as self-coaching and self-learning. Gamification is being used across the enterprise to engage employees, reduce employee turnover, improve compliance, reduce costs, and increase revenue.

The Infusion of AI into Customer Contact

WFO functionalities are being enhanced and enabled by technologies under the umbrella of AI. This set of technologies is diverse and encompasses a number of subsets. For example, AI can include the use of speech technologies like natural language understanding (NLU), natural language processing (NLP), automatic speech recognition (ASR), text-to-speech (TTS), and text processing. This can also include machine learning (ML) and deep learning (DL). When used in WFO applications, it helps detect patterns, spot anomalies, analyze data, search and retrieve the right information, predict behavior, automate QM and workforce management (WFM) functions, and provide suggestions. This helps reduce supervisor and agent efforts and improves business results.

Competitive Distribution

There are dozens of providers in the contact center space. For this Radar, Frost & Sullivan chose providers that have either shown WFO as a core competency through the development of natively built WFO applications, or those that provide a combination of natively built and co-developed capabilities on top of partner products.

Frost Radar Growth, Innovation & Leadership Award
Avaya

COMPANY DIAGNOSTIC

- The Avaya OneCloud CCaaS portfolio provides customer and workforce engagement solutions supplemented by capabilities such as AI-infused bots, predictive routing, and real-time sentiment analysis and agent guidance.
- These capabilities connect all the touchpoints across the customer journey including voice, video, chat, messaging, social, and screen, to name a few. And they bring together all the resources, insights, and knowledge from across the organization, which is best suited to deliver not only the right customer experience but also the right employee experience too. .
- Avaya offers flexible CCaaS options, supporting public, private and hybrid deployment options, ensuring customers can leverage the cloud model best suited to their business needs. Avaya also offers OneCloud UCaaS solutions in public, private and hybrid cloud models including Avaya Cloud Office (through a strategic partnership with RingCentral). It is also one of the few providers with a full line of devices and endpoints.

FROST RADAR POSITIONING

- Avaya's continued R&D investment is combined with ecosystem-supported technology partners such as Verint, Afiniti, Nuance, Google, Avaya A.I.Connect and DevConnect to round out Avaya's full-stack of WEM and WFO-supporting products.
- Avaya deftly combines solutions to bolster core capabilities. For example, for recruitment and onboarding Avaya Conversational Intelligence sends real-time sentiment and intent, with context to the desktop to help new hires make informed decisions.
- Aggressive competitive displacement offers on the heels of financial re-entrenchment, and late cloud entry, slowed market growth, but strong partnerships and intense investment and execution in R&D have Avaya poised for growth in 2020.

COMPANY STRENGTHS

- Avaya offers one of the most comprehensive portfolios in the market that can deliver unique CX and EX across all modalities, touchpoints, and personas. The capabilities can intelligently transition customer needs from self-service AI to human interaction and deliver the personalized journey across the entire organization, from front- to back-office for a superior CX.
- Avaya's developer tools and APIs allow in-house and partner developer communities to innovate and integrate applications.
- It has a long history of innovation utilizing AI and mobility technologies. Notable examples include Avaya Conversational Intelligence, Avaya Mobile Experience, Avaya Mobile Identity, and Avaya AI Routing.

COMPANY OPPORTUNITIES

- Avaya is well positioned to lead the industry with a converged UC and contact center platform that can redefine WFO for unique CX and EX going beyond the contact center.
- Avaya's WEM cloud delivery and subscription models are well-suited for both mid-market and large enterprises.
- Created exclusively for Avaya, Verint Essential Workforce Engagement features the same software code as the enterprise platform for easier migration and scalability.
- Avaya has forged strategic partnerships that bring growth potential to both contact center and the combination of UC and contact center.

What is the Frost Radar?
A Practical, High Impact, Scalable C2A (Companies to Action) Tracking Solution

WHAT IS IT?

A robust analytical tool that benchmarks companies' innovation focus and growth performance in a given market.

HOW IS IT BUILT?

Through in-depth analysis built on our 360-degree research methodology (primary and secondary research) and objective rating of companies in any given market.

WHY DO WE NEED IT?

To understand how companies benchmark against each other in their ability to innovate and grow against a backdrop of industry transformation and evolution.

WHAT WILL IT ACCOMPLISH?

Enable companies to gain an objective, independent perspective of their innovation and growth strategies, including their robustness, effectiveness, relative competitive strength, and implications on their long-term success.

HOW TO USE IT?

Frost Radar is a dynamic tracking tool that offers frequent rating and positioning of companies that are leading the industry on growth, innovation or both. Due to changes in operating environment and internal changes within these organizations, their positioning in Frost Radar will change over time. It is important to leverage Frost Radar to ensure that companies are aware of changes to their ecosystem and their relative positions to it.

WHAT DOES IT MEAN TO BE ON THE FROST RADAR?

Every company that finds itself on the Radar has been chosen because they have proven themselves to be worthy by demonstrating excellence in either growth, innovation, or both, and are able to translate that into proven solutions that benefit their clients. At times, companies with high market share may not place on the Radar. Companies are chosen because they are already doing great things, or because they are poised to do great things.

Frost Radar → C2A

GROWTH EXCELLENCE AWARD

The Growth Excellence best practice award is bestowed on companies that are achieving high growth in an intensely competitive industry. This includes emerging companies making great strides in market penetration or seasoned incumbents holding on to their perch at the pinnacle of the industry.

INNOVATION EXCELLENCE AWARD

The Innovation Excellence best practice award is bestowed on companies that are industry leaders reinventing themselves through R&D investments and innovation. These may be companies that are entering a new market and contend for leadership through heavy investment in R&D and innovation.

GROWTH, INNOVATION & LEADERSHIP AWARD

The Growth Innovation Leadership (GIL) best practice award is bestowed on companies that are market leaders that are at the forefront of innovation. These companies consolidate or grow their leadership position by continuously innovating and creating new products and solutions that serve the evolving needs of the customer base. These companies are also best positioned to expand the market by strategically broadening their product portfolio.

Frost Radar

2 Major Indices, 10 Analytical Ingredients, 1 Platform

VERTICAL AXIS – THE GROWTH INDEX

Growth index is a measure of a company's growth performance and track record, along with its ability to develop and execute a fully aligned growth strategy and vision; a robust growth pipeline system; and effective market-, competitor-, and end-user focused sales and marketing strategies.

- **GI1: Market Share (previous 3 years):** Market share relative to its competitors in a given market space for the previous three years.
- **GI2: Revenue Growth (previous 3 years):** Revenue growth rate for the previous three years in the market/ industry/category that forms context for the given Frost Radar.
- **GI3: Growth Pipeline:** This is an evaluation of the strength and leverage of the company's growth pipeline system, to continuously capture, analyze and prioritize its universe of growth opportunities.
- **GI4: Vision and Strategy:** This is an assessment of how well a company's growth strategy is aligned with its vision. Are the investments the company is making in new products and markets consistent with the stated vision?
- **GI5: Sales and Marketing:** This is a measure of the effectiveness of a company's sales and marketing efforts in helping the company drive demand and achieve its growth objectives.

HORIZONTAL AXIS – THE INNOVATION INDEX

Innovation index is a measure of a company's ability to innovate products/services/solutions that are developed with a clear understanding of disruptive Mega Trends, are globally applicable, are able to evolve and expand to serve multiple markets, and are aligned to customers' changing needs. Key elements of this index include:

- **II1: Innovation Scalability:** This determines whether the organization's innovation(s) is/are globally scalable and applicable in both developing and mature markets, and also in adjacent and non-adjacent industry verticals.
- **II2: Research and Development:** This is a measure of the efficacy of a company's R&D strategy, as determined by the size of its R&D investment and how it feeds the innovation pipeline.
- **II3: Product Portfolio:** This is a measure of the product portfolio of the company, focusing on the relative contribution of new products to its annual revenues.
- **II4: Mega Trends Leverage:** This is an assessment of a company's proactive leverage of evolving long-term opportunities and new business models, as the foundation of its innovation pipeline.
- **II5: Customer Alignment:** This evaluates the applicability of a company's products/ services/ solutions to current and potential customers (7-year horizon), as well as how its innovation strategy is influenced by evolving customer needs.