

Case Study



AVAYA



INTERWOVEN®



Avaya Transforms Its Online Presence with Interwoven

Avaya, a global leader in business communication applications, systems and services, designs, builds, and manages communications networks for more than one million businesses worldwide. With 19,000 employees spread over 59 countries, an ecosystem that includes thousands of developers, systems integrators, and certified BusinessPartners, and a customer base that includes 90 percent of the Fortune 500, Avaya is the embodiment of a complex global business.

Spun off from Lucent Technologies in 2000, Avaya inherited more than 880 worldwide Websites that included numerous intranet and extranet sites and dozens of technology platforms supporting them. According to Renee Rodgers, Director of Avaya Interactive, the sheer volume and diversity of the Websites and their more than 500 content creators resulted in an inefficient, people-based content distribution system rife with divergent branding, messaging, and product information.

“Our intranets, sales extranets, and customer-facing sites were inconsistent and had poor time-to-market,” Rodgers said. “Our BusinessPartners felt they didn’t receive the same quality of information as our direct sales team. Branding and product information on our regional and country sites wasn’t uniform. And it sometimes took up to 30 days to publish critical information.”

Working with Interwoven, Avaya developed a customer experience management strategy to deliver timely, consistent, on-brand information to every customer, employee, and partner by leveraging both their intranet and external Internet presence, Avaya.com.

“By enabling us to serve up personalized, timely product, services and solutions information across every channel and across the globe, Interwoven has helped us transform our Web presence into a major competitive advantage.”

—Renee Rodgers, vice president Avaya.com

“We look at customer experience management from a marketing perspective,” said Rodgers. “We wanted to assure that our end-user—whether customers, BusinessPartners, or employee—have a consistent experience of our brand whether online, offline, with the technicians who come to their site, and with the items they discover through search. We want to guarantee that everyone is getting the same message and communication across the entire lifecycle.”

Enabling Employees and Partners to Speak with One Voice

Rodgers explained that in order to solve their communication and brand challenges, Avaya’s marketing and IT teams had to work together on standardizing their technology platforms. Interwoven’s Brand Management solution provided the backbone of the company’s new multi-channel publishing strategy—enabling the contribution, management and delivery of content across the full spectrum of Avaya’s business environment.

Consolidating its many extranets and intranets, Avaya implemented Interwoven’s solution to launch a unified, global enterprise extranet capable of providing personalized views for employees and BusinessPartners by specific region and job function. Avaya salespeople and business partners can now use a simple customized sales view to quickly and easily obtain the content they need—from key product features to warranty details—without having to wade through hundreds of printed pages, as was formerly the case.

“Our objective for brand management was to have one presence and many views,” said Rodgers. “All our channels are now receiving content in a timely manner, which supports a consistent time-to-market model and a unified customer experience.”

Industry

Telecommunications, Technology

Geography

Worldwide

Business Challenges

- Inconsistent interactions with customers, employees, and business partners
- Branding discrepancies across regions
- Lengthy time-to-market for content
- Complex, disjointed publishing processes
- High cost of publishing

Benefits of Using Interwoven

- Achieved brand and messaging consistency across global Websites
- Empowered content owners with tools and a framework to create, manage and deliver dynamic Websites
- Increased business agility and operational efficiency
- Increased customer satisfaction with Web content from 59 percent to 79 percent
- Reduced content time-to-market by 75 percent
- Reduced internal publishing costs by 90 percent
- Reduced external publishing costs by 75 percent



A global leader in business communications applications, systems, and services

Solution

Interwoven TeamSite, the industry's most advanced content management product for the enterprise
Interwoven MediaBin, the market-leading digital asset management product
Interwoven consulting services
and best practices

Making Avaya.com Truly International

The next phase of Avaya's brand management strategy was to leverage lessons learned from its extranet project and apply them to its company Website, Avaya.com. "We redesigned our external presence by taking a portrait of our internal corporate operations, then turning it into a market-driven Website," Rodgers said.

Of the 880 Websites Avaya inherited from Lucent, many were customer-facing regional and country sites. Branding, content, and translation inconsistencies plagued Avaya from region to region. Publishing processes were not well-coordinated between regional and country sites. As a result, time-to-market suffered and in some regions there was insufficient content to support external audiences.

As a first order of business, Avaya solved its branding issues by creating three regional sites and 25 separate country variants, each leveraging the same look-and-feel and primary content.

Unlike its intranet, Avaya's marketing team owns, operates, and governs its external Web presence. "Our brand and its presentation is Marketing's priority," said Rodgers. "We still have an extremely strong partnership with our IT teams, and we use the same standardized technology platforms, with Interwoven supporting us."

A single, core repository for all worldwide content helps streamline the Website translation process and provide a uniform source of information about Avaya's 25,000 different products. A single global publishing process now supports all channels, with content contributors using the same content distribution system ensuring a consistent user experience worldwide.

"It's essential for us to maintain content consistency and parity across our external and internal channels," said Rodgers. "People can now learn basic facts about technology, do more in-depth research, take in an online briefing, and connect with Avaya anywhere in the world. We have a way to keep our organization aligned around the brand."

Measuring Value Delivered

"To measure ROI," Rodgers explained, "we use customer satisfaction research for both our company and our online presence, and also measure brand awareness around the globe through online surveys. This is supplemented with customers' opinions about our online content; measurements of the health of our site, and site traffic."

Interwoven's Brand Management solution has achieved meaningful results toward improving the quality of customer interactions at Avaya.com, having a direct impact on customer loyalty and the user experience. According to Rodgers, the solution has helped drive a 20 percent increase in global unique visitors to Avaya.com, while increased content satisfaction grew from 59 percent to 79 percent.

In addition, Avaya has reduced content time-to-market by 75 percent across its internal and external channels. Now the company can launch worldwide marketing campaigns simultaneously in all countries. For product launches, Avaya is able to deliver a wealth of product-related content, globally, at the time of launch, irrespective of customer, partner, or employee location.

Most significant in terms of hard costs, Avaya has achieved operational excellence by reducing internal publishing costs by 90 percent, and external publishing costs by 75 percent. Looking ahead, Rodgers feels Avaya has made great strides toward realizing brand management from a marketing perspective, but there is still more work to do. "We're starting to work on end-to-end support, and other applications that our customers interact with on a regular basis," said Rodgers. "It's time to go beyond marketing and start to integrate across those applications and we believe that Interwoven can help us achieve these goals."

About Interwoven

Interwoven is a global leader in content management solutions. Interwoven's software and services enable organizations to effectively leverage content to drive business growth by improving the customer experience, increasing collaboration, and streamlining business processes in dynamic environments. Our unique approach combines user-friendly simplicity with robust IT performance and scalability to unlock the value of content. Today, more than 3,800 enterprise and professional services organizations worldwide have chosen Interwoven, including: adidas, Airbus, Avaya, Cisco, DLA Piper, the Federal Reserve Bank, FedEx, HSBC, LexisNexis, Microsoft, Samsung, Shell, Samsonite, White & Case, and Yamaha. Over 20,000 developers and over 300 partners enrich and extend Interwoven's offerings. To learn more about Interwoven, please visit www.interwoven.com.

www.interwoven.com

Copyright 2007 Interwoven, Inc. All rights reserved. Any Resolution, Anywhere, ConfirmSite, Content Network(s), Content Services SDK, ControlHub, DeskSite, FileSite, iManage, iManage & Design, Interwoven, Interwoven & Design, Intrago, LiveSite, MediaBin, MetaCode, MetaFinder, MetaSource, MetaTagger, OffSite, OpenDeploy, Primera, Scrittura, SmartPublisher, TeamSite, TeamXML, TeamXpress, WorkDocs, WorkPortal, WorkRoute, WorkSite, WorkTeam, the respective taglines, logos and service marks are trademarks of Interwoven, Inc., which may be registered in certain jurisdictions. All other trademarks are owned by their respective owners. csava_1—July 2007.