




DYNAMIC MARKETS

***Global Report:
Missing
Customer
Expectations?***

Independent Market Research
Commissioned by

AVAYA

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Executive Summary:

- 78% of global consumers say the way they deal with companies has changed in the last 12 months.
- 95% of business managers say customer experience management (CEM) will be important to their organisation in 2014.
- 57% of organisations have a comprehensive CEM programme in place.
- CEM programmes have delivered improvements to all companies and there is a strong correlation here with profit increases.
- Among those without a CEM programme, 84% have faced barriers, the main one being different departments owning different parts of the customer experience.
- 83% can only deliver on certain elements of a personalised customer experience automatically and in real time using the technology systems they have in place, and their efforts in each area fall short of what customers are now expecting.
- Among consumers who work, 77% say their attitudes towards how organisations should treat them when buying products and services are the same for work as they are when buying things for themselves as a consumer.
- 82% of organisations have seen their CEM initiatives fail in the last 3 years.
- 66% of those with failed CEM initiatives wasted money because of their efforts, but 33% of C-level / VP level respondents and 39% of MDs, CEOs & owners admit they do not know how much was wasted.
- 78% of consumers identify communication channels that typically deliver a poor customer experience.
- 87% of consumers would rather spend their money with companies that make it easy for them to buy.

Background and introduction:

This research set out to investigate the emphasis companies are putting on CEM and what steps, if any, they are taking to address this area. It also aimed to measure where customer expectations currently sit with respect to how they are treated by organisations.

The research explores organisations' current capabilities regarding an enhanced customer experience, how well they are able to personalise their approach to customers and what problems they encounter.

The findings show that consumer expectations are high and seem to be changing rapidly. In addition, while not all global consumer markets are the same, many are remarkably similar. Also, companies' efforts are being led from the top down, but the message is not always received in every corner of the organisation or among the foot soldiers of the organisation, despite the fact that such employees have day-to-day contact with customers and prospects.

All eyes on the customer?

Importance of CEM in 2014:

95% of business managers in large organisations around the world say CEM will be important to their organisation in 2014 and this includes 50% who think it will be extremely important. The more senior a respondent, the more importance they place on CEM, with 69% of MDs, CEOs & owners and 69% of C-level / VP level respondents thinking it will be extremely important, as well as 57% of directors and 52% of senior managers.

However, among these self-confessed customer-facing staff, more IT / technology respondents feel it will be extremely important (50%) than do those in marketing, PR & communications (46%). These findings suggest company leaders may need to communicate better down through and across the organisation their attitudes towards CEM and its importance.

Around the world, India (75%) and the Philippines (78%) feel the strongest about this issue, with 3 out of every 4 business managers there describing CEM as extremely

important, but fewer business managers in Germany (33%), the Netherlands (33%), Japan (31%), Spain (33%) and the Nordics (28%) feel this way [Chart 1].

CEM programmes in place:

Are companies following through on this sentiment with solid and decisive action? The research shows that 57% of organisations have a comprehensive CEM programme in place - but this means 2 in every 5 companies do not. However, such programmes are especially common among companies selling through mobile technologies (apps - 76% or mobile-enabled websites -71%). They are also more prevalent in the US (73%), India (72%), China (84%), the Philippines (67%) and Thailand (77%), but scarcest in Japan (42%) and the Nordics (31%).

Pervasive CEM:

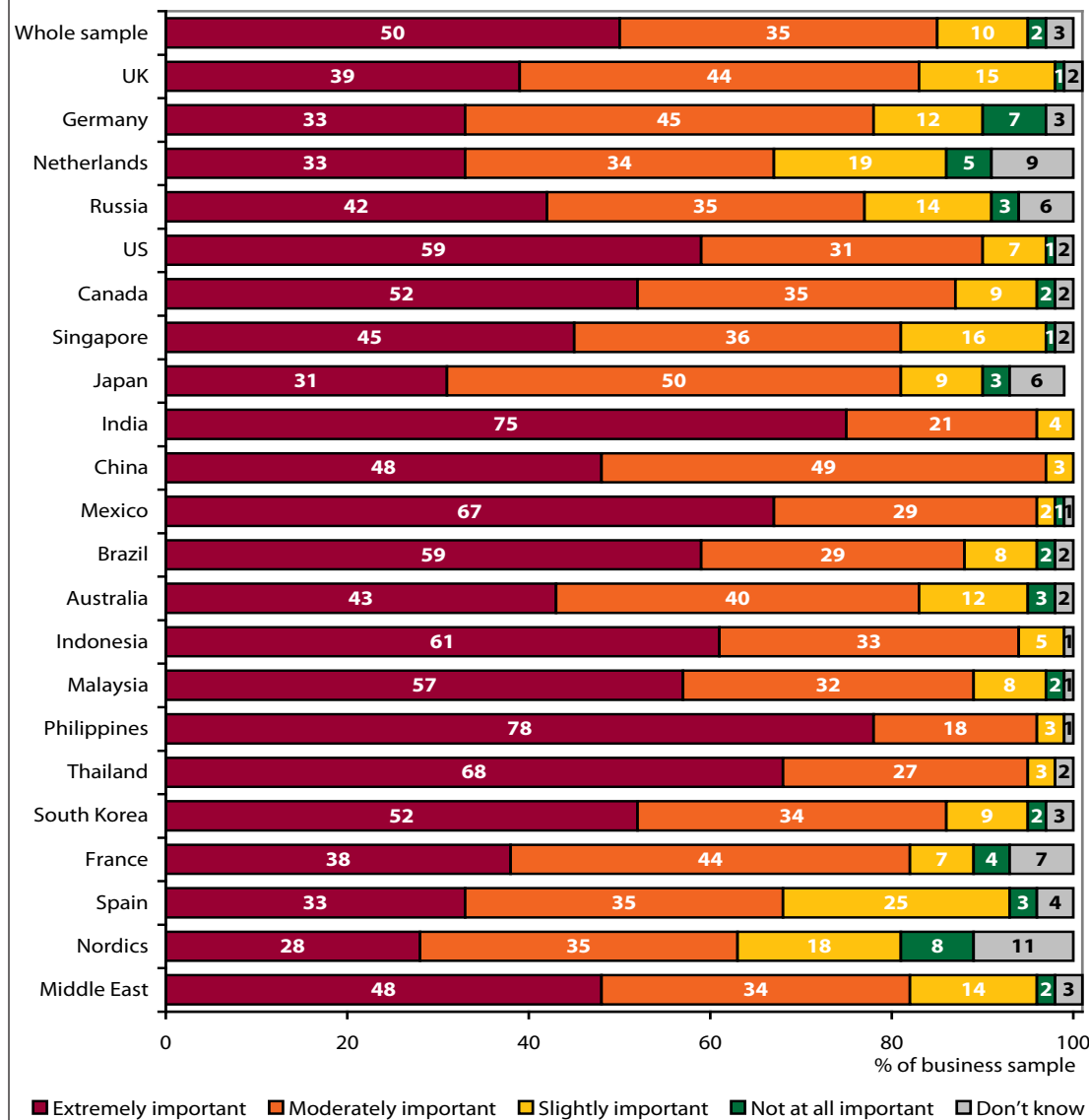
Whether organisations have a formal CEM programme or not, the research shows that companies have been very busy trying to improve the way they deal with their customers. Indeed, during the last 12 months, 80% of business managers saw at least some of their department projects and initiatives aimed specifically at improving the customer experience. On average, 50% of a department's projects and initiatives have been targeted on the customer experience.

Almost 1 in 5 marketing departments made no effort to improve the customer experience in the last 12 months

83% of marketing, PR & communications departments carried out such work in the last 12 months. However, this means 1 in 6 (17%) did not, and this also applies to 16% of customer services teams.



Chart 1: Importance of CEM to organisations in 2014



What is more encouraging is the high percentages for the other atypical, customer-facing departments that have been involved in such initiatives, where 74-81% of each department have done something aimed towards this goal. However, the highest average figures (showing where most of the projects and initiatives have occurred) are in marketing (53%), customer services (55%) and finance (52%), whereas slightly lower figures exist for R&D (45%) and IT / technology (45%).

Ownership:

Among companies in France, Spain, the Nordics and the Middle East with a CEM programme in place, 94% say the CEM programme is owned by a departmental head. However, in detail 47% reveal it is jointly owned, where 2 or more departmental heads share this task; indeed, a third of companies (32%) shares ownership among 3 or more departmental heads, while 10% share it between 5 different department heads.

Nevertheless, most commonly, ownership rests with the customer services head (34%), followed by marketing (31%) and sales (29%). Least commonly it is given to the finance director (18%), IT (23%) or operational heads (24%). However, operational heads most commonly take ownership in the other services sector (41%), and the head of IT predominantly owns the CEM programme within the telecoms, high-tech & communications sector (47%).

Business success:

It is perhaps not surprising to find such high levels of support among top management, as this research demonstrates a very strong link between CEM activity and business success. Indeed, among those with a comprehensive CEM programme, all of them have seen improvements to their business as a direct result.

The biggest improvements have been in customer satisfaction (70%) [Chart 2], but companies have also enjoyed better customer loyalty (64%), customer retention (58%), repeat purchasing (49%) and increases in a customer's total spend (37%).

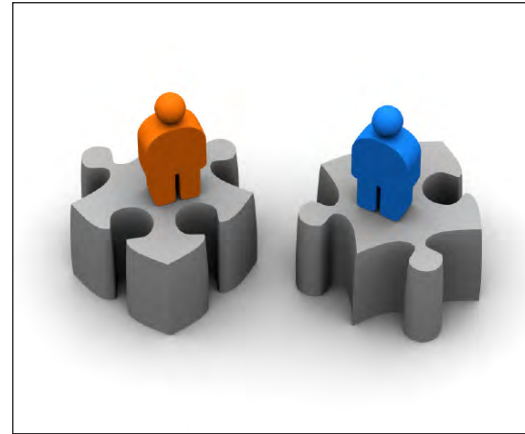
There is also a strong correlation between CEM efforts and increased profits for companies [Chart 2]. Indeed, in



addition the research shows:

- More of those who have seen significant profit increases in the last 12 months have a CEM programme in place (80%), compared to those who have seen profits remain static (44%) or reduced (34%).
- More of this group's departmental projects and initiatives have been focused on improving the customer experience (58% on average), compared to those whose profits have stayed the same (44% on average) or decreased (45% on average).
- More have put in place initiatives to try and reduce Customer Effort for their target markets during the last 3 years (75%), compared to those whose profits have stayed the same (30%) or decreased (37%).

Around the world, all countries have seen improvements to their business as a direct result of their CEM programmes (96-100%), although fewer benefits have been seen in the Netherlands and Japan, compared to Germany, the US, Canada, India, China, Indonesia, Malaysia and Thailand.



Success factors:

What should a company be doing to succeed in the area of CEM? Among companies in France, Spain, the Nordics and the Middle East with a CEM programme in place, 78% describe the role of the contact centre as either extremely or very important in delivering a successful CEM programme.

Interestingly, more companies who already have a contact centre (32%) think the role of this infrastructure is extremely important to their CEM programme, but even 12% of those without a contact centre agree, and 78% of this group also think it is either extremely or very important.

Once again there is a correlation here with success, with more companies who have enjoyed significant profit increases (54%) saying the role of the contact centre is extremely important to CEM programme success, compared to those whose profits have stayed the same (17%) or decreased (10%).

Top of the list of other elements companies deem to be crucial to their CEM success is understanding the customers (48%), but this is followed by being able to address problems quickly (44%). 41% have found managing the entire customer journey to be crucial and a similar amount (40%) says ongoing metrics and measurements is this important.

Poor boardroom support is the least common reason given for a lack of CEM programmes

38% of people in these countries also believe getting the right technology has been crucial, but only 27% think having sufficient budget rates this highly. 35% say defining the right roles and responsibilities is crucial to success, while 32% think alignment of processes is as important.

Barriers to formal CEM programmes:

The research also set out to explore what is holding back those without a comprehensive CEM programme in place from advancing in this area. It reveals that 84% of this group say they are being held back by something and the main reason that emerges is that different departments own different parts of the customer experience (36%).

Chart 2: Improvements as a result of success with CEM initiatives showing differences according to a company's profit changes in the last 12 months

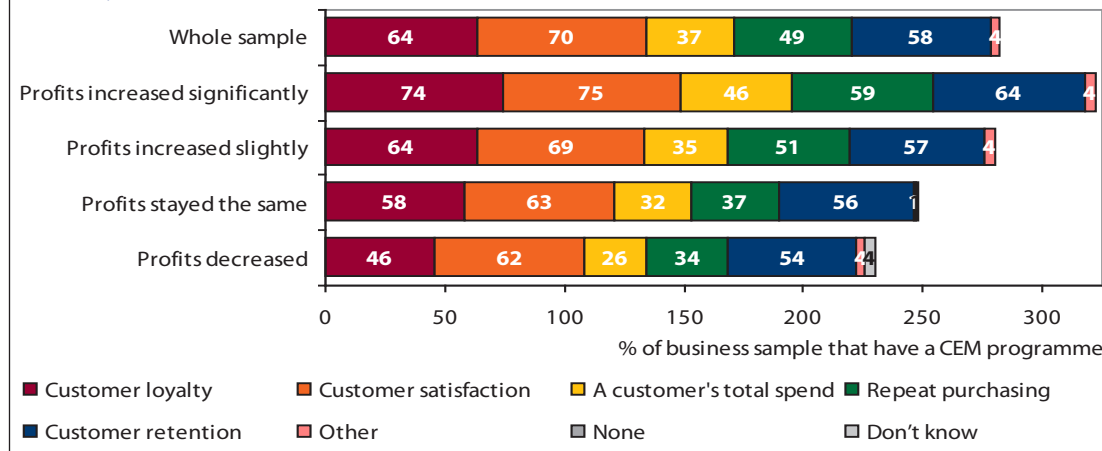




Table 1: What companies are able to offer against what consumers expect

Area of CEM	Treat each customer as 'unique', automatically delivering communications tailored to an individual's preferences		In light of past purchase history, automatically inform customers of products / services of potential interest		Link together in real time all threads of communication across different channels (e.g. web, phone, social media etc)		Provide customer-facing staff with a single customer view in real time when a customer contacts the company		Automatic notification by systems of potential problems (e.g. late order etc) so proactive solutions can be offered	
	% of businesses offering it	% of consumers expecting it	% of businesses offering it	% of consumers expecting it	% of businesses offering it	% of consumers expecting it	% of businesses offering it	% of consumers expecting it	% of businesses offering it	% of consumers expecting it
Whole sample	46%	70%	40%	70%	38%	69%	42%	69%	42%	92%
UK	41%	67%	37%	67%	32%	81%	36%	81%	31%	94%
Germany	49%	68%	35%	68%	28%	61%	41%	61%	39%	90%
Netherlands	43%	70%	28%	70%	26%	66%	41%	66%	32%	97%
Russia	49%	72%	54%	72%	<u>49%</u>	<u>35%</u>	<u>46%</u>	<u>35%</u>	48%	94%
US	53%	61%	47%	61%	47%	66%	49%	66%	50%	91%
Canada	51%	63%	45%	63%	37%	68%	44%	68%	41%	92%
Singapore	39%	68%	33%	68%	35%	73%	50%	73%	42%	90%
Japan	11%	31%	17%	31%	19%	45%	30%	45%	23%	81%
India	49%	80%	49%	80%	45%	80%	58%	80%	47%	88%
China	53%	79%	71%	79%	62%	72%	48%	72%	69%	96%
Mexico	50%	87%	42%	87%	33%	92%	41%	92%	47%	96%
Brazil	50%	81%	45%	81%	30%	75%	43%	75%	39%	95%
Australia	45%	68%	31%	68%	41%	78%	42%	78%	42%	93%
Indonesia	46%	72%	46%	72%	41%	69%	31%	69%	44%	87%
Malaysia	43%	69%	39%	69%	44%	74%	40%	74%	43%	88%
Philippines	58%	77%	40%	77%	51%	81%	47%	81%	52%	91%
Thailand	55%	75%	47%	75%	50%	74%	41%	74%	44%	92%
South Korea	26%	74%	36%	74%	37%	62%	46%	62%	33%	93%
France	49%	64%	38%	64%	37%	33%	40%	33%	50%	91%
Spain	49%	80%	29%	80%	26%	75%	31%	75%	35%	95%
Nordics	44%	58%	23%	58%	19%	49%	31%	49%	26%	92%
Middle East	41%	78%	44%	78%	43%	84%	37%	84%	34%	94%



Indeed, many more multichannel sellers (43%) blame their lack of a CEM programme on this fact, compared to single channel sellers (27%). Also, 33% of multichannel sellers blame having too many communication channels to manage, compared to 21% of those who only sell through a single channel.

Indeed, this research demonstrates very clearly that people across all departments within the company come into contact with customers and prospects, and not just the roles one might typically think of as customer-facing staff (e.g. sales, customer services and marketing). The fact that companies do not typically associate roles like finance, R&D, compliance, IT, production and operations etc as dealing with customers could be a blind spot in the way they approach and plan their customer experience initiatives.



Indeed, today's multichannel / multidisciplinary way of working with customers requires strong support from enabling technology and it is not surprising to find that 30% of those without a CEM programme blame its absence on a lack of appropriate technology in place, (and this applies to 34% of multichannel companies).

Encouragingly, poor boardroom support is the least common reason given for a lack of comprehensive CEM programmes (20%) and suggests that 80% of these companies have such support, yet still lack a CEM

programme. Nevertheless, a company cannot spend what it does not have, no matter how supportive the CEO, and 30% of companies say a lack of budget is preventing their organisation from adopting a comprehensive CEM programme.

Getting personal:

A holistic personalised view?

What are organisations currently able to actually achieve in terms of enhancing the experience of their customers and prospects? The good news is that 90% of organisations claim to be able to personalise at least some element of the customer experience automatically and in real time using the technology systems they have in place.

However, 83% are only able to deliver on certain elements of what customers are now expecting and cannot deliver a completely blended customer experience. Indeed, for the sample as a whole, most percentages are close to 40%, suggesting some 60% cannot deliver against each element [Table 1].

Uniqueness:

Nevertheless, the most commonly adopted element of real-time personalisation is to treat each customer as 'unique' where a company can automatically deliver communications tailored to an individual's preferences (46%). Furthermore, 40% of companies claim to be able to automatically inform customers of products / services of potential interest based on their past purchase history.

But the research also shows that 70% of consumers now expect to be treated as 'unique' by organisations, where they are contacted in a way they want, and offered products and services tailored to their preferences and previous shopping habits [Table 1]. Indeed, consumers are willing to put their money where their mouth is, with 67% saying they would rather spend money with companies that treat them in this way and as an individual.

But significantly fewer consumers in Germany (40%) and Japan (33%) say this applies to them, whereas this approach is most welcome among consumers in China (85%), Mexico (84%) and South Korea (82%).

Single customer view:

In addition, 42% of companies are able to provide customer-facing staff with a single customer view in real time when a customer contacts the company. Also, 38% say they can link together in real time all threads of communication across different channels (e.g. web, phone, social media etc).

However, consumer expectations are high on this front, with 69% wanting organisations to offer them a wide variety of contact methods and for customer-facing staff to be fully up to speed on past conversations, emails and tweets etc. But fewer consumers in Russia (35%), Japan (45%), France (33%) and the Nordics (49%) expect this, whereas this attitude is most common in the UK (81%), India (80%), Mexico (92%), Australia (78%), South Korea (81%) and the Middle East (84%) [Table 1].

China stands out as being able to deliver more elements of a personalised customer experience

Anticipation of problems:

Another area that technology has enabled is for companies to be proactive with customers, which has the potential to deliver an exceptional customer experience. Indeed, 42% of companies say their customers can be automatically notified by their corporate technology systems of potential problems (e.g. late order, stock issues, delivery problems etc) and proactively offered solutions.

However, more than twice as many consumers (92%) already expect to be dealt with in this way and this time there are only minor differences between consumers in different countries (but again figures are slightly lower for Japan) [Table 1].



Table 2: Importance of the prospect stage to future customer relationships

Area of CEM	Ability to automatically produce in real time a record of a prospect's contact history across all communication channels from the first point of contact		
Countries	% of businesses able to do this	% of consumers who say it has an impact on their future relationships	% of consumers describing the impact as 'huge'
Whole sample	40%	93%	44%
UK	37%	96%	39%
Germany	32%	80%	18%
Netherlands	23%	97%	46%
Russia	46%	90%	34%
US	54%	95%	43%
Canada	38%	96%	46%
Singapore	38%	94%	40%
Japan	22%	90%	21%
India	45%	93%	43%
China	61%	93%	48%
Mexico	44%	97%	58%
Brazil	39%	95%	63%
Australia	36%	95%	51%
Indonesia	44%	90%	43%
Malaysia	47%	95%	45%
Philippines	46%	98%	54%
Thailand	50%	97%	48%
South Korea	28%	96%	48%
France	41%	83%	37%
Spain	39%	95%	50%
Nordics	18%	93%	51%
Middle East	35%	96%	59%

Global differences:

In terms of the technology in place, China stands out, and to a lesser degree Russia, the US, India, the Philippines and Thailand, in that all these countries claim to be able to deliver more of these elements of a personalised customer experience, whereas Japan and the Nordics lag behind with consistently lower figures [Table 1].

However, for each of these elements (detailed in Table 1), a large number of consumers expect a particular element of service, but a relatively small percentage of companies in each country are offering it. The only exceptions to this (underlined in Table 1) relate to a company's ability to offer a single customer view in Russia and France and the ability this gives a company to provide customer-facing staff with a customer's history in real time - there are more Russian and French companies offering this than Russian and French customers expecting it.

Also, China is the one country where the two sets of figures come closest; in other words, where companies are coming closest to meeting their customers' expectations. However, Japan is interesting, because while considerably fewer companies are offering these elements of a personalised customer experience relative to other countries, the figures for what consumers expect are also consistently lower; however, the fact remains that more Japanese consumers expect these elements of service than Japanese companies are able to offer at the moment.

Early days:

Companies do not just have to deliver an exceptional experience to customers, they also need to consider their interactions across the entire customer life cycle, including when consumers are still prospects. Indeed, 40% of businesses say they can automatically produce in real time a record of a prospect's contact history across all communication channels from the first point of contact, even if they have not become a customer.

The importance of this is emphasised by the fact that 93% of consumers say the way a company treats them BEFORE they actually spend any money has an impact on how they feel about that company going forward, and 44% say it has a huge impact on them [Table 2].



It is worth B2B companies taking note that among consumers who work, this research shows that 77% of them say their attitudes towards how organisations should treat them when buying products and services are the same for work as they are when buying things for themselves as a consumer. Only 18% say their expectations are different at work, compared to when they buy as a consumer.

Challenges of holistic personalisation:

With consumer attitudes so well developed on these issues, why are more companies not delivering a completely blended customer experience? The Top 3 obstacles that emerge are technology limitations and inflexible business processes (both 34%) and poor cross-departmental collaboration (32%) [Chart 3].

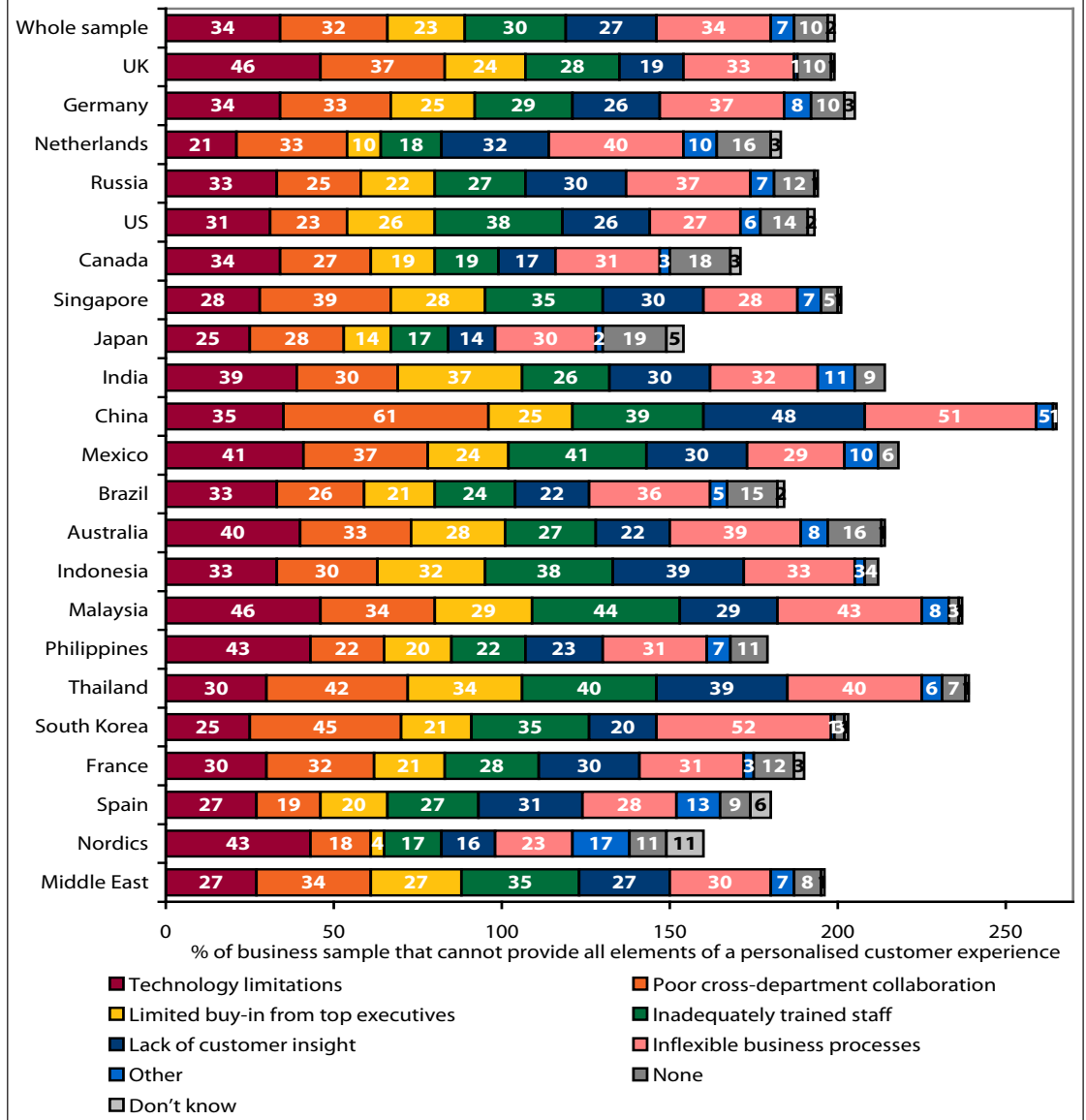
Interestingly, China selected a wider variety of issues that have been holding them back, even though this country leads the way in terms of CEM and offering a holistic, personalised customer experience - suggesting the more a company tries and succeeds at something, the more they become familiar with the challenges and obstacles.

Also, in general, the more senior a respondent, the more obstacles they think apply to their organisation; indeed, significantly more respondents at C-level / VP level & above (46%) point the finger at inflexible business processes, compared to people less senior than this (31-35%).

Technology is seen as a limiting factor by 37% of IT / technology professionals and this is one of the highest figures across the different departments. These IT respondents are joined by 32% of MDs, CEOs & owners, 33% of those in sales, commerce & e-commerce, 35% of those in marketing, PR & communications and 29% of those in customer services & CRM. Indeed, even 32% of those in finance agree that technology is limiting their company's efforts at personalisation.

Bottom of the list of obstacles, once again, is limited buy-in from top executives (23%). In fact, it is surprising to find that more of the senior staff from senior manager upwards (26-33%) actually blame limited buy-in from top executives, compared to just 20% of middle managers, and even 29% of MDs, CEOs & owners agree with this.

Chart 3: Issues preventing delivery of a holistic, personalised customer experience





Limited buy-in from top executives is also more of a problem in Indian companies (37%), and to a lesser degree in Indonesia (32%) and Thailand (34%), compared to the Netherlands (10%), Japan (14%) and especially the Nordics (4%) [Chart 3].

Failure:

When things go wrong:

Despite all the effort organisations are clearly putting in, in the last 3 years 82% have seen CEM initiatives fail in their organisation, and no individual country or industry sector has escaped. Indeed, Mexico and Indonesia have seen the largest proportion of companies fail (both 92%), whereas those in China and Thailand have failed for a wider variety of reasons (reinforcing their trial and error approach to date).

36% of MDs, CEOs & owners think the reason for CEM failure is projects being misaligned with customer preferences

The two most common reasons for failure are that there was a lack of employee buy-in to the new procedures and policies and that organisations did not modify business processes and procedures (both 31%). These are followed very closely by 30% who say projects have been misaligned with customer preferences, and this is the top explanation given by MDs, CEOs & owners (36%) and sales professionals (34%); whereas marketing (33%) most commonly points the finger at a lack of senior management support.

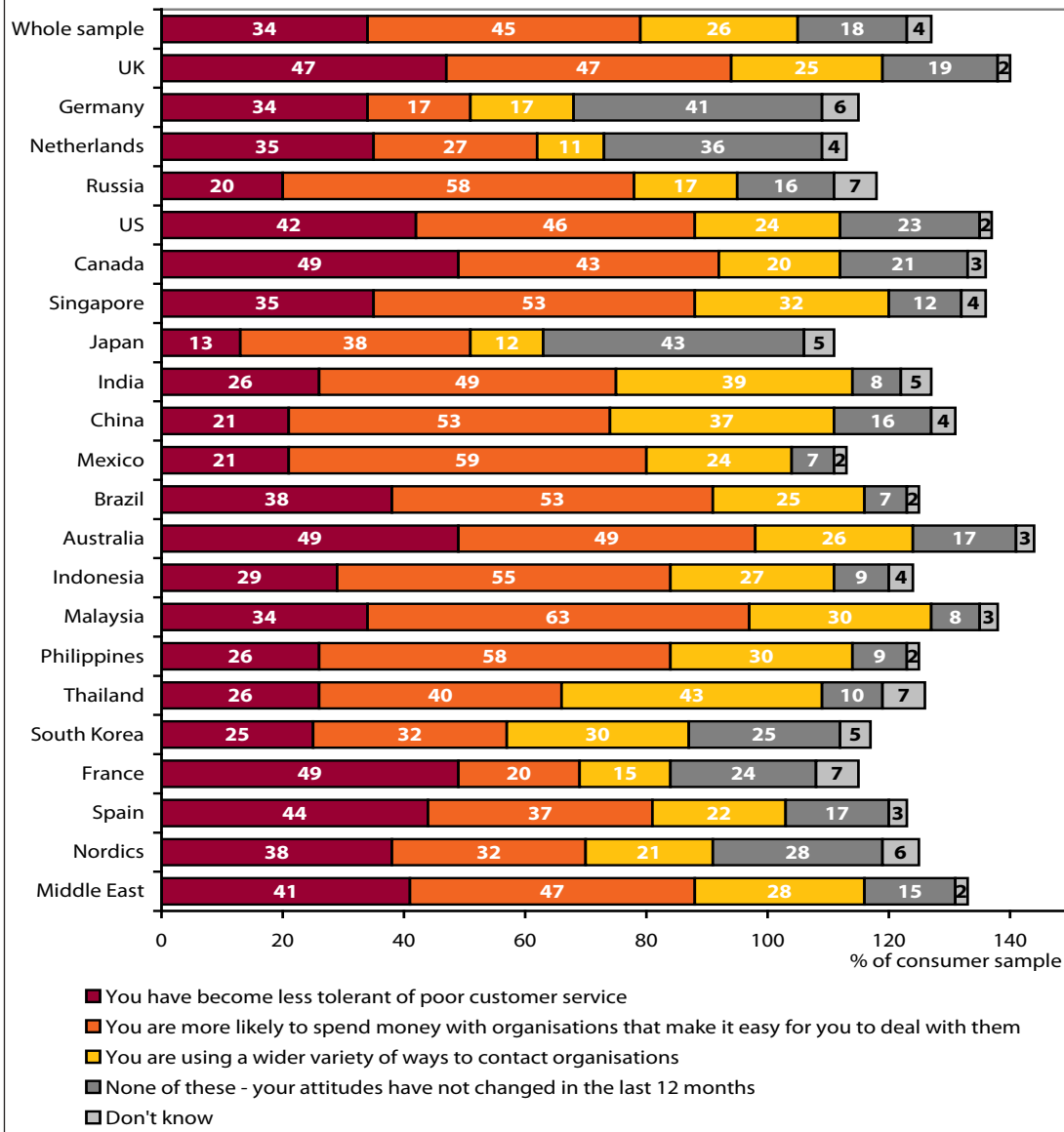
28% found that the behaviour of their customers changed too fast for them and this caused the CEM initiatives to fail and interestingly, this is the most common reason for failure in Japan (19%).

Table 3: Importance of Customer Effort

Area of CEM:	Customer Effort (CEf) and its impact on customer spending, retention and satisfaction			
Countries:	% of businesses who think CEf has an impact	% of businesses who think CEf has a significant impact	% of businesses with CEf initiatives	% of consumers who would rather spend money when it is easy to buy
Whole sample	90%	31%	48%	87%
UK	89%	16%	40%	92%
Germany	93%	16%	33%	61%
Netherlands	72%	10%	28%	89%
Russia	93%	30%	39%	85%
US	96%	24%	58%	93%
Canada	90%	20%	39%	91%
Singapore	95%	22%	37%	88%
Japan	81%	16%	31%	84%
India	97%	48%	63%	83%
China	96%	31%	63%	87%
Mexico	93%	50%	56%	92%
Brazil	88%	50%	59%	93%
Australia	86%	29%	45%	92%
Indonesia	96%	47%	70%	89%
Malaysia	92%	36%	57%	90%
Philippines	97%	51%	60%	90%
Thailand	96%	41%	78%	83%
South Korea	89%	43%	51%	78%
France	88%	27%	40%	73%
Spain	84%	18%	33%	89%
Nordics	67%	14%	30%	87%
Middle East	91%	31%	43%	87%



Chart 4: Recent changes in consumer buying behaviour



Almost 1 in 4 (23%) says choosing the wrong technology caused their CEM initiatives to fail, and 24% of IT / technology professionals agree with this, as do 29% of MDs, CEOs & owners, and those in sales (24%), marketing (22%) and customer services (23%).

Counting the cost?

Among those who have witnessed failed CEM initiatives in the last 3 years (which is the majority), 66% have wasted money because of their efforts. Organisations have lost as much as £845,560 (or \$1,409,267)¹ on failed initiatives. However, 48% say they do not know how much was lost, but they are confident some was wasted, and this includes 33% of C-level / VP level respondents and 39% of MDs, CEOs & owners who perhaps should have a better handle on such issues.

The countries that have seen the largest proportion of organisations waste money are the US (76%), India (81%), China (76%), Indonesia (83%), Malaysia (83%) and the Philippines (78%), but more companies in the UK, the US and Australia lost over £100,000. Again, it is interesting to see the US, India and China in the list, as these countries seem to have the best approach and attitudes towards CEM.

The worst channels?

The research shows very clearly that organisations in some countries still have some way to go to deliver a satisfactory, blended customer experience. Indeed, 78% of consumers in France, Spain, the Nordics and the Middle East find that some of the communication channels used by companies deliver a poor customer experience.

While 49% point the finger at multiple channels, the one that is marginally in the lead in terms of delivering a poor customer experience is the phone (36%), whereas the least offensive seems to be face-to-face contact with a sales representative (13%). Even 28% of people find email falls short on delivering a good customer experience, and similar proportions feel this way about social media (28%) and texting (27%). The less commonly used web chat and mobile applications are both described as poor by 21% of these consumer populations.

¹An exchange rate of 0.6 GBP: 1US\$ was used.



Customer Effort:

Understanding:

While most of these business managers across the world who say they deal with customers have heard of the term 'Customer Effort', only 31% think the impact on their customers is significant with respect to their spending, retention and satisfaction.

Perhaps surprisingly, more MDs, CEOs & owners (96%) and those in supply chain management (99%) believe low Customer Effort has an impact on their customers, compared to 91% of sales professionals, 92% of those in marketing roles and 91% of those in customer services roles. But MDs, CEOs & owners (41%), business managers in customer services roles (37%) and supply chain managers (40%) lead the way in believing the impact to be significant [Table 3].

Tackling Customer Effort:

As with CEM programmes discussed above, more companies think Customer Effort is important than are actually doing anything to lower it for their customers. Indeed, among those who have heard of Customer Effort, just 48% have put in place any initiatives to try and reduce it during the last 3 years. However, another 32% say they have plans to do so, whereas just 12% say they do not have any plans of this nature.

Customer Effort initiatives are especially common in Indonesia (70%) and Thailand (78%), whereas many other countries lag behind, including the UK (40%), Germany (33%), the Netherlands (28%), Russia (39%), Canada (39%), Singapore (37%), Japan (31%), France (40%), Spain (33%), the Nordics (30%) and the Middle East (43%) [Table 3]. Indeed, more organisations in Germany (23%), the Netherlands (20%) and Japan (23%) do not have any plans to implement such initiatives in the future.

This is despite the fact that 87% of global consumers would rather spend their money with companies that make it easy for them to buy products and services [Table 3]. However, significantly fewer consumers in Germany (61%), and to a lesser degree Thailand (78%) and France (73%), would rather do this, but figures for all the other

countries are consistently high (83-93%), including Japan (84%). Furthermore, a greater proportion of German consumers (61%) rate the importance of Customer Effort when spending their money than the amount of German companies (33%) dealing with it (almost twice as many).



Rapid change:

A significant 78% of global consumers say the way they deal with companies has changed in the last 12 months [Chart 4]. It is interesting to note that more consumers in India (87%), Mexico (91%), Brazil (91%), Indonesia (87%), Malaysia (89%) and the Philippines (89%) feel this way about themselves, but figures are especially low in Germany (53%), the Netherlands (60%), Japan (52%) and the Nordics (66%), which to varying degrees reflects what companies in these countries are and have been doing.

Nevertheless, within a short 12 months, across the globe 45% of consumers say they are now more likely to spend money with organisations that make it easy for customers to deal with them - especially in Russia (58%), Mexico (59%), Malaysia (63%) and the Philippines (58%), compared to 17% of those in Germany.

34% say they have become less tolerant of poor customer service - especially in the UK (47%), Canada (49%), Australia (49%) and France (49%). Another 26% find they

are using a wider variety of ways to contact organisations, but more consumers in India (39%), China (37%) and Thailand (43%) say this applies to them, compared to just 11% for the Netherlands and 12% for Japan.



Methodology:

This report was commissioned by Avaya and details quantitative research across 24 countries with business managers in large companies and with adult consumers. The countries covered are the UK, Germany, the Netherlands, Russia, the US, Canada, Singapore, Japan, India, China, Mexico, Brazil, Australia, Indonesia, Malaysia, the Philippines, Thailand, South Korea, France, Spain, the Nordics (i.e. Denmark & Sweden) and the Middle East (i.e. Turkey & UAE).

For the **business element** of the research, a sample of 2,191 interviews was collected with respondents who confirmed prior to interview that, as part of their job, they come into contact with customers and / or prospects. They also confirmed that they operate at middle manager level and above, and that in total their organisation has at least 1,500 employees. All country samples each have close to 100 respondents, with the exception of Japan, which has 64.

All companies in the sample have at least 1,500 employees and most (90%) have 2,000 or more. In fact, 63% of companies have more than 5,000 employees, another 40% have more than 10,000 and 18% have more than 50,000.

The sample covers a wide variety of industry sectors, with all the main ones well represented. 31% of companies in the sample serve mainly B2B markets, while 29% serve mainly B2C markets. Another 40% serve an equal mixture of both business and consumer markets. These companies sell their products and services through a wide variety of channels, with 33% selling through a single channel and 67% selling through multiple channels. Also 38% sell via mobile. 72% say they use contact centres and on average, these have close to 700 seats (692), but the maximum is 40,000.

Collectively, 51% of the sample operate at senior manager level or above, which includes 21% who are at director level and above, and the remaining 49% are at middle manager level. 32% of respondents are in roles that one would typically associate with being customer-facing, including MDs, CEOs or owners (5%), sales / commerce / e-commerce (9%), marketing, PR & communications (6%)

and customer services & CRM (12%). Another 20%, while not primarily customer-facing, might be expected to have to manage customers from time to time, including supply chain managers (4%) and those in production, operations & logistics (16%). Other roles make up 45% of the sample, and include R&D (7%), finance (9%), HR (8%), risk / compliance (4%) and IT / technology professionals (17%).

The business interviews were conducted online during 2014. Before and during the interviews, respondents were not aware that Avaya had commissioned the research.

For the **consumer element** of the research, a sample of 13,003 people aged 18+ was gathered across the 24 countries. Some country samples have 1,000 adult consumers (i.e. the UK, the US, China and India), while the rest have 500. All the age groups are well represented and the consumer sample is evenly split between men and women. 69% work, either part-time (17%) or full-time (52%). In contrast, 31% do not work at all.

The consumer interviews were conducted online during 2014. Before and during the interviews, respondents were not aware that Avaya had commissioned the research.



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