



VENTANA RESEARCH

VALUE! INDEX

Workforce Optimization 2016

Vendor Report:
Verint



Bend, Oregon August 2016

Ventana Research performed this research and analysis independently. Our goals were to determine the Value Index for Workforce Optimization and to evaluate vendors and products in accordance with the Ventana Research workforce optimization blueprint and specific operational and performance activities and processes. We charged no fees for this research and invited to participate all vendors that are delivering applications to enable workforce optimization. This report includes vendors and products generally available as of March 2016.

Our purpose in conducting this research was to evaluate the maturity of software vendors and products and their appropriateness for the methodology and processes of workforce optimization. This research and report are not intended to imply that one vendor or product is the right choice for any particular organization. Rather, they provide a baseline of knowledge that organizations can use to evaluate vendors and products to manage and improve workforce optimization by aligning business and IT. Unlike IT analyst firm reports that use subjective influences to score vendors, our research is based on thorough analysis of customer assurance and product categories that best represent how an organization should evaluate its technology supplier.

The full report with detailed analysis is available for purchase. We can provide detailed insights on this Value Index and advice on its relevance to an organization through the Ventana On-Demand research and advisory service. Assessment services based on this benchmark research also are available.

We certify that Ventana Research performed the research to the best of our ability; that the analysis is a faithful representation of our knowledge of vendors and products; and that the analysis and scoring are our own.

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Ventana Research



Workforce Optimization

Ventana Research defines workforce optimization as the use of people, processes, information and technology to effectively manage the workforce that handles interactions with customers. To accomplish such management, workforce optimization today must include employees situated across the enterprise (whether in an office, at home or mobile) and a variety of applications for the capture and recording of interactions, quality management, training and coaching, agent compensation, workforce management and analytics.

Managing the tasks associated with customer interactions has become more complex as organizations handle large volumes of interactions through more channels of engagement.



Our benchmark research into workforce optimization shows that organizations have deployed a combination of these applications to varying degrees. It also finds that those that have deployed them gain efficiency in handling interactions and improvements in their outcomes, as well as both customer and employee satisfaction.

Managing the tasks associated with customer interactions has become more challenging. Organizations now handle large volumes of interactions through more channels of engagement; our benchmark research into contact centers in the cloud finds that the average number of channels supported by organizations has risen to eight. At the same time the interactions themselves have become more complex and customer expectations of how well interactions are handled have risen. In addition, more employees throughout the organization – in all business units except IT – now handle interactions.

Workforce optimization technology is increasingly widely deployed. The categories of systems in widest use are recording (by 70% of organizations), quality monitoring (64%) and e-learning (44%); the systems most often planned to be deployed in the next two years are e-learning (36%), workforce management (32%) and coaching (30%).



This contact center in the cloud research reveals that companies now see analytics as a key tool for improving interaction handling and employee and customer satisfaction. To support decisions about interactions they seek comprehensive views of customers and use more customer-related metrics. They attempt to link employee performance and customer satisfaction, track employee performance using operational metrics and develop customer journey maps showing the transition from one channel to another and from one employee to another. As a result, workforce optimization system and tool vendors increasingly are under pressure to support all these capabilities.

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Our research shows that companies of all sizes increasingly are open to using cloud-based systems and that this trend is likely to accelerate as more businesses deploy workforce optimization.

as more small and midsize businesses choose to deploy workforce optimization technology. This trend is especially true for advanced analytics systems; more companies intend to deploy speech, text and event analytics in the cloud than on-premises. Mobility also is having an impact in supporting managers and team leaders working away from their desks, such as when walking a contact center floor to provide real-time coaching, and in supporting home-based agents.

Advanced workforce optimization systems therefore need to provide access to key capabilities through smartphones, tablets and other mobile devices. We connect these

preferences to another research finding, that usability has become a key factor when organizations are evaluating software for workforce optimization. In this regard, organizations want a user interface that matches the expectations of modern users – for example, by providing visualization and point-and-click capabilities.

Our research also shows the growing importance of systems integration; almost half of organizations said that integration between workforce optimization applications is important. Such integration has a dual impact, making it easier to manage all applications “as one” as



well as to share data between systems to automate what have been disconnected manual processes – for example, to connect analytics that identify needed training and workforce management to automatically schedule that training.

Adopting modern workforce optimization systems can help organizations adopt best practices, adhere to operational targets, maximize customer and employee satisfaction, comply with regulations and achieve targeted business outcomes. We developed this Value Index to help organizations move toward those goals. It provides data, analysis and tools to evaluate the suitability of applications to support these ever more complex tasks in ways that improve workforce performance and ultimately business results.

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The Value Index for Workforce Optimization uses the Ventana Research methodology, a framework that evaluates application vendors and their products in seven categories of requirements. Five are product-related, assessing usability, manageability, reliability, capability and adaptability, while two quantify the customer assurance issues of vendor validation and total cost of ownership and return on investment (TCO/ROI).

This Value Index report evaluates the following vendors that offer products that address key elements of workforce optimization as we define it: Calabrio, dvsAnalytics, Envision, NICE, OnviSource, TelStrat and Verint.

We urge organizations to do a thorough job of evaluating workforce optimization systems and tools and offer this Value Index as both the results of our in-depth analysis of these vendors and as an evaluation methodology. The Value Index can be used to evaluate existing suppliers and also provides evaluation criteria for new projects; applying it thus can shorten the RFP cycle time.

Unlike many IT analyst firms that rank vendors from an IT-only perspective, Ventana Research has designed the Value Index to



provide a balanced perspective of vendors and products that is rooted in an understanding of business drivers and needs. This approach not only reduces cost and time but also minimizes the risk of making a decision that is bad for the business. Using the Value Index will enable your organization to achieve the levels of efficiency and effectiveness needed to optimize workforce optimization.

Value Index Overview

The Ventana Research Value Index: Workforce Optimization in 2016 is the distillation of a year of market and product research efforts by

This Ventana Research Value Index is an analytic representation of our assessment of how well vendors' offerings meet buyers' requirements for software that enables and supports workforce optimization.

Ventana Research, the premier benchmark research and advisory services firm. Built on more than a decade of business and technology research, this unbiased, fact-based index is the first such industry undertaking to assess the value of software designed specifically for enabling workforce optimization.

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customer assurance categories: Vendor Validation and

Total Cost of Ownership and Return on Investment (TCO/ROI). To assess functionality, one of the components of capability, we applied the Ventana Research workforce optimization methodology and blueprint, which links the business process of workforce optimization to an organization's information technology.

We use our research-based knowledge base and analytics to assign grades that represent our evaluation of the total performance of the myriad aspects of these offerings and of the vendors that offer them. This report thus provides a comparative report card evaluating what



each offering can deliver in the context of specific workforce optimization needs.

The Value Index is not an abstraction; Ventana Research used a carefully crafted best practices-based methodology to represent how organizations actually will assess vendors. We believe it is important to

Making the wrong decision in assessing vendors can raise the total cost of ownership, lower the return on investment and hamper your organization's ability to reach its performance potential.

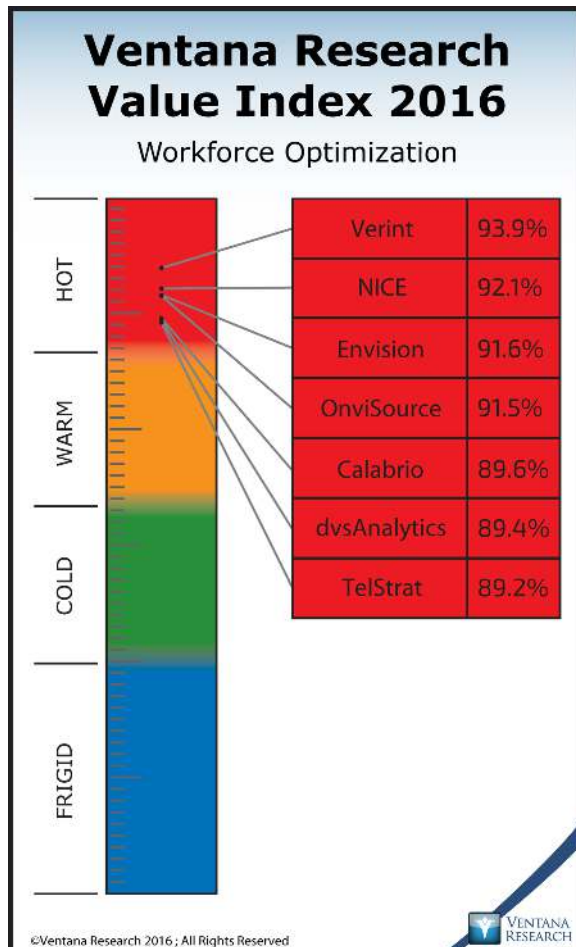
take this approach, since making the wrong decisions can raise the total cost of ownership, lower the return on investment and hamper your organization's ability to reach its performance potential. In addition, this approach can reduce the project's development and deployment time and eliminate the risk of placing on your short list vendors that are wrong for your organization.

To ensure the accuracy of the information we collected, we required participating vendors to provide evaluation data across seven categories designed to reflect the concerns of a well-crafted RFP. Ventana Research then validated the information, first independently through our database of product information and extensive Web-based research, and then in consultation with the vendors. The majority of selected vendors participated in one-on-one consultative sessions, after which we requested them to provide additional documentation to support any new inputs.



The Findings

The findings reported in this Value Index for Workforce Optimization in 2016 demonstrate the maturity of this market. All seven companies under review received the Hot rating, and first and last places are separated by fewer than five percentage points. The analysis shows that currently Verint is the top supplier, followed closely by NICE in second place. This mirrors our 2015 Value Index in which Verint ranked first and NICE third; since then NICE has acquired the 2015 second-place finisher, VPI.



Both Verint and NICE are well-established global vendors of workforce optimization systems and provide tools for capturing multiple forms of interaction, agent quality management, workforce management, agent compensation management, coaching, training, performance management and analytics. Each of the two built its suite through a combination of in-house development and acquisition, and each has invested to improve integration

between the products, build a modern user interface for all modules, and centralize setup, administration and management of them. Each also has invested in providing cloud-based versions of the existing products.

The other five vendors – Envision, OnviSource, Calabrio, dvsAnalytics and TelStrat – are smaller companies that focus predominantly on the U.S. market, although all are expanding to international markets. Their systems were developed largely in-house and thus have the advantages of being tightly integrated, having a common user interface and being managed centrally. Each of these vendors also has developed cloud-based services based on their products.



In relation to the Capability category of this Value Index, all seven vendors offer a full suite of workforce optimization products, although Calabrio, dvsAnalytics, OnviSource, TelStrat and Verint have relatively little support for agent compensation management, largely limited to providing the data with which a third-party system can calculate the amounts. All except OnviSource offer support for the recruitment of agents that is limited to providing information for other systems. All seven provide low levels of support for innovative technologies such as the use of wearables or connections to the Internet of Things (IoT). As the individual category ratings detail, dvsAnalytics and Envision have limited support for collaboration, Envision does not support mobile access to the products, and Calabrio, dvsAnalytics and Envision don't support social media. In respect to other capabilities we assessed, each vendor has strengths and weaknesses, which we discuss in the individual vendor evaluations.

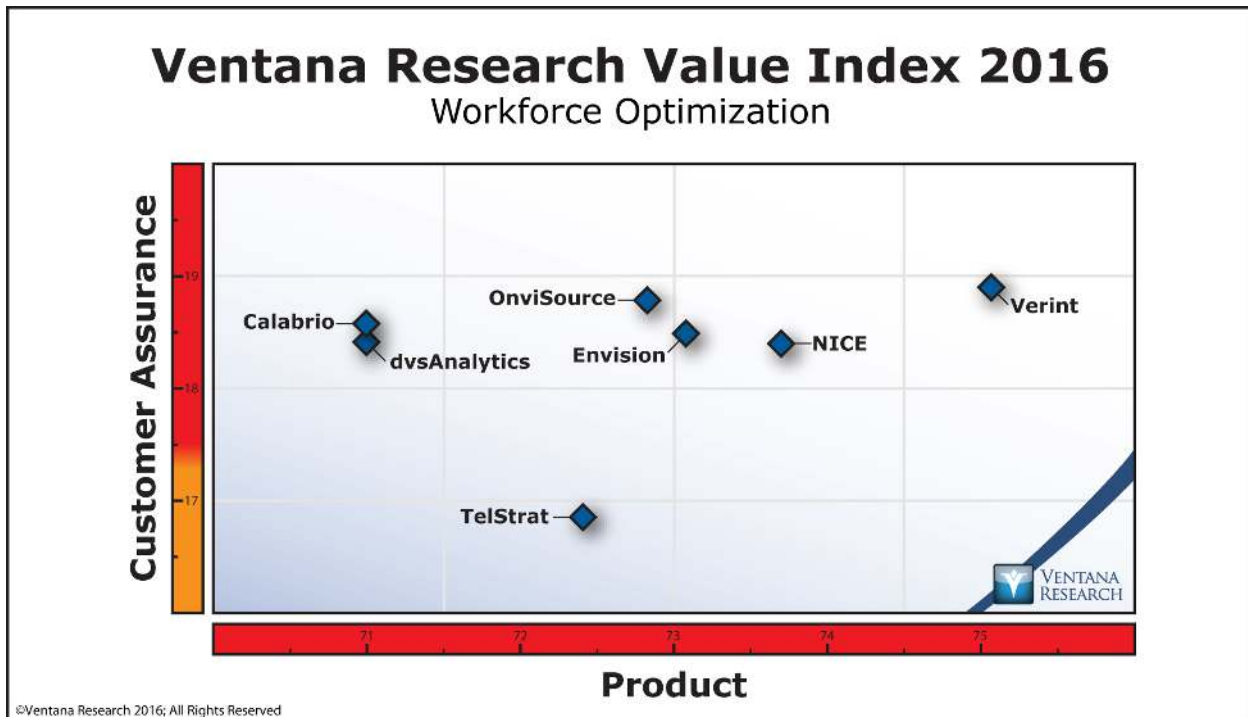
In three of the four other product-related categories – Usability, Manageability and Reliability – all seven vendors are rated Hot. In the fourth, Adaptability, only three – Verint, Envision and OnviSource – are rated Hot. All vendors have solid scores for Manageability, although generally speaking all could improve their documentation, and Calabrio and dvsAnalytics could improve support for auditing and checking usage compliance. For Reliability all vendors have high scores, but all could improve their documentation. For Adaptability all vendors support a high degree of configuration, but Calabrio, dvsAnalytics and NICE have limited tools that allow customers to develop their own capabilities. Our benchmark research shows that organizations place a high priority on the ability of products to provide two-way data exchange with third-party products, and all vendors support this capability. The research also shows the growing importance of collaboration to help users share information, and in this respect Calabrio, dvsAnalytics and Envision need to improve.

In the two vendor-related categories, Validation and TCO/ROI, all vendors rate highly with the exception of TelStrat rating as Warm for TCO/ROI. All are committed to this market, and each has a variety of references and case studies and a product roadmap for at least the next 12 months. The only exception is OnviSource, which should make more case studies available on the Internet. Each has tools, documentation and services to help potential customers build a



business case for their products, with the exception of TelStrat, which needs better tools and documentation.

The chart below places the five product-related and two customer assurance scores on the X and Y axes respectively to provide a visual representation of our Value Index scores. Those vendors whose products scored higher in aggregate in the five product categories place higher, to the right, with their standing shown by the color-coding of the horizontal axis; the combination of scores for the two customer assurance categories determine their placement on the vertical access and the corresponding color-coded standing in that area.



We warn that close vendor scores should not be taken to imply that the packages evaluated are functionally identical or equally well suited for use by every organization or for a specific process. Although there is a high degree of commonality in how organizations manage workforce-handling interactions, there are many idiosyncrasies and differences in how they create and maintain agent work schedules, assess agent performance, manage training and coaching, and monitor



the outcome of interaction handling that can make one vendor's offering a better fit than another's with an organization's needs.

After more than a decade of technology advances, all the products we evaluated are feature-rich, but not all the capabilities they offer are equally valuable to users. Moreover, the existence of too many capabilities may be a negative factor for an organization if it introduces unnecessary complexity. Nonetheless, one company may decide that a larger number of options is a plus, especially if some of them match its established practices or better support a new initiative that is driving the purchase of new software.

Other factors than product capabilities or assessments about the vendor can turn out to be a deciding factor. For example, a company may face budget constraints such that the TCO evaluation can tip the balance to one vendor or another. This is where the Value Index methodology and the appropriate weighting can be applied to determine the best fit of vendors and products to your specific needs.

In the 2016 Workforce Optimization Value Index we updated the five product-related categories to differentiate more closely between vendors and reflect the evolution of products.

The 2016 Workforce Optimization Value Index has advanced from the previous version of 2015 in two major respects. First, we updated the Usability, Manageability, Reliability and Adaptability categories to provide more specific analyses and thus enable us to differentiate more effectively between the vendors we assessed. Second, we updated the Capability category to reflect

the evolution of workforce optimization products, in particular support for innovative technologies such as cloud computing, mobile devices, wearables and IoT.

Verint improved its score in this edition of the Value Index, mainly by developing a new user interface and greater integration between the component products. NICE improved its score partly by acquiring VPI, the previous second-place finisher, but more so through improved usability; NICE moved up to second in the overall list. Envision



improved its score the most of any vendor, enabling it to jump from seventh overall to third. OnviSource improved its own score, remaining fourth in the new rankings. Calabrio also improved, moving up from sixth to fifth place. Both dvsAnalytics and TelStrat are new to this list; both earned a Hot rating overall, but both have areas needing improvement.

Four vendors from the previous Value Index – Aspect, Genesys, Interactive Intelligence and KnoahSoft (acquired by Avaya) – were not included because they did not provide the required information. VPI, which participated in the previous Value Index, was acquired by NICE; due to uncertainty regarding the future of its products VPI was not included in the Value Index.

Products Evaluated

Vendor	Product Name	Version	Release Year
Calabrio	Calabrio ONE	9.5	2015
dvsAnalytics	Encore WFO Suite	6.9.4	2015
Envision	Click2Coach, Click2Coach Cloud	11.5	2014, 2015
NICE	NICE Workforce Optimization Suite	6.5	2015
OnviSource	OnviCenter	7	2016
TelStrat	Engage WFO	5.1	2015
Verint	Verint Workforce Optimization	15.1	2015



How To Use This Value Index

This research on tools and systems can provide you with insight into the value of your existing and new investments and a framework to assess your initiatives and programs. Business and IT improvement efforts should be based on best practices and research that deliver value quickly. Ventana Research recommends that you organize your efforts around our blueprint for this topic and use the Value Index to determine which vendors will best satisfy your needs for workforce optimization.

Be sure to define both business and IT requirements as part of an improvement process based on these research results. We advocate a structured approach such as our DecisionCycle™, an eight-step process for enabling workforce optimization. Using this framework, you can incorporate these steps into a program document that will both summarize and detail your initiative or project. Then consult the Value Index to ensure you make choices that will yield the results you want.

Using the DecisionCycle™ steps detailed below, you can build a framework for assessing the maturity of your business and IT efforts and determining how to align your people, processes and IT investments.

- 1.** Define the business goal and purpose.
- 2.** Define the business requirements.
- 3.** Define the user community and usage requirements.
- 4.** Establish the functional requirements and capabilities.
- 5.** Evaluate the organizational maturity.
- 6.** Determine the technology approach and master list.
- 7.** Define the business and technology evaluation criteria.
- 8.** Evaluate and select a vendor.



Vendor Profile

Verint

<http://www.verint.com/>

Verint		
	Ranking	Score
Overall Ranking	First	93.9%
Usability	Second	95.1%
Manageability	First	94.5%
Reliability	Third	93.3%
Capability	First	95.1%
Adaptability	First	88.4%
Validation	First (Tie)	94.8%
TCO/ROI	Second	94.2%

Company and Product Profile

“Verint is a global leader in actionable intelligence with a focus on customer engagement optimization, security intelligence, and fraud, risk and compliance. Today, more than 10,000 organizations in 180 countries use Verint solutions to make informed, effective and timely decisions.

“Verint Customer Engagement Optimization delivers intelligence about workforce performance, operational efficiency, service processes, interaction quality and ever-changing customer behaviour. Armed with these insights, you can be better equipped to deliver consistent, contextual and personalised experiences, no matter which channels customers use to engage.”

Ventana Research Evaluation

Verint is a well-established global vendor of workforce optimization systems; it ranked first overall vendor in our 2015 Workforce Optimization Value Index. Continued investment in its suite of products enables it to retain the top position in our 2016 Value Index. It is rated Hot in all seven categories, ranks first in Manageability, Capability and Adaptability and is tied for first in Validation.



Verint's suite covers all areas of workforce optimization, including multichannel interaction capture, quality management, workforce management, compensation management, e-learning, coaching and multiple forms of analytics. Each of these offers capabilities that should match the needs of all companies, especially those with large (250 seats or more) contact centers. It has built its portfolio through both acquisition and internal development, which in the past has given rise to integration and usability issues. However, the latest release shows greater integration between the products and a common user interface across all, making them easier to administer and use and providing greater support for cross-functional processes. The suite ranks highest for workforce management and performance management, with its lowest scores being for agent recruitment, agent compensation management, linking agent rewards to business goals and support for wearables and IoT. Verint has been investing in cloud-based versions of the product, which opens them up to use by smaller centers. Among the categories Verint's lowest ranking – third – is for Reliability; here it should provide more documentation on the overall architecture, and data and server performance. Overall, to maintain its top ranking the company needs to continue to invest in usability and integration while keeping a watchful eye on the use of wearables and IoT.



Appendix: Vendor Inclusion

We invited vendors with relevant workforce optimization offerings to participate in the Value Index evaluation process, at no cost to them. All seven of the suppliers evaluated above responded positively to our requests for information to enable a thorough analysis of their workforce optimization products. Four vendors from the previous Value Index – Aspect, Genesys, Interactive Intelligence and KnoahSoft (acquired by Avaya) – were not included because they did not provide the required information. Two vendors were acquired by NICE and not included in the analysis or the report due to uncertainty about the future of their products: inContact and VPI, which was in the previous Value Index. We also did not invite to participate in this Value Index evaluation a number of vendors that did not satisfy the market evaluation criteria in our methodology.

This Vendor Report is drawn from the full Ventana Research Value Index report, which lays out in detail the analysis underlying the Value Index, lists the products evaluated, and suggests a methodology for preparing for a related RFP. The full report is available for purchase, payable by check or credit card. For more information about the full Value Index report or assessment of your organization using the Value Index, please contact us at sales@ventanaresearch.com.



About Ventana Research

Ventana Research is the leading benchmark research and business technology advisory services firm. We provide insight and expert guidance on trends and mainstream and disruptive technologies. Our unparalleled insights and best practices guidance are based on our rigorous research-based benchmarking of people, processes, information and technology across business and IT functions worldwide. The combination we offer of benchmark research, market coverage and in-depth knowledge of hundreds of technology providers means we can deliver business and technology education and expertise to our clients where and when needed to reduce the time requirements, cost and risk of technology investments. The Ventana Research Indexes – the Value Index and the Benchmark Index family – have redefined the research industry by providing accessible, easy-to-use research-based business and technology guidance to businesses. Ventana Research provides the most comprehensive analyst and research coverage in the industry; the many business and IT professionals worldwide who are members of our community benefit from Ventana Research’s insights, as do highly regarded media and association partners around the globe. Our views and analyses are distributed daily through blogs and social media channels including [Twitter](#), [Facebook](#), [LinkedIn](#) and [Google+](#). Ventana Research was ranked the #1 analyst firm you can trust in enterprise software for 2009 for its relevance to the industry. To learn how Ventana Research advances the maturity of organizations use of information and technology through benchmark research, education and advisory services, visit www.ventanaresearch.com.

We offer a variety of customizable services to meet your specific needs including workshops, assessments and advisory services. Our education service, led by analysts with more than 20 years of experience, provides a great starting point to learn about important business and technology topics from compliance to business intelligence to building a strategy and driving adoption of best practices. We also offer tailored Value Index Assessment Services to help you define your strategy, build a business case and connect the business and technology phases of your project. And we can provide Ventana On-Demand access to our analysts on an as-needed basis to help you keep up with market trends, technologies and best practices.



Everything at Ventana Research begins with our focused research, of which this Value Index is a part. We work with thousands of organizations worldwide, conducting research and analyzing market trends, best practices and technologies to help our clients improve the efficiency and effectiveness of their organizations.

Through the Ventana Research community we also provide opportunities for professionals to share challenges, best practices and methodologies. Sign up for Individual membership at www.ventanaresearch.com to gain access to our weekly insights and learn about upcoming educational and collaboration events – webinars, conferences and opportunities for social collaboration on the Internet. We offer the following membership levels:

Individual membership: For business and IT professionals* interested in full access to our website and analyst team for themselves. The membership includes access to our library of hundreds of white papers and research notes, briefings and telephone or email consulting sessions to provide input and feedback.

Team membership: For business and IT professionals* interested in full access to our Web site and analysts for a five-member team. The membership includes access to our library of hundreds of white papers and research notes, briefings, telephone/e-mail consulting sessions to provide input and feedback and the use of Ventana Research materials for business purposes.

Business membership: For business and IT professionals* interested in full access to our website and analyst team for their larger team or small business unit. The membership includes access to our library of hundreds of white papers and research notes, briefings, telephone or email consulting sessions to provide input and feedback, use of Ventana Research materials for business purposes and additional analyst availability.

Business Plus membership: For business and IT professionals* interested in full access to our website and analyst team for larger numbers of company employees. The membership includes access to our library of hundreds of white papers and research notes, briefings, telephone or email consulting sessions to provide input and feedback,



quotes and validation for media, use of Ventana Research materials for business purposes, additional analyst availability and access to our team for scheduled strategy consulting sessions.

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** [Additional services](#) are available for solution providers, software vendors, consultants and systems integrators.*

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