

## application portfolio initiatives analysis

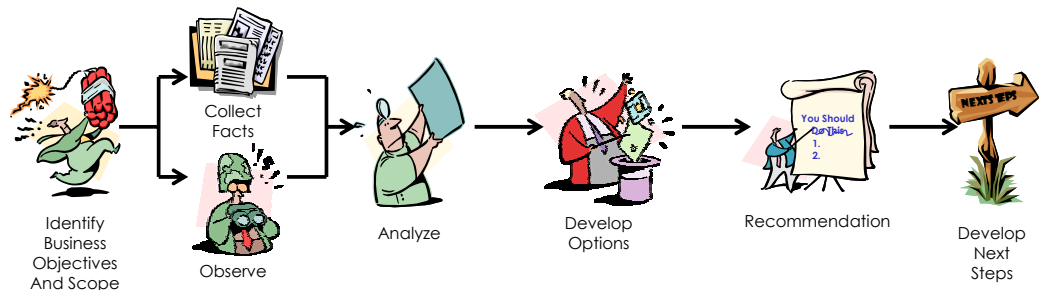
A large (\$18B annual revenue) U.S. financial institution had developed a portfolio of more than 20 application initiative proposals, each targeted to reduce retail transaction costs and improve customer satisfaction. The application proposals impacted virtually every available channel of customer communication including the CRM platform, IVR, chat and e-mail.

The Company operated multiple contact centers nationwide staffed by thousands of agents and support personnel. They knew that any application change would ripple throughout the entire organization. They would have to carefully select and implement any application development initiative to optimize benefit and minimize operational disruption. They also recognized that their implementation resources were limited, which placed additional emphasis on accurate prioritization and planning.

Technology Consulting Associates, LLC (TCA) was hired to analyze the portfolio of proposed application initiatives; evaluate and prioritize each application for its potential benefit; and assess the application's impact on the Company's current operations.

### vision

TCA uses a structured approach to assessment projects incorporating multiple toolkits that have been developed and customized to fit the project's unique requirements. The high level flow of activities is represented as follows:



Our analysis focused on four major areas:

1. Project management and project dependencies
2. Application and infrastructure architectural fit
3. Business case development with ROI, IRR, and NPV
4. Prioritization of projects

We tailored a five-step approach to satisfy the Customer's requirements:

Process	Objectives	Milestones	Tools & Techniques
<b>Plan</b>	<ul style="list-style-type: none"> <li>✓Set timeframes and budget</li> <li>✓Define and communication project expectations</li> <li>✓Establish communication framework</li> </ul>	<ul style="list-style-type: none"> <li>✓Project team identified</li> <li>✓Final approval of project scope, budget, resources, and timeline</li> </ul>	<ul style="list-style-type: none"> <li>✓TCA FRAMEWORK Methodology</li> <li>✓TCA Business Case Toolkit</li> </ul>
<b>Prepare</b>	<ul style="list-style-type: none"> <li>✓Ensure efficiency and effectiveness of the project</li> </ul>	<ul style="list-style-type: none"> <li>✓Contact Center Application Assessment Forms and Tools Prepared</li> <li>✓Finalization of gathering process and participants</li> </ul>	<ul style="list-style-type: none"> <li>✓TCA Contact Center Financial Assessment Templates</li> <li>✓TCA Project Management Toolkit</li> </ul>
<b>Gather</b>	<ul style="list-style-type: none"> <li>✓Detailed plans for applications, infrastructure, and interfaces</li> <li>✓Unit and extended cost elements for contact center operations</li> </ul>	<ul style="list-style-type: none"> <li>✓Data acquisition complete</li> <li>✓Project plans and dependencies complete</li> <li>✓Preliminary review of customized business case toolkit with client sponsor</li> </ul>	<ul style="list-style-type: none"> <li>✓Interviews</li> <li>✓Internal Company Documentation</li> <li>✓External Organization sources</li> </ul>
<b>Assess</b>	<ul style="list-style-type: none"> <li>✓Determine efficiency and effectiveness of planned system modifications in supporting business goals and the customer</li> </ul>	<ul style="list-style-type: none"> <li>✓Financial assessment complete</li> <li>✓Project dependency analysis complete</li> </ul>	<ul style="list-style-type: none"> <li>✓Benchmark information</li> <li>✓External studies</li> </ul>
<b>Complete</b>	<ul style="list-style-type: none"> <li>✓Develop understanding of customer service and business unit opportunities and the ability to reducing risk</li> </ul>	<ul style="list-style-type: none"> <li>✓Application opportunity inventory and definitions complete</li> </ul>	<ul style="list-style-type: none"> <li>✓Business Case Sensitivity Analysis</li> <li>✓Improvement opportunity analysis</li> </ul>

### results

The project produced three distinct deliverables including:

- Application Benefits Analysis
  - IVR System Enhancements; Contact Center CRM Enhancements; Workflow Automation; Training Enhancements.
- Business Case for four areas:
  - Sensitivity Analysis; ROI; NPV; IRR.
- Project Timing and Dependencies including:
  - Prioritization; Dependency Matrix; Risk Assessment.

### value

The Company used the analysis and business case developed by TCA to drive annual planning and budgeting activity. This included:

- A narrative analysis of each application initiative
- A consolidated matrix detailing the benefits and risks for each initiative
- A business case which detailed the financial benefit of each application

TCA identified four (out of 20+) initiatives that would yield more than \$20 million in annual transaction savings. This analysis provided the primary planning material for operating and capital budgeting activity.