



contact center assessment and customer service strategy

A nationwide wireless services provider planned to launch a new service offering in 95 markets that covered more than half of the U.S. population. The service would be unique and required customer support unlike any currently provided in the marketplace.

The Company's current support infrastructure was not a sufficient underpinning for the new offering. Faced with the challenge of an aggressive build-out and launch schedule the Company was confronted with the choice of building either an entirely new service organization or infrastructure, or engaging an outsource partner.

This challenge was complicated by the fact that the new service offering lacked established or well-documented processes and procedures. Likewise, in-house expertise would have to be developed before it could be exported to a third-party.

Technology Consulting Associates, LLC (TCA) was hired to assist the Company as they developed a service strategy and implementation plan.

vision

Using its FRAMEWORK® methodology, TCA implemented a 5-step plan:

Process	Objectives	Milestones	Tools & Techniques
Plan	<ul style="list-style-type: none"> ✓Set timeframes and budget ✓Define and communication project expectations ✓Establish communication framework 	<ul style="list-style-type: none"> ✓Project team identified ✓Final approval of project scope, budget, resources, and timeline 	<ul style="list-style-type: none"> ✓TCA FRAMEWORK Methodology ✓Joint requirements planning sessions
Prepare	<ul style="list-style-type: none"> ✓Ensure efficiency and effectiveness of the project 	<ul style="list-style-type: none"> ✓Service Strategy Modeling Tools Prepare for Project Team ✓Finalization of gathering process and participants 	<ul style="list-style-type: none"> ✓TCA Technology and Strategy Analysis Assessment Templates ✓TCA Project Management Toolkit
Gather	<ul style="list-style-type: none"> ✓Detail organization structure, responsibilities, and processes ✓Detail planed distribution and delivery models ✓Detail technology capabilities (internal & external) 	<ul style="list-style-type: none"> ✓External benchmark data acquisition complete ✓Outsourcing data acquisition complete ✓Mid project review with client sponsor 	<ul style="list-style-type: none"> ✓Customer Service Benchmark Data ✓Internal Company Documentation ✓Customer Service Technology Architectures
Assess	<ul style="list-style-type: none"> ✓Determine efficiency and effectiveness of current operation in supporting business goals and the customer segments 	<ul style="list-style-type: none"> ✓Financial assessment complete ✓Function and process assessment complete 	<ul style="list-style-type: none"> ✓Benchmark information ✓Technology Gap Analysis ✓External studies
Complete	<ul style="list-style-type: none"> ✓Develop understanding of organization opportunities and reducing risks 	<ul style="list-style-type: none"> ✓Channel and Distribution Model Definition complete ✓Multi-channel contact technology assessment complete ✓Organization Model Complete 	<ul style="list-style-type: none"> ✓Joint planning sessions ✓Customer Service Strategy analysis

results

- The Key project areas were:
1. Customer and channel modeling
 2. External and internal resources

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experience

3. Organizational alignment

The project produced a comprehensive *customer service strategy* covering the following areas:

- Organizational Structure
 - Organizational Model
 - Layers and Span of Control
 - Roles and Responsibilities
- Multi-Channel Contact Center Technologies
 - High-level Technology Utilization
 - ACD Systems, IVR Systems, Web-Self Services
 - Integration with 3rd party providers
 - E-Mail Integration
- Customer Contact Model definitions and attributes for:
 - Retail customers
 - 3rd party branded providers
 - Market test, launch, and nationwide rollout
- Distribution Models

value

The client used our analysis to drive planning and budgeting activity for the new multi-phased service-delivery model to meet the demands of their new-product launch. The material developed included:

- Customer Service Vision and Strategy
- Customer Segmentation Model
- Timelines and key dependencies for execution of their service strategy

The Company is proceeding with its planned new-product launch and is developing the necessary support organization, technology and infrastructure based upon the business models developed by TCA, which also included a risk analysis for each of the service option variables.