



GLOBAL ENERGY COMPANY CASE STUDY

COMPANY BACKGROUND

The client - a Top 10 on Global Fortune 500 company - delivers energy products and services in around 80 countries. Their operations require marketing, sales, ordering process, emergency enquiries and support, technical support, loyalty payments, and various other programmes that they run for their B2B and B2C customers.

They have 83,000 employees and 17,800 retail sites which they support through 450 agents that handle 100,000 calls per month and US\$50m in transactions daily.

● THE STRATEGIC GOAL WAS TO CONSOLIDATE THE PEOPLE AND STANDARDISE, PROCESSES AND TECHNOLOGIES TO ACHIEVE ECONOMIES OF SCALE, REDUCE OPERATIONAL COST AND DELIVER A WORLD CLASS CONSISTENT CUSTOMER EXPERIENCE.

THE BUSINESS CHALLENGE

The client's business operations were traditionally run and supported by many different teams each serving their own business area and geography. Each of these teams used disparate tools, technologies and processes to fulfil similar requirements which resulted in high cost of operations, inconsistent processes and varying customer experience.

The strategic goal of the programme set by the customer, was to consolidate the people and standardise, processes and technologies to achieve economies of scale, reduce operational cost and deliver a world class consistent customer experience. This was tasked to the Global Service Organisation created to achieve the goal of defining, owning and operating consistent processes across the client's organisation. A small number of Service Centres were created across the globe servicing business operations in Europe, North/South America, Africa and Asia Pacific. The service centres also provide support to B2B customers, B2C customers and internally for finance/tax, procurement and HR.

The client undertook a business services transformation programme for its Global Service organisation through a creation of a Global Template; that defines the technology, people and processes.

However during the transformation journey, the client was experiencing problems with design and configuration, migration approach and execution and managing the plethora of defects and bugs following migrations. The overall delivery was being handled by multiple organisations which created its own challenges; duplication of effort, lack of quality oversight, requirement being missed during transition and inefficient handover from delivery to in-life support. This resulted in significant delays on the transformation programme, rising costs and unsuccessful migrations of the service centres and more importantly the customer experience was heavily impacted.

THE SOLUTION

Embracing a programme of this nature requires careful planning and faultless execution. The transformation needed a great understanding of the business processes across the geographies and in equal measure required a good understanding of the technology landscape to deliver the global template vision as set out.

CHALLENGES

- The customer undertook a transformation journey with multiple suppliers that ran into trouble which saw delays, spiralling costs and a worsening customer experience - they wanted a company to bring their transformation back on track.

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THE SOLUTION ENABLING TECHNOLOGY INCLUDED SIEBEL CRM, GENESYS, CALL RECORDING AND WORKFORCE MANAGEMENT SOFTWARE

The solution enabling technology included Siebel CRM to automate workflows and integration of Genesys to handle the customer inbound Voice interactions, call recording to enhance performance and improvement and lastly workforce management software for improving the capacity management.

The client realised they needed a technology and business partner that had the experience, skills and ability to manage the complexities and nuances of the technology environment but also the challenges around understanding the client's end-customer's requirements, all in a distributed architecture supported by various vendors/ suppliers involving multiple languages. In essence, the client needed a much improved execution in the transformation phase with a framework to provide on-going service, support, and thought leadership to continuously improve customer experience. This is where Connect stepped in with its expertise and experience:

PHASE 1: BRINGING THE PROGRAMME BACK ON TRACK

Connect worked with the client to resolve the technical and business challenges facing the transformation programme bringing a great deal of technical skills, integration expertise and its proven customer experience optimisation to address the challenges. The first step was then to perform a root and branch review of the overall design and identify areas of improvement in terms of efficiencies and optimisation. Connect then took a lead role to help the client manage the multiple suppliers needed to deliver the required solution; facilitating discussions and directing the execution where necessary and leading the fit-gap analysis transforming in-country service centres to the centralised location. Attention to detail of the client's requirement and reaction to change and process made for smooth and successful transitions.

PHASE 2: CONSOLIDATING SUPPORT

Connect worked with the client to understand the needs of the business for an application management service relating to the Genesys platform that focussed on service availability, managing change, managing transformation roll outs into production, and developing enhancements. The client recognised the importance of having a robust operation to manage and maintain the Genesys platform and having a single point of contact for the solution that in turn manages the third party suppliers on the client's behalf.

Through a detailed assessment, Connect designed the application management service to deliver;

- 24x7 support coverage through Connect's offices in UK & India
- Integrated ticket management system
- Engagement with vendors (including Genesys, Oracle and infrastructure service providers)
- Flexible model with ability to quickly ramp up and down as the transformation programme brought on new service centres
- Cost effective delivery of changes
- Proactive monitoring
- Quality processes to ensure successful change management

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CONNECTS PHASED APPROACH:

1. BRINGING THE PROGRAMME BACK ON TRACK
2. CONSOLIDATING SUPPORT
3. CONSOLIDATING APPLICATION DEVELOPMENT AND MANAGEMENT
4. CONTINUOUS IMPROVEMENT

PHASE 3: SERVICE LEADERSHIP AND MANAGEMENT WITH APPLICATION DEVELOPMENT AND APPLICATION MANAGEMENT

Until this stage, the development requirements of the transformation programme were being managed by multiple suppliers. This made the cost of delivering the requirements higher than needed; owing to the costs associated with handover, repeat testing of deliverables and rework that was required.

Connect identified an opportunity for further cost savings and quality improvements by consolidating application development and management under one managed service team.

Connect worked with the client to define an ADAM delivery model. The delivery model consists of three components: Service Leadership & Management, Application Development (AD) and Application Management (AM).

- The Service Leadership and Management component manages the overall service delivery, acts as the design authority, manages suppliers and flexes resources across AD and AM to fulfil demand
- The AM team supports all in-life aspects of the customer services technologies and delivers second level and third level support services (first level being managed by the client's helpdesk), proactive monitoring of the solution landscape, managing change, delivering disaster recovery and business continuity. The sizing of this team is based on forecast volume of tickets, required ITIL (Information Technology Infrastructure Library) services and Service Level Agreement requirements
- The AD team is a team of consultants, application developers and testers who deliver changes to applications through the application development lifecycle. The team is focussed on delivering innovative solutions for the changing business landscape

PHASE 4: CONTINUOUS IMPROVEMENT

With the ADAM delivery model in place, Connect continues to work with the client to define and support customer engagement programmes and help the client innovate and enable their vision of the customer journey. Here are some examples of how Connect have helped the client make improvements in the customer services operations above and beyond the scope of the original transformation programme.

- Measuring Customer Satisfaction – deployed a solution that enabled the client to measure customer satisfaction through the use of a dynamic IVR survey and a set of integrated reports
- Optimisation of interaction handling within the contact centre – resulting in cost savings for the service centres
- Business Continuity Planning – developed a business continuity solution that allowed calls to be overflowed and managed by any service centre
- Leveraging Unified Communications – created a business case for integrating Microsoft Lync that delivered cost savings for the service centres

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