Telephony and Software Rationalization Digital Transformation Solutions

We measure the success of digital transformation by evaluating implementation performance against our client's desired outcomes. In the case of a European retail client, we understood the client's goals, completed a technology assessment, and defined the target outcomes for the initiative.

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Situation

Our client was locked-in to a high-cost contact center platform which was difficult to pivot from and hindered the modernization of the underlying infrastructure. We worked to establish a digital transformation strategy with an end-result of a more efficient and effective system delivering improved performance for its users while reducing on-going operating expense.

We established a set of goals with our client at the onset of the strategy planning:

- Reduce cost to maintain the system (applications and infrastructure).

- Remove dependency on legacy software supplier.

- Complete initiative in advance of fast-approaching vendor license renewal.

- Introduce new contact center functionality with infrastructure upgrade.

- Improve agent performance.

- No revenue loss, dropped calls, or downtime during migration.

- No impact to reports or contact center metrics.

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The Work

The first step in this transformation was the removal of a legacy Automatic Call Distributor (ACD) and the migration to a modernized Session Initiation Protocol (SIP)-enabled ACD. This allowed for improved call routing and reduced call handling times while delivering enhanced flexibility. It paved the way for the removal of the legacy search engine and its replacement with a modern elastic search layer and new database infrastructure.

The next step in the transformation was the development of contact center agent software leveraging the new search logic based on modern development practices. This application was designed with a user-centric approach, allowing agents to find the information quickly and easily to effectively serve customers without requiring costly re-training of agents. The new search logic was built with scalability in mind, supporting future growth and expansion of the system.

A robust ITIL-driven change management process was utilized to ensure a successful deployment and migration.

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Change Management Process

Request for Change

A formal Request for Change (RFC) was submitted to initiate the change management process. The RFC included details about the proposed change, including the impact, risks, and benefits.

Change Advisory Board (CAB)

A CAB was formed to assess the RFC and provide recommendations for the change. The CAB consisted of stakeholders from different areas of the business to ensure that all perspectives were considered.

Change Management Plan:

A change management plan was developed to outline the steps required for the change, including the timeline, roles and responsibilities, and risk assessment.

Testing and Validation

A comprehensive testing plan was developed to validate the new search engine and ensure that it met the necessary requirements. The testing plan included functional, system, and user acceptance testing.

Change Implementation

The change was implemented according to the change management plan, which included checks and balances throughout the process to ensuring correct execution and roll-back capabilities.

Post-Implementation Review

A post-implementation review was conducted to assess the achievement of desired outcomes and identify potential areas for improvement.

By implementing an ITIL-driven change management process, the team ensured the change was well-planned, executed, and controlled. The process provided checks and balances throughout to minimize risks and ensure that the change was implemented in a controlled manner with appropriate communication throughout the organization.

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Outcomes

We achieved several important outcomes for our client on this initiative:

- Call handling time (AHT) was reduced 6% resulting in improved customer satisfaction and increased call center capacity.

- Contact Center software was configurable allowing client to make future modifications.

- Direct infrastructure costs were reduced by more than €500,000 per annum.

- Dependency on a high-cost vendor was removed in advance of renewal deadline.

Overall, the legacy software platform was transformed into a modern, scalable system delivering significant value to its users. By removing legacy components, migrating to new infrastructure, and developing a new agent application based on modern development practices, the platform has evolved into a more efficient and effective system that is meeting the needs of its users. This is a testament to the importance of strategic planning and execution in the success of any IT project.

>5.1M	6%	9%
OPEX savings over three years	**Reduction in call handling times**	**Faster time to find information**
Modernization of legacy systems from ACD to SIP-enabled ACD	We deployed significant improvements to agent user interface.	We implemented modern search logic for an agent application.

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