

This Project Profile is provided in order to illustrate past work experience and accomplishments of our personnel.

Client

The client was a global HRMS and CRM software firm

Role

Our Principal was engaged as the project lead for the virtualized global project team.

Client Needs

The Client had legacy call center suite providing IVR and ACD routing for their call centers in Europe, Asia, and the Americas. To remain competitive, the Client needed an intelligent call routing system for inbound technical support calls.

The new solution needed to support dynamic call routing based on the products supported, priority routing based on the support tier purchased by the customer, and route calls to agents based on their level product and language skill. The solution required consistency across the three global regions, and support for the existing follow-the-sun support model.

Project Scope

Project scope included the following:

- Develop and implement a customized dynamic IVR (Interactive Voice Response) system.
- Develop and implement a customized ACD (Automated Call Distribution) system, providing skills based and priority routing.
- Develop a custom screen-pop for incoming caller information. This needed to pop a window of the Client's CRM client, populated with caller's information, including all data entered through the IVR.
- System implementation and integration into the existing telephony infrastructure at each of the three global call centers.

Approach

Initial planning and discovery concentrated on working with Client's stakeholders across the business, development, support and technology towers. With a strong understanding of each group's needs, the team leveraged the features of the new call center suite in innovative ways to provide a solution which gave better than expected value to the Client.

To minimize costs and maximize Client involvement in solution development, the team was structured to use centralized development resources and decentralized implementation resources. Localizing the developers near the Client allowed for tight, iterative development and testing. Decentralizing the implementation team by leveraging local resources in Europe, Asia, and the Americas greatly reduced travel costs and increased post-implementation issue response, in case it was needed.

Due to the nature of call routing, a flash-cut had to be performed at each of the global call centers. A rolling migration schedule was developed across the global centers to take advantage of the follow-the-sun support model hours.

Key Project Challenges

- These call centers processed many thousands of calls daily for business critical CRM and HRMS systems. As with most call center routing and queuing systems, they are absolutely business critical. Any single misrouted call would certainly cause complaints, and could escalate and jeopardize major customer accounts. So, there was very little margin for error.
- The solution was extraordinarily sophisticated. The IVR had many levels, each with a dynamic menu that was generated on the fly for each call. These menus were customized to the caller's purchased products, contracted service level, country of residence, account payment status, chosen language, caller issue priority level, and problem type.
- Understanding and integrating the needs of the many stakeholders in the Client's organization was a challenge. The final solution had to consider the needs of marketing, legal, accounts receivable, sales, support, development, information security, telecommunications, and information technology, among others.
- Though leveraging a global virtual team reduced project costs, it had great challenges as well. Communication, consistency, and dependency management had to be actively and continually managed. To overcome this, the team extensively used interactive collaboration medium (instant messaging, video conferencing, document sharing). With this technology and active project management, the team was able to keep tight, coordinated, and very effective.

Project Result

- The new systems were implemented and cutover without any major issues.
- The project was delivered on time, within budget, and met all quality and functionality requirements.
- The delivered solution provided great value add to the Client's customers by reducing hold time for premium support contract holders and callers with critical issues. It also helped streamline call center operation by maximizing the use of available agent time and skills. This added value helped keep the Client competitive in a very challenging market.