



Leading Travel Company

New CIO wants to evaluate the application portfolio and direct new investments to improve service levels in areas that will have the largest business impact.

Situation: In the past five years, inefficiencies have led to higher costs and lost productivity. Unlike many of its competitors, the organization did not use Y2K as an opportunity to substantially upgrade system functionality. This helped the near term bottom line but the company is paying the price today in terms of lost productivity. The newly appointed CIO wants to evaluate a completely new approach to improving the efficiency of the company's call center operations.

Executive's Perspective: The CIO wants to work in tandem with the lines of business to understand how changing IT systems would impact service levels and productivity. The executive needs a way to measure the contribution of the call centers to the business processes and have a common way to predict how changes in service levels would impact business performance. The company could then optimize service levels based on expected outcomes and design a solution to meet the business needs.

Solution: Software and services were delivered to build an application portfolio with granular segments, identifying those areas supporting call center activities. It was determined sales and marketing; customer services, tour operations and travel agent support had the greatest reliance on the call centers. This is where the most substantial value opportunity exists.

The organization then built a project portfolio to assess the impact of improvements in call center software, processes and other projects such as remote ticket printing and bookings system enhancements.

Outcome: Business unit heads were involved in determining the relationship between call center service levels and business impact. As well, agents and business heads were queried to assess the importance of additional planned enhancements. Value management solutions were used to test various what-if strategies and develop business cases for application investment. The results of the analysis were presented to the board for review. Subsequently, the company contracted with an outside service provider to develop the most effective approach to meeting desired service levels. With the business objectives and IT solution aligned, the company had a method of measuring its progress throughout implementation and delivery.