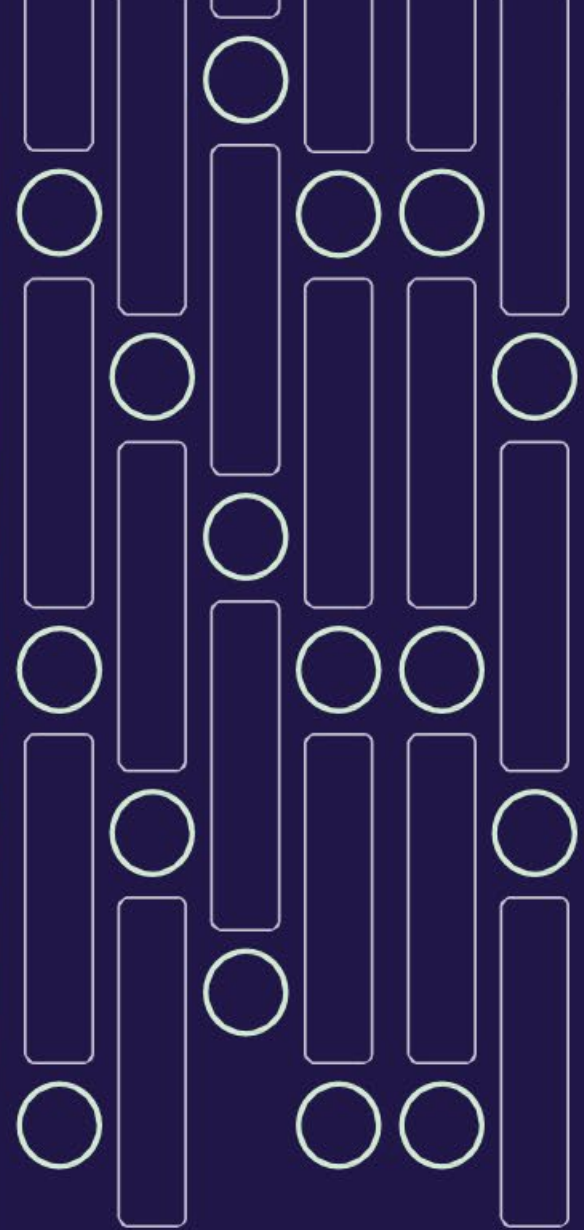




# Voice & Contact Centre

## A Roadmap to Operational Excellence



# From Informal to Aligned

The Transformation Story - Where we are today vs where we need to be

## Problem Statement

ABC Financial Services operates a 450-agent, dual-site contact centre supported by internal IT services covering telephony, IVR, CRM integration and agent desktop tooling. While the wider organisation operates under a defined Global IT Operating Model aligned to ITIL principles, the Voice & Contact Centre Technology function has evolved outside of these standards.

## The Plan

Migrate the Voice & Contact Centre Technology function into the Global IT Operating Model



## Measures of Success

- Reduced time to resolution (MTTR)
- Less P1 incidents and outages
- Cost per contact reductions

## Comparable Insight from Other Companies on this Journey

- **PKO Leasing & Dynamics 365** - 550+ hours saved monthly, NPS +5 point increase
- **Citizens Advice + Accenture**: 100% reduction in password reset support requests, zero unplanned outages \*

# Discovery Approach

Discovery isn't just fact-finding – it's building the case for change with the people who'll need to change



## 1. Global IT Model

Understand the destination:

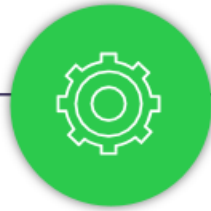
- Service definitions
- Process standards
- Governance model
- Tooling requirements



## 2. Stakeholders

Map the human landscape:

- Stakeholder identification & interviews
- Pain points
- Fears & resistance
- Change champions



## 3. Operations

Document current reality:

- Actual processes
- Shadow IT
- Change & incident logs
- Asset inventory
- Ops OKR/ KPIs



## 4. Suppliers

Forensic contract review:

- SLAs & penalties
- Last 12-month performance
- Unclaimed credits
- Accountability gaps



## 5. Data

Understand the destination:

- Ticket trends
- Recurring issues
- Volume patterns
- Quick win opportunities
- Refine impact costs

**Assumptions:** Organisational communication to impacted parties has been initiated  
Global IT Model is stable and accessible

# Discovery Approach

Four weeks, five workstreams and quantified evidence to produce a structured output...



## The Why & What

### Stakeholder Immersion

**Who:** IT Leadership, Contact Centre Heads, Key Business Users

**Goal:** Understand business priorities, pain points, and strategic goals for the contact centre.



## The How

### Technical & Process Audit

**Who:** Voice/IT Ops Team, Vendors & Suppliers

**Goal:** Map current architecture (telephony, IVR, CRM), document actual (not assumed) processes for change, incident, and asset management.



## The Proof

### Stakeholder Immersion

**What:** Analyse historical data: incident frequency, root cause of major outages, asset inventory accuracy

**Goal:** Quantify the impact of the 'informal state' inventory accuracy



## Current State Assessment

### 1. Executive Summary

- Top 5 findings, top 3 risks, quick win opportunities

### 2. Stakeholder Landscape

- Pain point map, resistance forecast, change champions identified

### 3. Process Gaps

- Where current operation deviates from Global IT Model

### 4. Current State IT Report

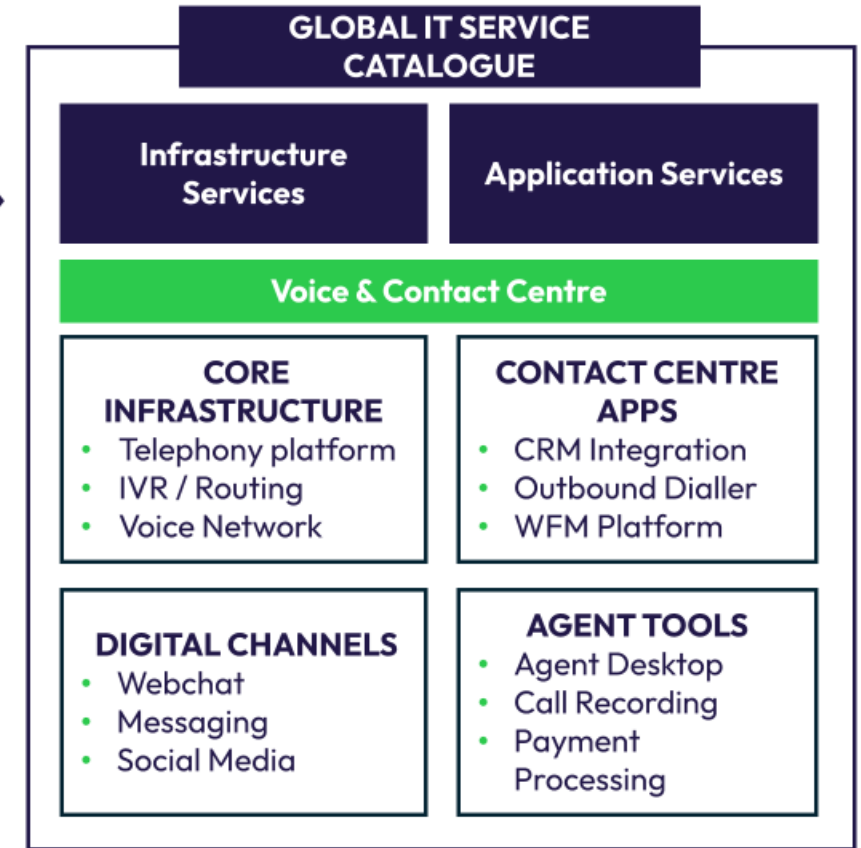
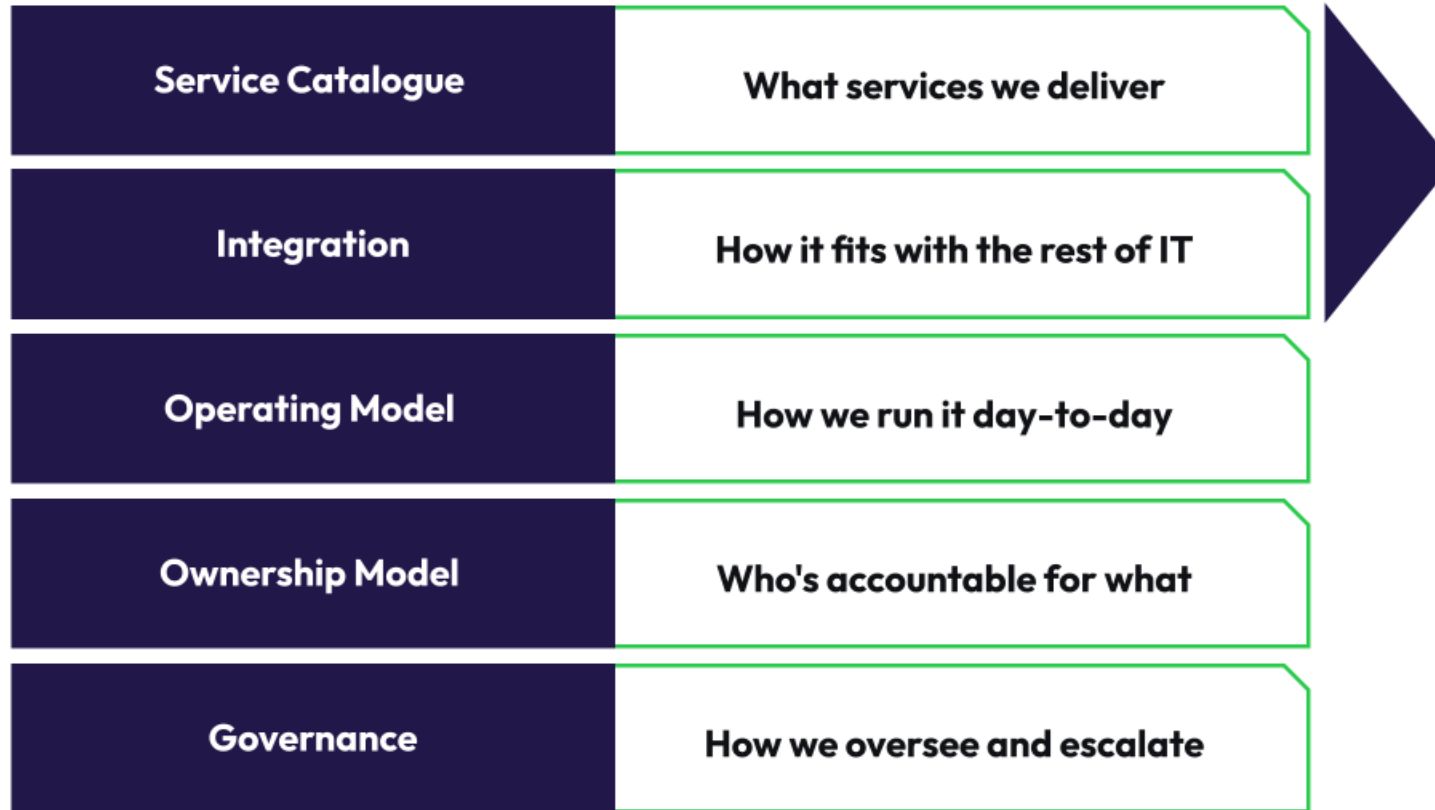
- All IT systems identified and mapped, contract inventory, SLA vs actuals, etc

# Target Service Model

A service model isn't an org chart - it's a living contract between IT and the business...



The programme will define/ deliver:



**Voice & Contact Centre Technology Migrated to Global IT**

# Target Service Model

Every service has a single, named owner responsible for its end-to-end health. No more 'someone else's problem.' With service IDs linked to the Global IT Catalogue.



ID	Category	Service	Owner	Supplier (Examples)	Business Impact	Current	Target
VC-01	Core Infrastructure	Telephony Platform	Voice Service Manager	Genesys / Avaya / Cisco	Critical	Ad-hoc	Managed
VC-02	Core Infrastructure	IVR / Call Routing	Voice Service Manager	Genesys / Avaya / Nuance	High	Ad-hoc	Managed
VC-03	Core Infrastructure	Voice Network (SIP/MPLS)	Network Manager	Various telcos	Critical	Managed	Managed
VC-04	Contact Centre Apps	CRM Integration	Voice Service Manager	Salesforce / Microsoft Dynamics	High	Ad-hoc	Managed
VC-05	Contact Centre Apps	Outbound Dialler	Voice Service Manager	Genesys / Aspect / Noble	High	Ad-hoc	Managed
VC-06	Contact Centre Apps	WFM Platform	Contact Centre Ops	Verint / Nice / Aspect	Medium	Ad-hoc	Defined
VC-07	Payment Services	Payment Gateway	Voice Service Manager	Pay360 / PCI Pal / Worldpay	Critical	Managed	Managed
VC-08	Digital Channels	Webchat	Voice Service Manager	LivePerson / Nuance / Genesys	Medium	Ad-hoc	Managed
VC-09	Digital Channels	Asynchronous Messaging	Voice Service Manager	LivePerson / Nuance	Low	Non-existent	Defined
VC-10	Agent Tools	Agent Desktop (Softphone + CTI)	Voice Service Manager	Genesys / Avaya / Cisco	High	Ad-hoc	Managed
VC-11	Agent Tools	Call Recording / QM	Voice Service Manager	Verint / Nice / Genesys	High	Ad-hoc	Managed
VC-12	Reporting & MI	Real-time Dashboards	Voice Service Manager	Verint / Genesys / Tableau	Medium	Ad-hoc	Defined
VC-13	Reporting & MI	Historical Reporting	Voice Service Manager	Verint / Genesys / Power BI	Medium	Ad-hoc	Defined

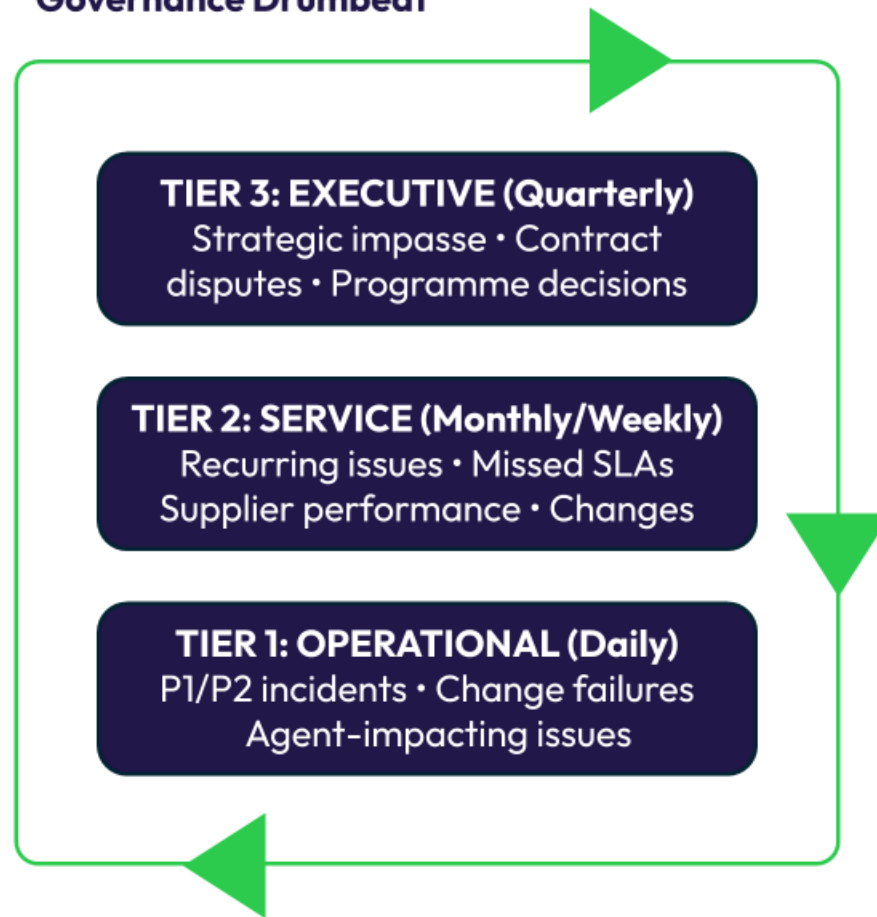
# Target Service Model

Defining service metrics and governance approach

## Example metrics

Service	Metric	Target	Measurement
Telephony Platform	Availability	99.9% (excluding planned maintenance)	Automated platform monitoring
	Voice quality (MOS)	>4.0	Monthly sampling
IVR / Call Routing	Availability	99.9%	Platform monitoring
	Call containment	>25% (increase from current)	IVR reporting
CRM Integration	Availability	99.5%	Synthetic transactions
	Transaction success	>99.5%	Integration logs
Outbound Dialler	Availability (campaign hours)	99.5%	Platform monitoring
	Call completion rate	>90%	Campaign reporting
Agent Desktop	Login success	>99%	Service Desk tickets

## Governance Drumbeat



# One Coherent Framework – How It All Connects

Where we are today and where we will be moving to...

CURRENT RISK

## Change Management

*IVR change at 10am  
Tuesday kills sales*



- Standard/Normal/Emergency defined
- Mandatory CAB with Contact Centre Ops
- Back-out plan mandatory
- Real Time skills changes: governed, not banned

## Incident Management

*'Phones are down'  
= business stops*



- P1 triggers bridge call (IT, Vendor, Business)
- Pre-defined comms templates
- No silent failures

## Problem Management

*Same CRM issue  
weekly – accepted*



- Reactive: RCA mandatory for all P1/P2
- Proactive: Trend analysis monthly
- Known Error Database established

## Asset Management

*Can't fix what you  
don't know*



- Critical assets discovered first
- CMDB accuracy >95% within 6 months
- Quarterly audits

FIT-FOR-PURPOSE MODEL

# One Coherent Framework – How It All Connects

Change, Incident, Problem, Asset Management - not silos, but a system...

## Considerations

- Change windows aligned to peak call demand and business events
- Always-on service: changes must be low-risk and reversible
- Major Incident bridge includes Contact Centre Ops + suppliers

### ASSET MANAGEMENT (The Foundation Layer)

- Accurate CMDB of all voice assets
- Configuration baselines
- Quarterly audits
- Licence and capacity tracked

### INCIDENT MANAGEMENT (The Front Line)

- P1/P2 definitions
- Bridge calls with vendors
- Communication to
- Service credits tracked

### PROBLEM MANAGEMENT (The Detective)

- RCA for all P1/P2
- Trend analysis
- Known Error DB
- Vendor remediation

### CHANGE MANAGEMENT (The Guardian)

- CAB with contact
- Centre Ops
- Mandatory back-out
- Change window

### CONTINUOUS IMPROVEMENT (The Outcome)

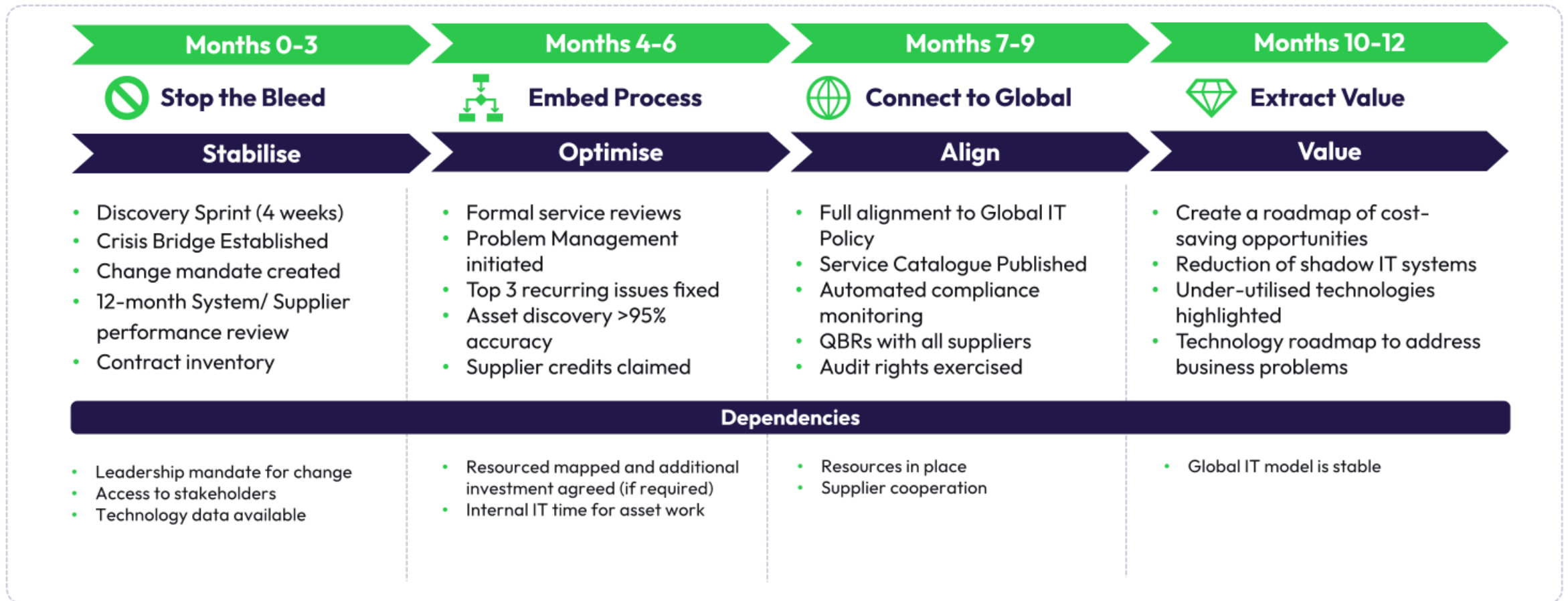
- Fewer incidents
- Faster resolution
- Lower change failure rate
- Reduced vendor credits
- Happier agents

## Assumptions

- Use the enterprise ITSM tool and taxonomy
- Minimum viable CMDB: numbers/DDIs, trunks, SBC, routing, integrations
- Standard P1/P2 definitions based on customer + agent
- SSO for all systems

# Timeline

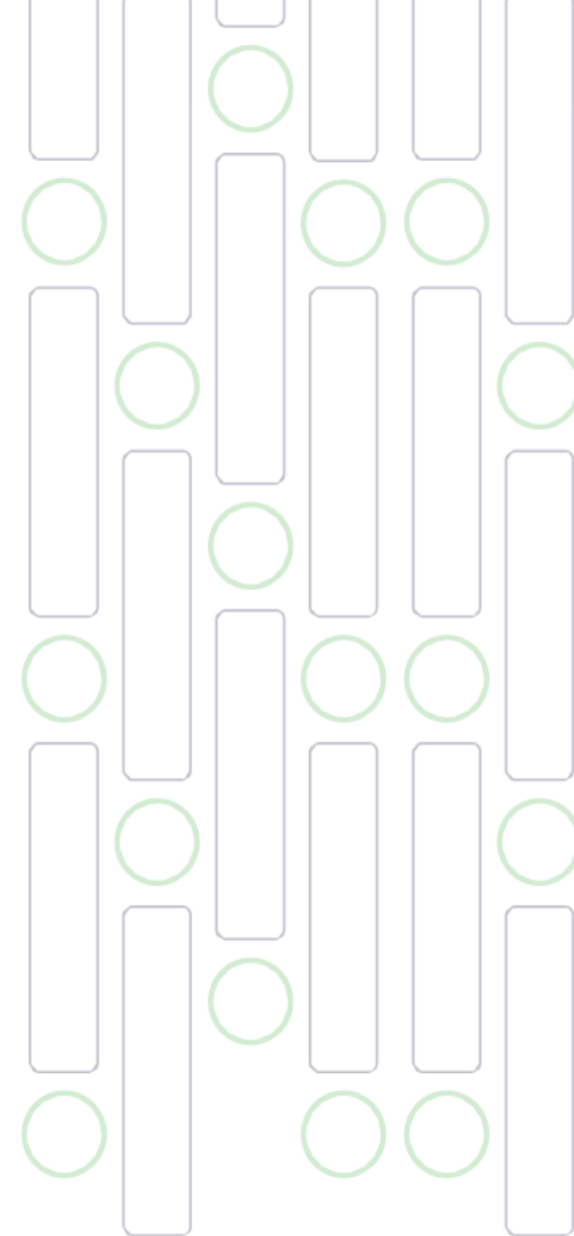
High-level milestone plan



# Risks and Support

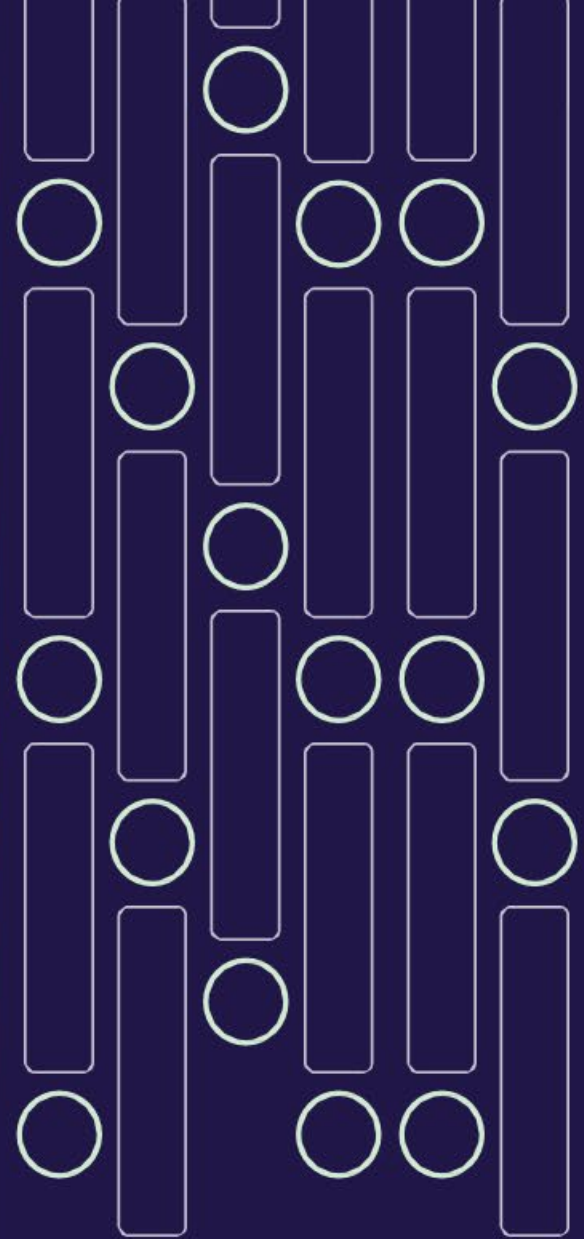
What we need from the leadership team to support the program's success

Risk	Why It Matters	Your Role
<b>Resistance from Real Time/Dialler Teams</b>	They're heroes with tribal knowledge. If they resist, we could lose them.	Visible support: 'They kept us running. Now we're giving them a better way.'
<b>Supplier pushback on service credits</b>	Suppliers will resist paying claims.	Procurement + Legal backing: 'Honour your contracts.'
<b>Resource availability</b>	IT staff are stretched — without capacity, this slips.	Authorise 10-15% ring-fenced time during discovery.



**brillio**

# Appendix



# References and Further Reading

## 1. Citizens Advice + Accenture

Source: AWS Partner Success Story

### Key Metrics:

- 100% reduction in password reset support requests
- Zero unplanned outages
- 1.4 million calls handled annually
- 63% part-time volunteers
- 7-month migration with "hardest of hard stops"

Link: <https://aws.amazon.com/partners/success/citizens-advice-accenture/>

Publication Date: September 2024

## 2. PKO Leasing + Dynamics 365

Source: Netwise Global Case Study

### Key Metrics:

- 550+ hours saved per month on call summaries
- 5-point NPS increase in 9 months
- 500-800 daily customer interactions
- 7-day proof of concept

Link: <https://netwiseglobal.com/case-study/how-pko-leasing-saves-over-550-hours-per-month-with-dynamics-365-contact-center/>

Publication Date: November 2024

