



# Improved Customer Service through Call Center Consolidation

## *Consolidating Call Centers into a Network of High Performance Centers Can Yield Quantifiable Savings to Your Bottom Line*

Call Center Consolidation can produce real bottom line savings, including:

- efficiencies from process excellence
- integration of applications and technologies
- full leverage of enabling technologies and tools, and
- leverage of best practices and knowledge/resource sharing.

The face of customer care is changing, as superior customer care has become an essential building block for improving customer satisfaction, loyalty and retention. Customers expect and demand a single point of contact with their service and product providers, as well as seamless interaction across multiple touch points.

A dilemma arises in how to cost effectively deliver service that consistently meets escalating customer expectations as well as exponential increases in the number of customer interactions. Exceptional service delivery must be balanced by the cost associated with developing and managing the processes, technology and capabilities of a customer-centric contact center.

## **Managing a Competitively Differentiated Customer Service Organization has Become More Complex**

A world-class customer care organization must:

- Maintain a thorough understanding of service dimensions
- Actively monitor and maintain consistent service levels based on predefined performance metrics that are aligned with customer expectations and business value
- Develop an organizational design that optimizes physical and human assets
- Manage work flow to ensure proper allocation of resources to consistently deliver a meaningful experience across all touch points
- Integrate sophisticated CRM technologies and tools to enhance the organization's ability to deliver a personalized and meaningful experience across all customer interfaces
- Actively manage its workforce to attract, retain and develop the highest quality customer care agents

A company's ability to build and maintain such an organization can be extremely challenging. A proper balance must be maintained between the three customer contact dimensions: service levels, capacity and cost. The cost of customer interactions cannot increase proportionally to the growth of the business or the complexity of the product offerings. This is an ongoing challenge which can be successfully overcome with careful analysis, planning and investments. Only then can the contact center become a value creation component of a company's overall customer care strategy.

However, it is not uncommon for a company to have evolved to an environment where they operate multiple, decentralized customer care centers. This structure leads to overstaffing as well as inefficiencies and a lack of standardization of processes and performance metrics for delivering high quality customer care. Furthermore, it is very difficult to develop an acceptable ROI rationale for investments in new customer care capabilities for a network consisting of many small, decentralized centers with limited standardization of technology or processes.

## Transforming the Customer Service Function into a Network of High Performance Centers

With CSC's Call Center Consolidation offering you can rapidly transform your customer service function into an integrated network of high performance centers. Our experience suggests that the optimum number of contact centers ranges from two to six to handle even the largest volumes, with up to 600 front line workers per center.

Savings of 25 to 50 percent can be achieved by consolidating multiple, small, decentralized centers into one centralized organization. This organization can manage multiple physical and virtual centers into a new configuration that is appropriate to support a defined business strategy and requirements.

Typical Budget Allocation	Drivers	Capabilities and Services			Projected Savings
		Basic	Traditional	Enterprise	
70%	People	Workforce mgmt	Knowledge mgmt Skills-based routing	Web self-service	10 – 20%
–	People	Command and Control Performance mgmt	Quality mgmt	Multi-channel contact center	5 – 10%
15%	Technology	Reporting IVR self-service	Intelligent network routing CTI caller and need identification	Customer analytics	5 – 10%
15%	Facilities	Site selection Tax abatements/ incentives	Space configuration optimization	Proactive service mgmt	5 – 10%
					25 – 50%

We work with you to achieve a vision of a high performance center defined by:

- One virtual, logical center managed over a few redundant physical operations
- Physical centers that “operate excellently” with standardized and shared processes, application tools, telephony platforms and administrative capabilities designed to deliver service excellence
- A single point of contact for customers to support all their needs
- Consolidated or “unified” customer and process views
- Availability of universal and virtual agents to provide flexibility, scalability and optimal utilization of resources
- Full command and control capabilities over all centers with standard reporting and metrics
- “Cookie cutter” sites that are technically similar and architected for consistency of management and support
- Positioned to support customer self service and new technologies
- Effective implementation of CRM technologies and processes to proactively interact with customers (cross and up selling, extended customer service)
- Significant reduction in the cost associated with maintaining and enhancing the technical and physical infrastructure

CSC's integrated offering allows you to rapidly plan and execute the transition to a new customer-centric operating model. Our approach includes careful planning and analysis of each component area to avoid costly service disruptions while optimizing cost savings and ensuring achievement of the desired bottom line benefits.

### About CSC

Computer Sciences Corporation helps clients achieve strategic goals and profit from the use of information technology.

With the broadest range of capabilities, CSC offers clients the solutions they need to manage complexity, focus on core businesses, collaborate with partners and clients, and improve operations.

CSC makes a special point of understanding its clients and provides experts with real-world experience to work with them. CSC is vendor-independent, delivering solutions that best meet each client's unique requirements.

For more than 40 years, clients in industries and governments worldwide have trusted CSC with their business process and information systems outsourcing, systems integration and consulting needs.

The company trades on the New York Stock Exchange under the symbol “CSC.”

### Computer Sciences Corporation

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For more information on how CSC can help your organization improve its customer service function, please contact:

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