Level 2 Call Handling

Process Innovation at CSC

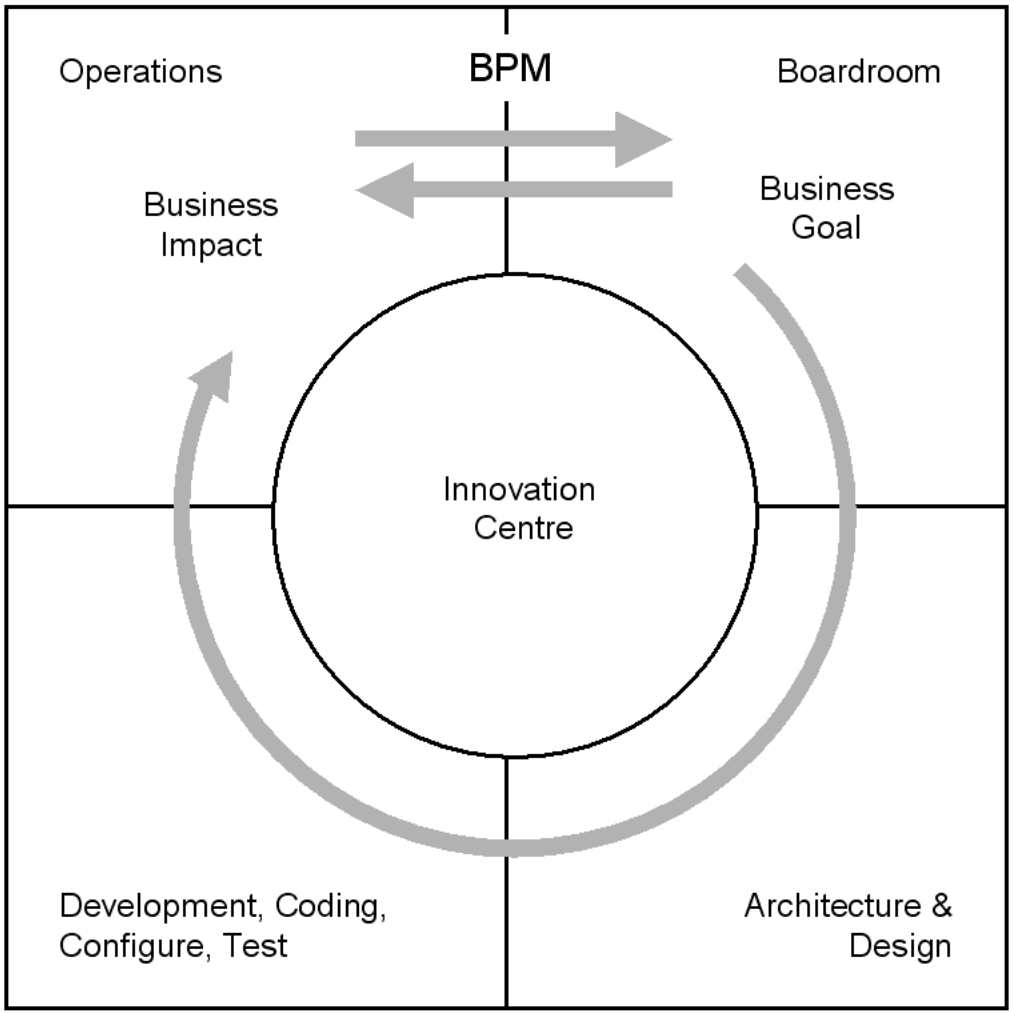
February 2004

Co-founder and co-chair BPMI.org

CSC Innovation Centre

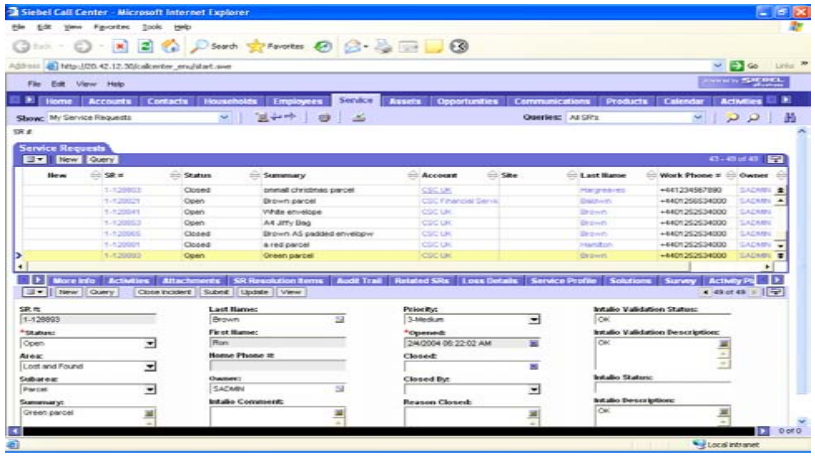
- Multi-million dollar facility
- BPM centre of excellence
- Selected BPM vendors as strategic partners
- Context: CSC e4 Enterprise Architecture

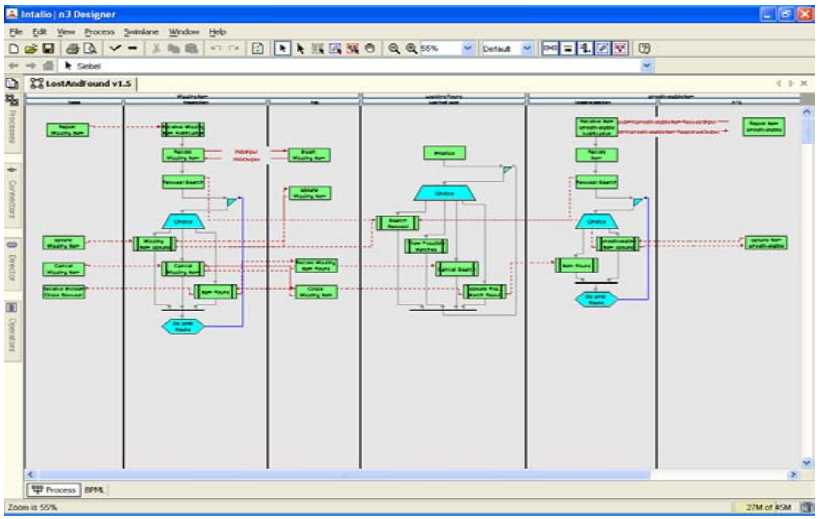
Impact of BPM



- Closing the loop between business requirements and operations
- Reduced cost of process development, process operations and process improvement

Audience Online? A CIO Attention Test





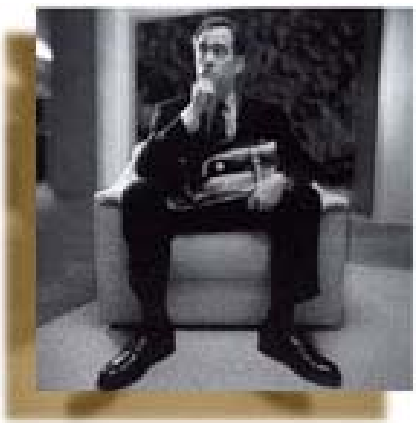
Screen shots

- Client had spent circa XXXX on CRM software, development, customization, rollout and training
- Broken call centre & logistics processes still being reported in the press/media
- BPM provided demonstration of new process in two elapsed weeks using just six process diagrams, zero code, retaining existing CRM front end & zero package customization
- Not a cheap trick - extensible to new processes yielding continuous process improvement

Business Critical Processes

- Two elapsed weeks
- Using just six process diagrams
- Zero code
- Retaining CRM front end &
- Zero package customization

1



“What did he say?”

Business Critical Processes

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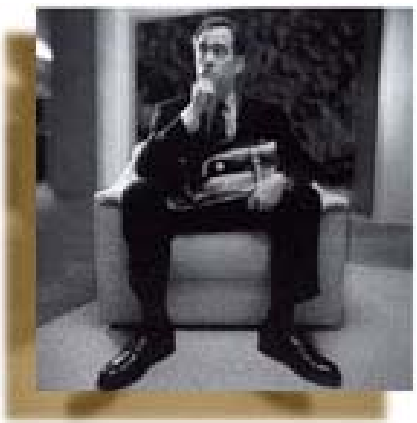
2



“Did he really say that?”

Business Critical Processes

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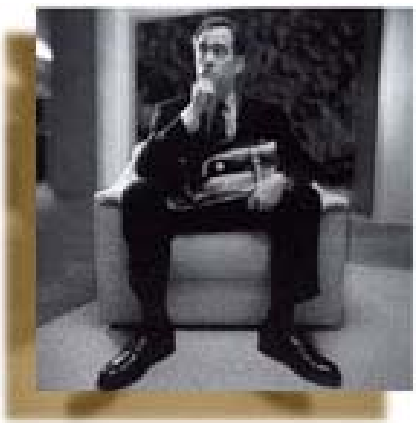
3



“What on earth does it mean?”

Ovum quotation following day-long visit CSC

"CSC – lighting a slow fuse in the business transformation services market"

"It is probably no surprise that CSC, which dominated the BPR opportunity, is at the forefront of developing this capability both internally and externally within client engagements."

"Using Intalio's Business Process Management System within its e4 framework as the technical engine to support business transformation, it is beginning to prove the exciting potential of the BPMi.org's Business Process Modelling Language (BPML) to create flexible solutions much faster than existing technologies. In short, the BPMS, is, under production system conditions, outclassing the capabilities of alternative technologies such as workflow engines or EAI engines to support business transformation."

"For example, in a current CSC engagement, the BPMS has already been used within one customer-facing process area to radically revamp the performance of that process, so that the ability for the client company to retrieve lost items has been reduced from five days to five minutes. Furthermore, to design and build the system to support the process took a team of four, only two weeks to complete."

"CSC took CRM right back to a vanilla implementation, and captured the process logic (that had been expensively and inflexibly hard-coded as custom software extensions) in the BPMS. Changing that process in future will be technically easy and will not require hordes of application specialists and code developers."

"Ovum believes that this is a technology that has the potential to reshape the IT services opportunity and will contribute to a market shake-out in the application vendor community."

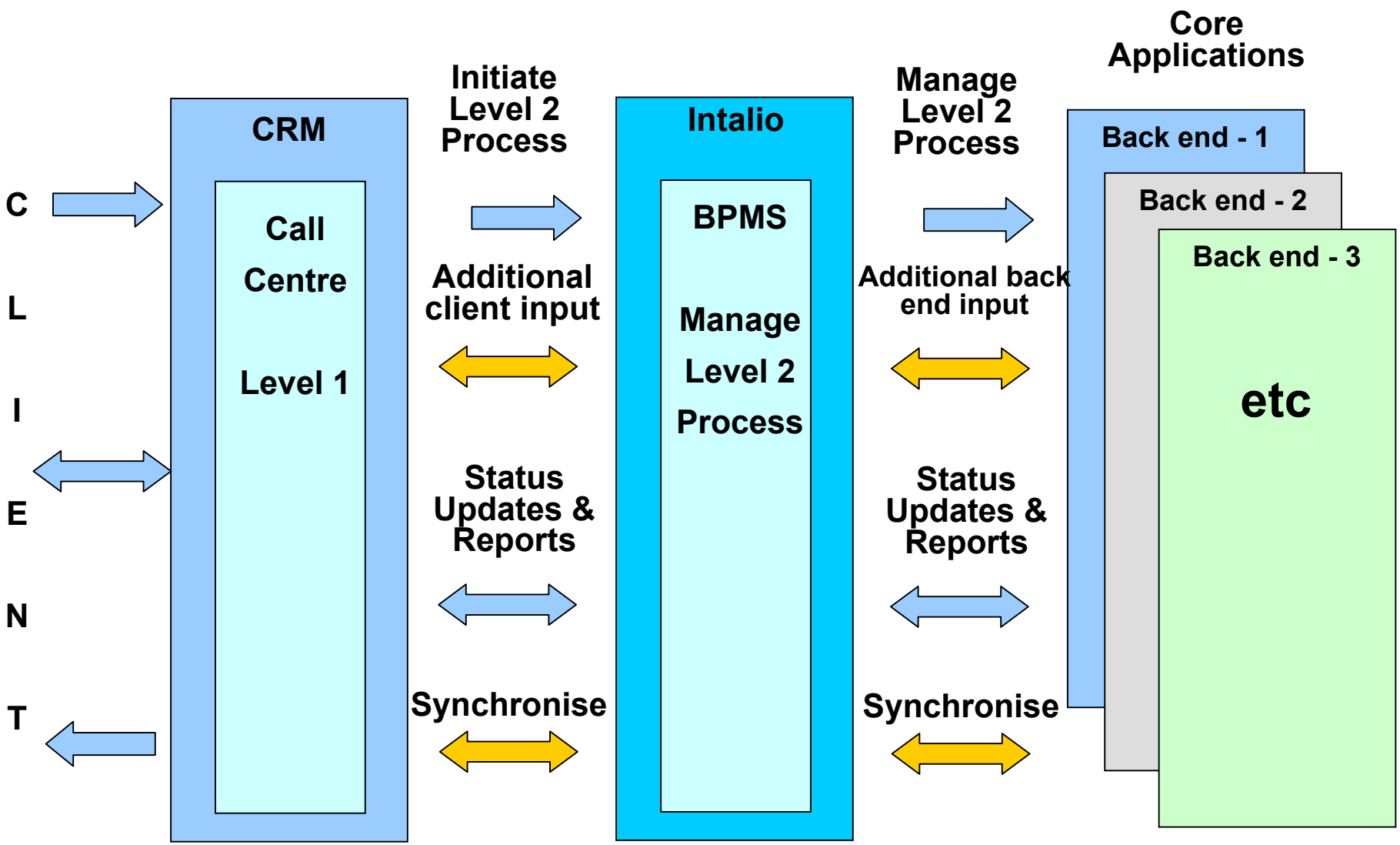
Objectives

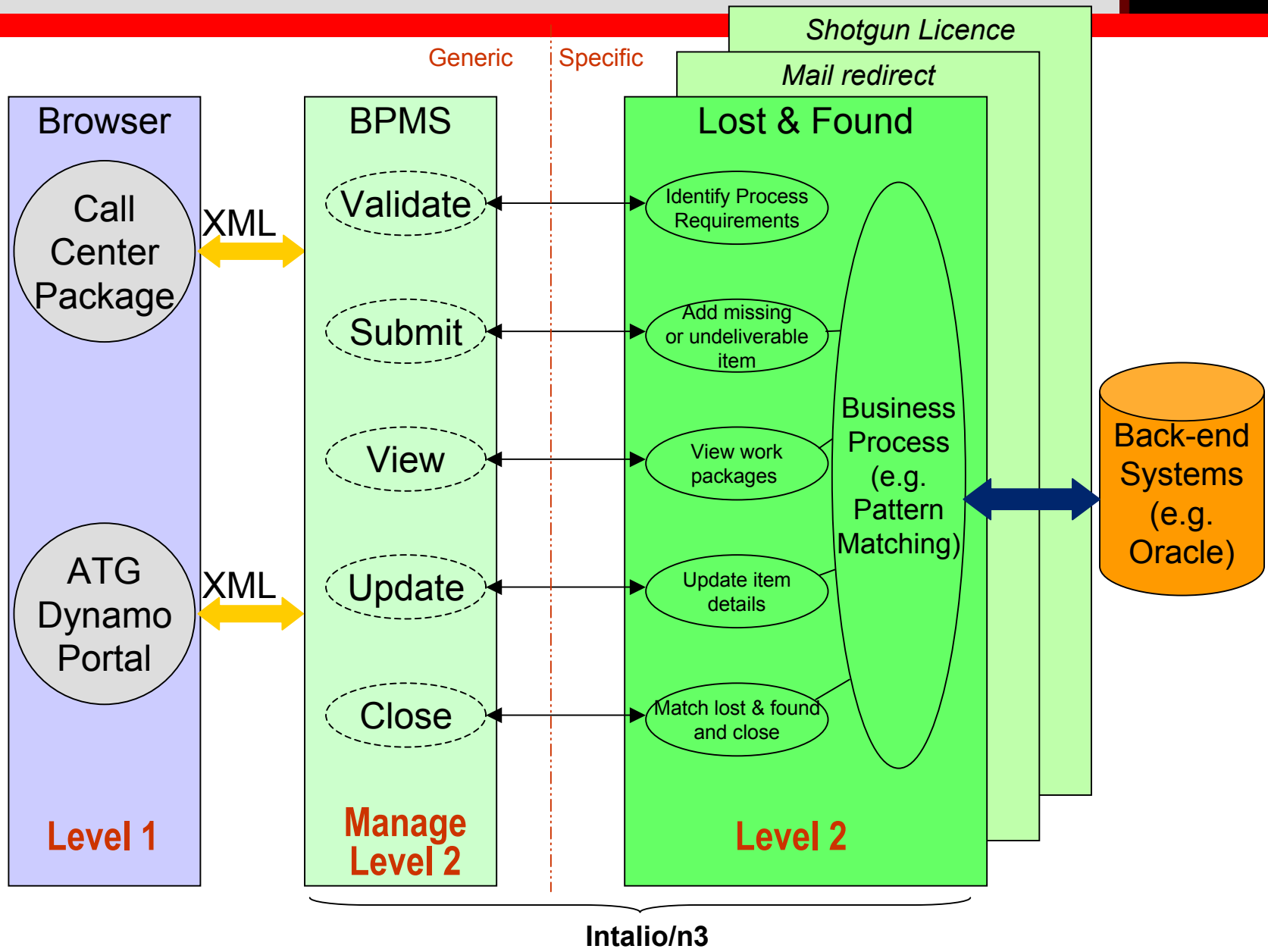
- Demonstrate call centre application simplification
- Validate technical approach
  - CRM integration
  - Business process design
- Technical and business appreciation

Design Concept

- Recognise
  - Level 1 call: immediate response, perhaps using enhanced help capability, immediate closure, no follow up needed
  - Level 2 call: currently handled by using multiple back end applications, largely with manual interfacing
- Level 2 calls can be automated
  - Structure and codify process
  - Interface with, or eliminate, back end applications
  - Use packaged software (CRM) vanilla
  - Bring customisation and process reuse under business control

Design Concept



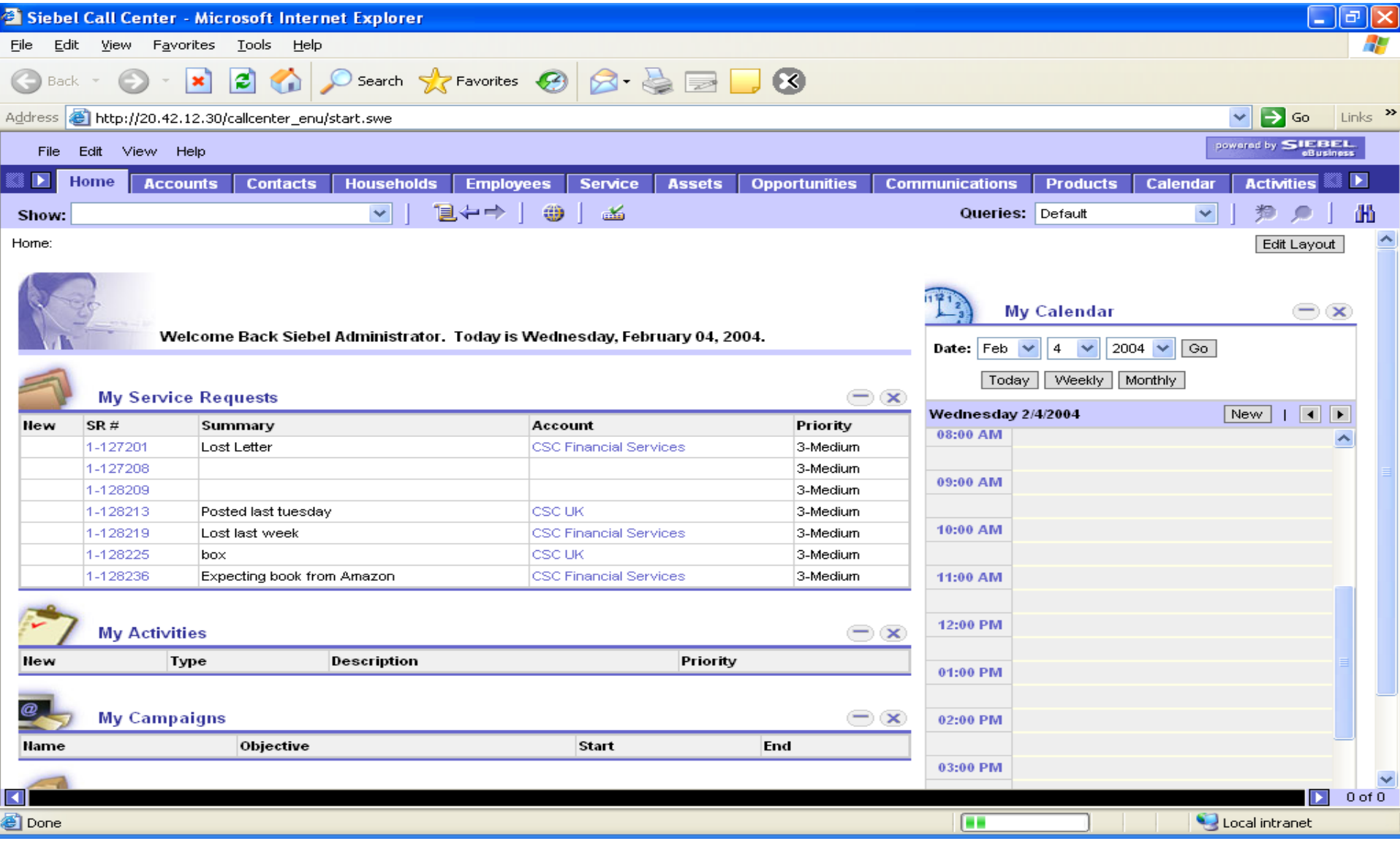

Shotgun Licence
Mail redirect
Generic
Specific
Browser
Call Center Package
ATG Dynamo Portal
XML
XML
BPMS
Validate
Submit
View
Update
Close
Lost & Found
Identify Process Requirements
Add missing or undeliverable item
View work packages
Update item details
Match lost & found and close
Business Process (e.g. Pattern Matching)
Back-end Systems (e.g. Oracle)
Level 1
Manage Level 2
Level 2
Intalio/n3

Technical Objectives

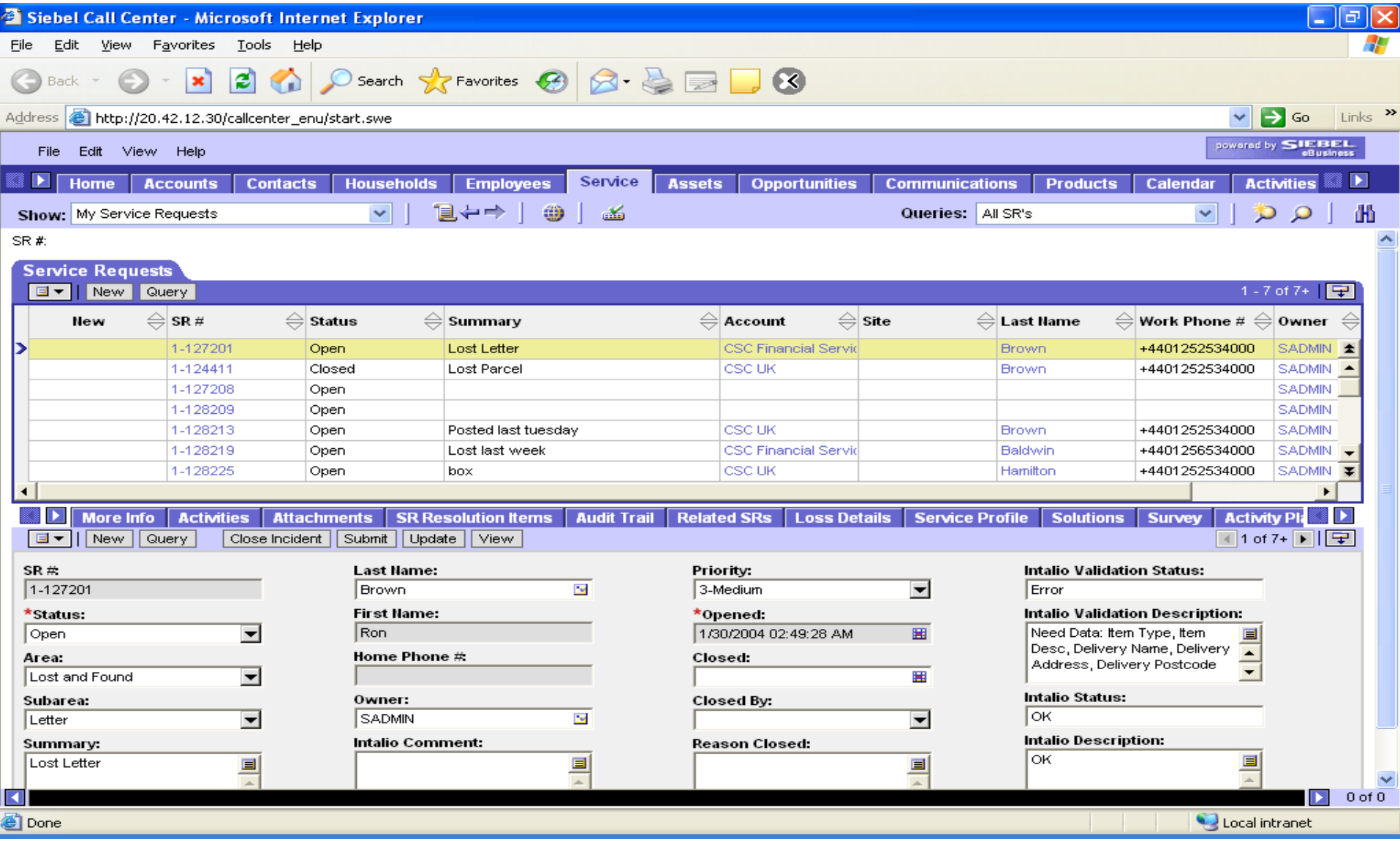
1. Packaged app to start Business Process.
2. BPMS to prompt for more in CRM using portlets.
3. Closure – closure via BPMS of CRM by back end and vice versa
   - Whichever closes first, then BPMS closes the other thread to maintain synchronisation.
4. BPMS to post info into CRM.
5. CRM to post info into BPMS – and onward to back end.
6. Workstack – sign on and see what you have to do

-- Without separate workflow engine

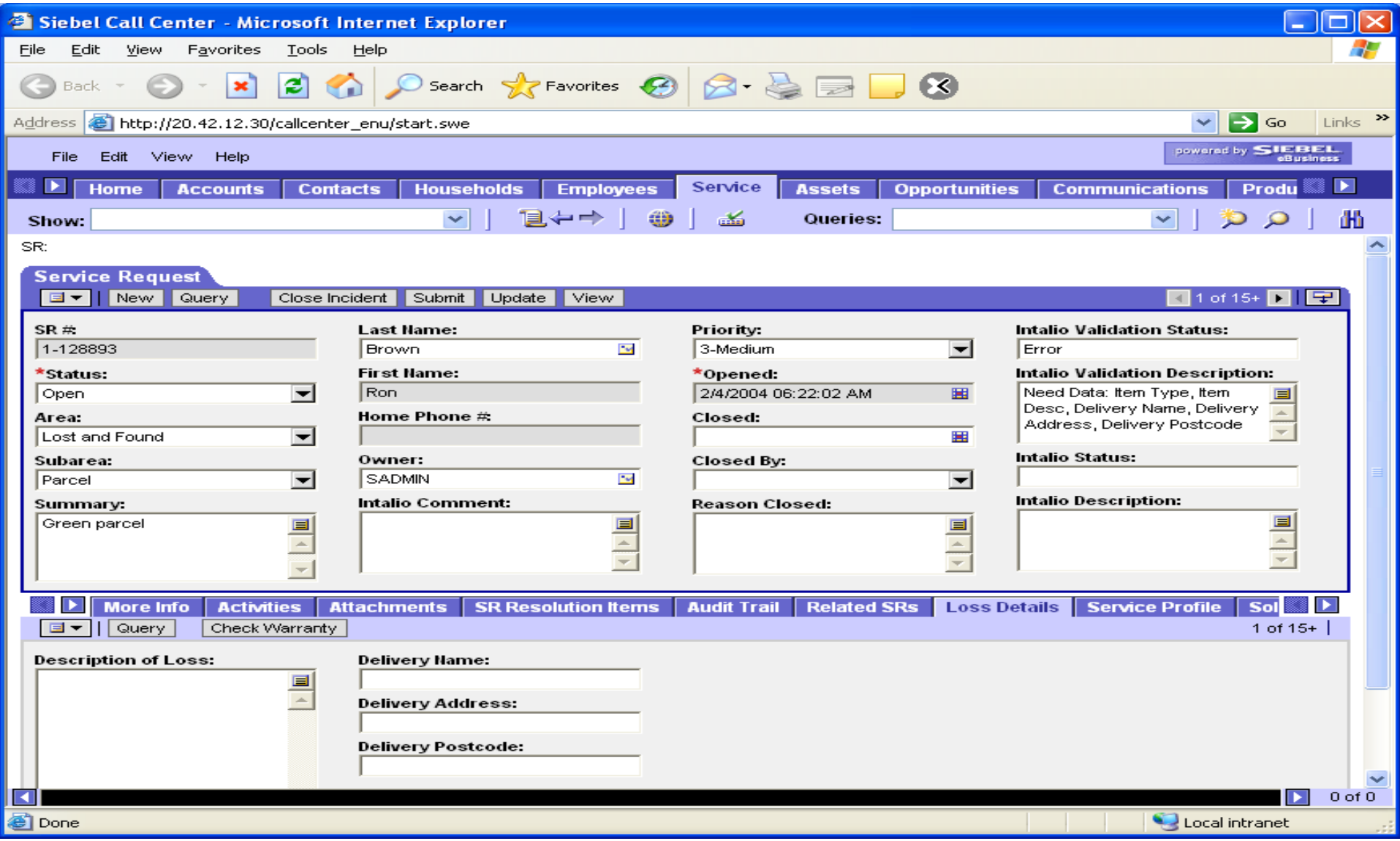
Call Centre Welcome Screen



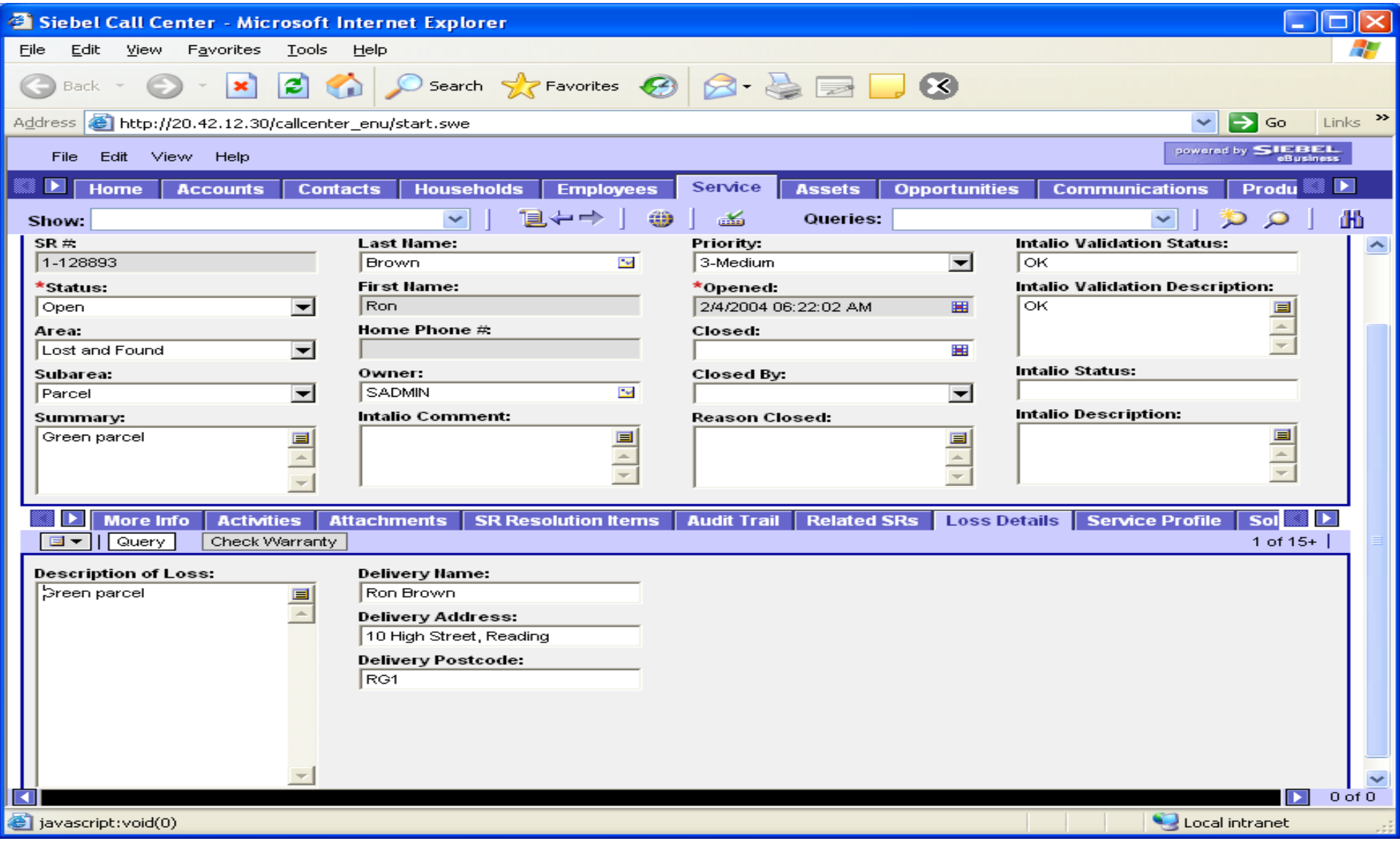
CRM – Service Tab



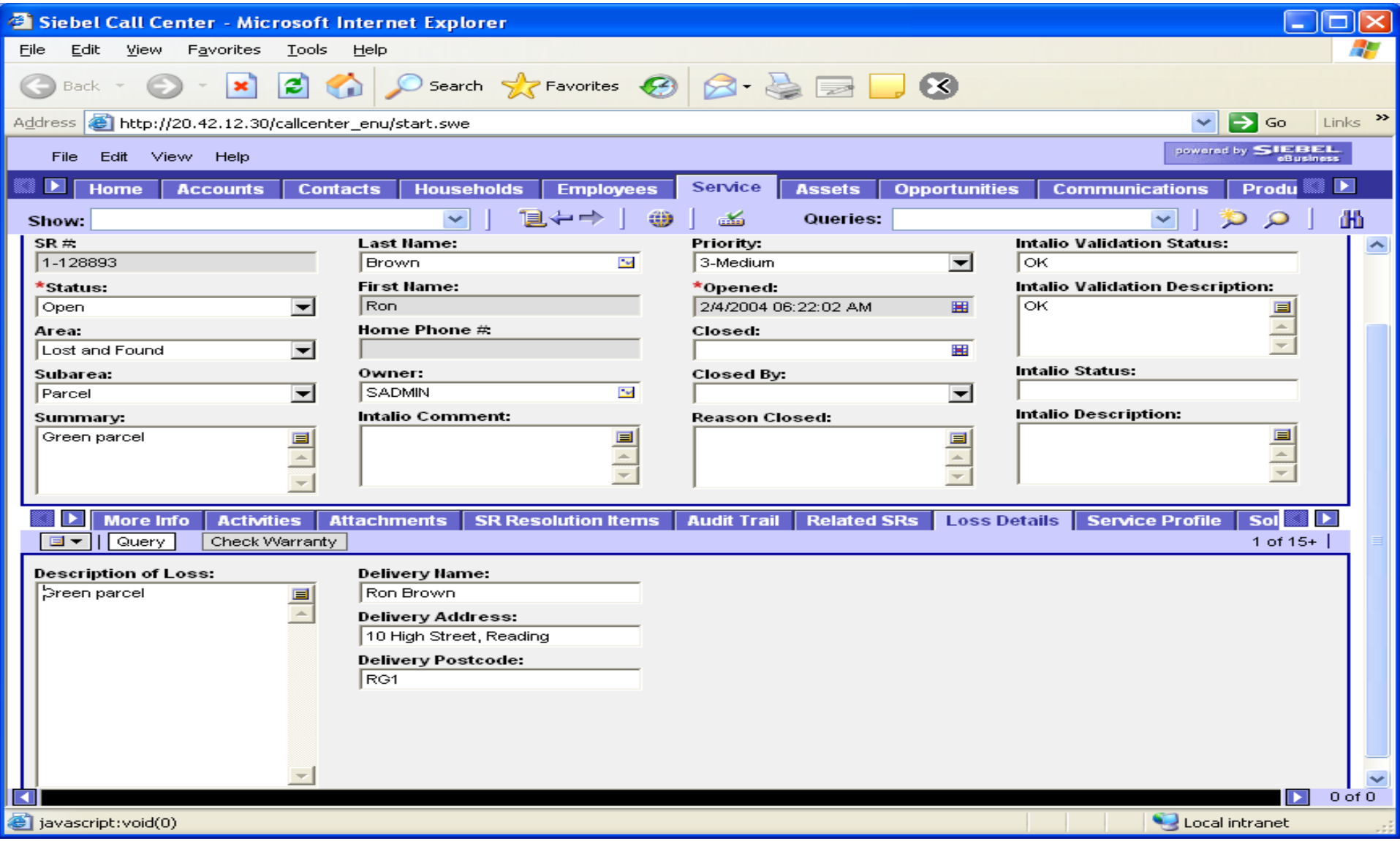
Enter info on Missing item



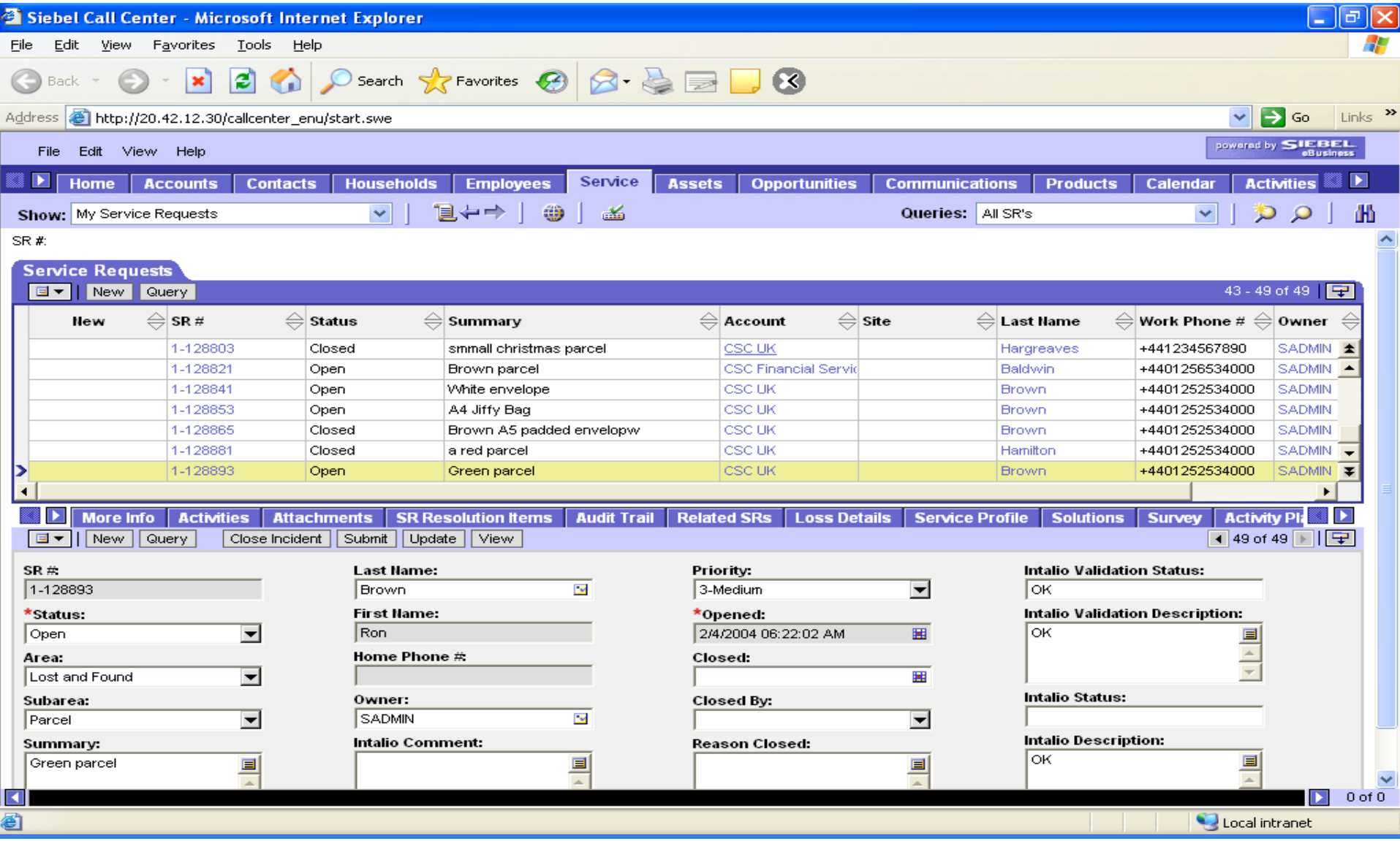
Info on the four fields



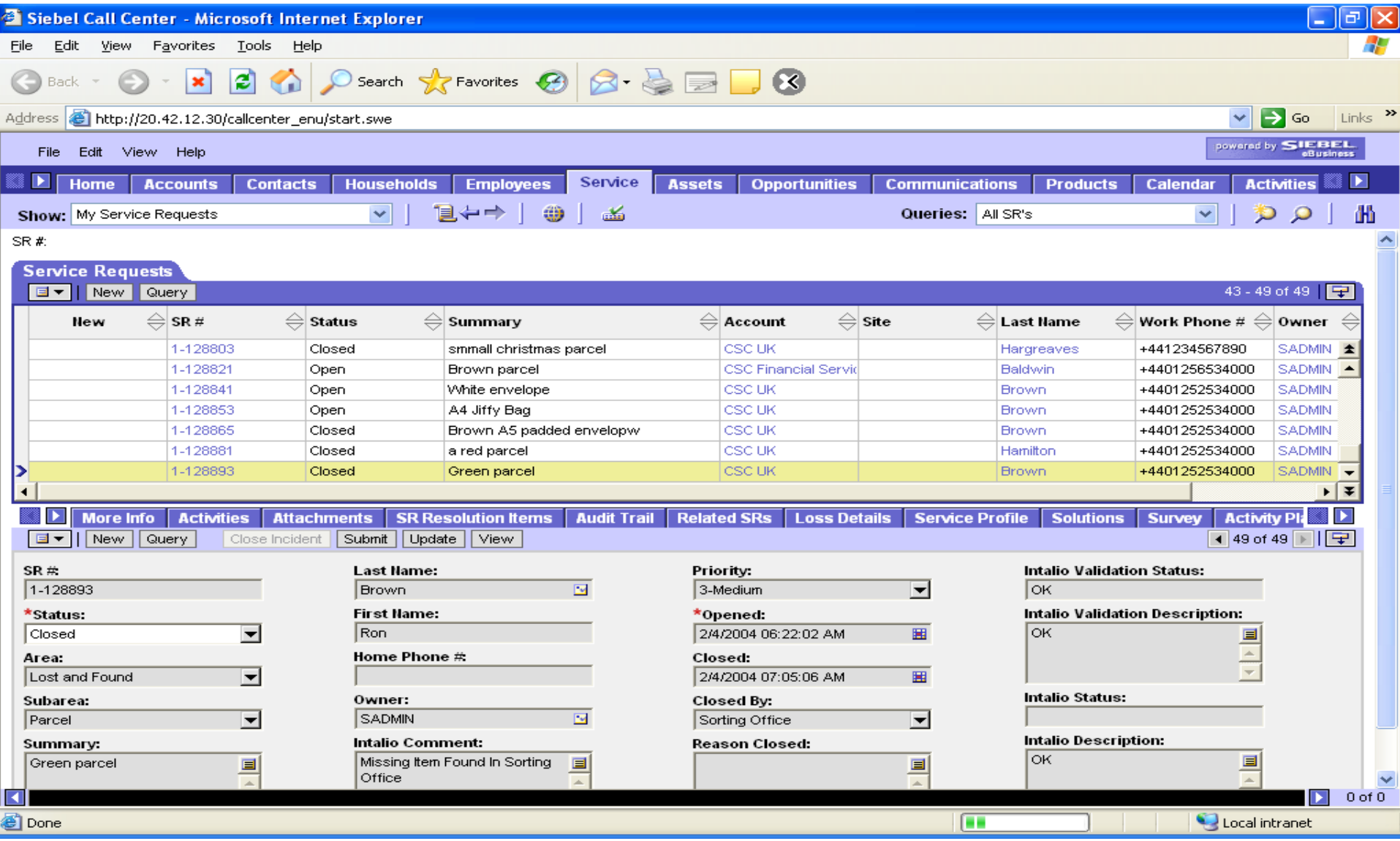
Packaged software receives ‘OK’



Item reported Missing is at bottom of list



Item now shown as ‘Closed’



Conclusions – 1/2

- The principle of using a generic Call Centre process to interface with existing back end systems has been demonstrated.
- Level 2 calls can be automated by interfacing Call Centre screens to back end systems via BPMS.
- The number of back end systems interfaced/automated can be introduced gradually.
- Manual interface to back end systems can be eliminated.
- Improved utilisation of existing Call Centre resource.
- BPMS implements Service Oriented Architecture and Process Oriented Architecture
- Effective use can be made of existing systems
  - BPMS **releases value** from existing costly IT assets
  - Concept: Application Extension

Conclusions – 2/2

- Call centre screens can start back end systems.
- Back end system can prompt CRM for more info via BPMS.
- Information can be sent and updated both ways round:
  - From CRM to back end
  - From back end to CRM
  - Asynchronous processes are kept in step during lifetime of process.
- Workstack provides task list for essential manual steps in “back office”.
  - Without workflow engine
- Asynchronous processes closed – by whichever needs to close first.

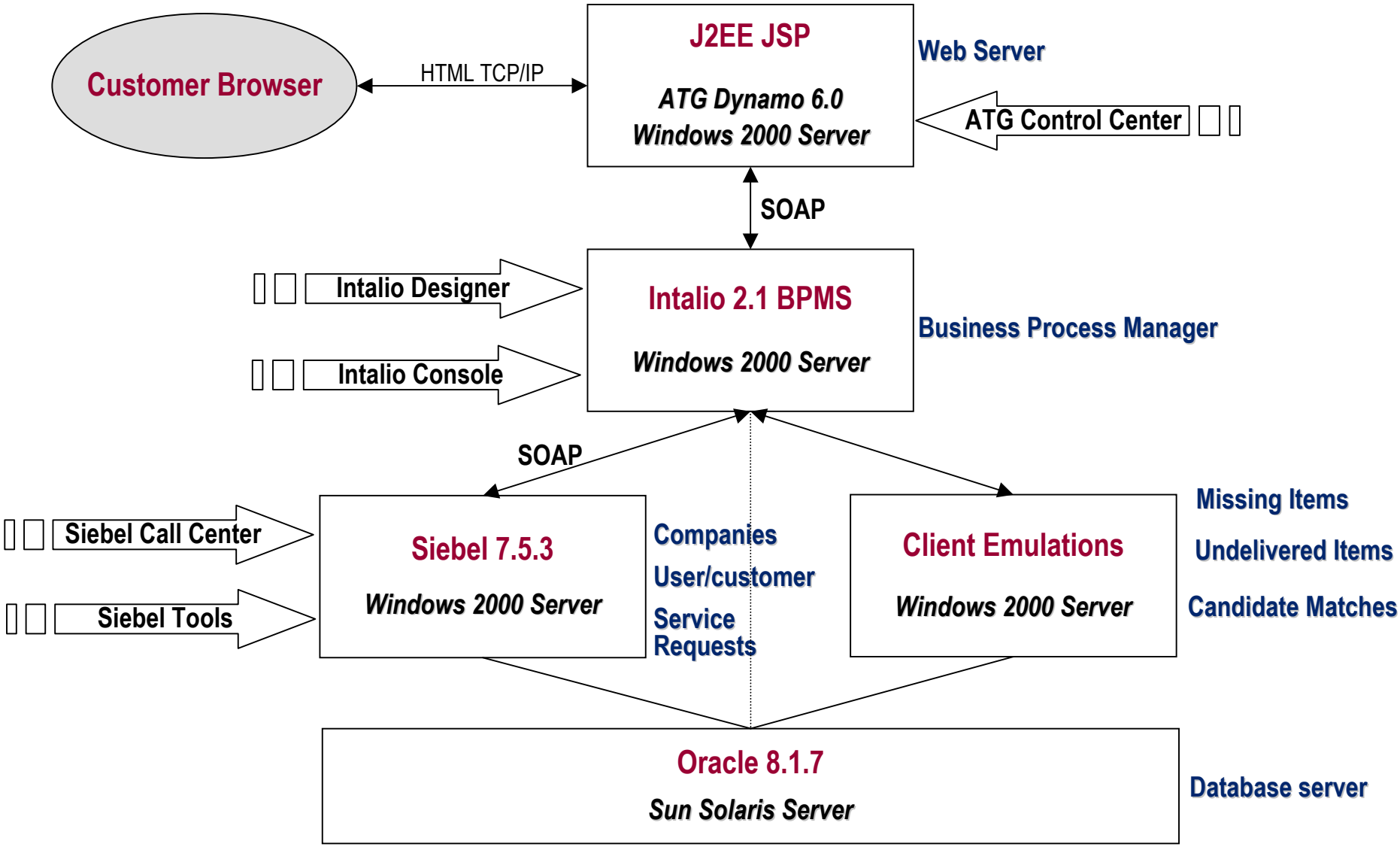
Recommendations

- BPML should be the basis for implementing process integration within customer
- Intalio/N3 should be the process management system used to deliver functional capability to the customer's portal
- Identify high value applications for immediate implementation, building infrastructure as needed
- Implement CSC e4 for customer, with embedded BPMS

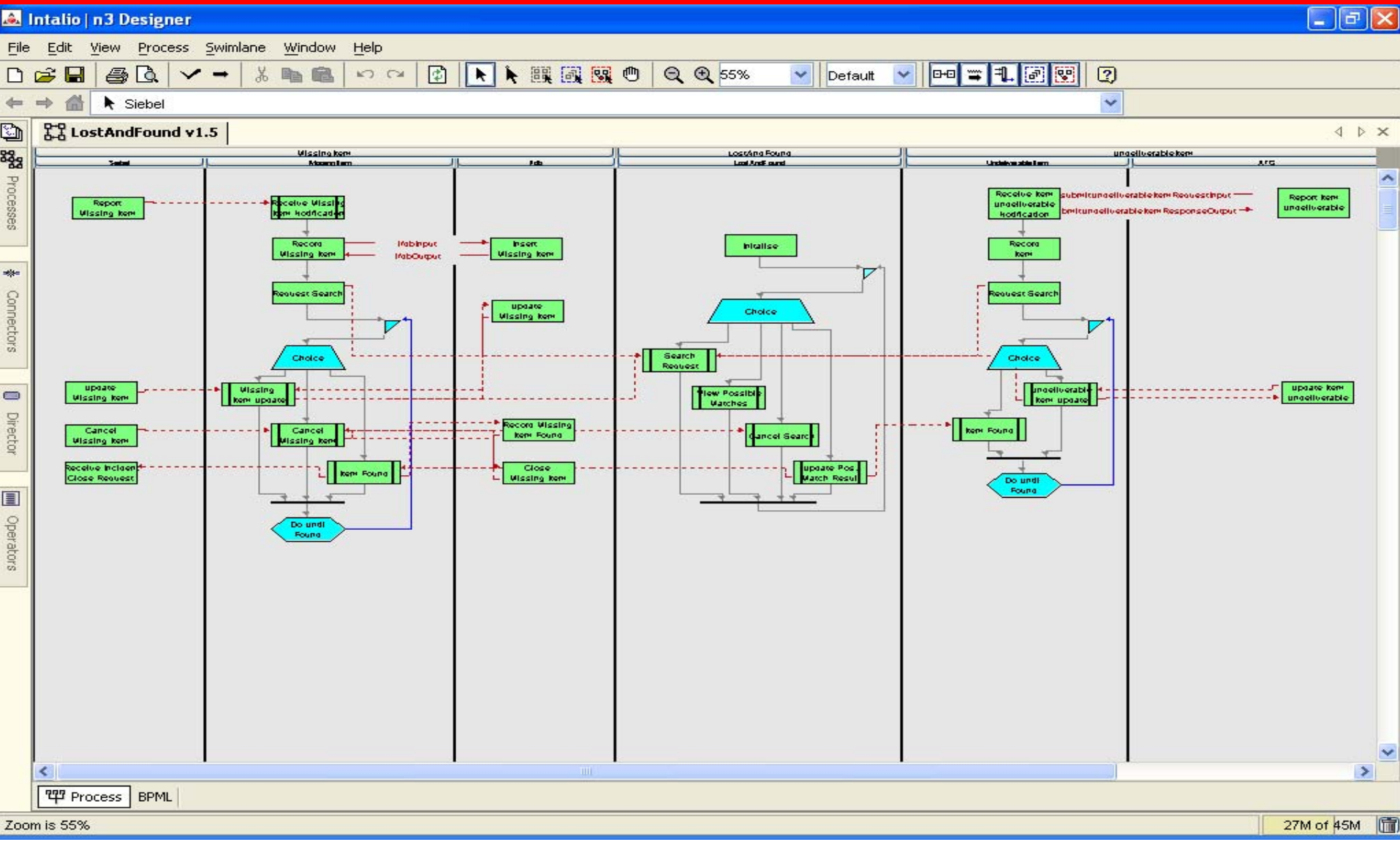
Summary and Questions

February 2004

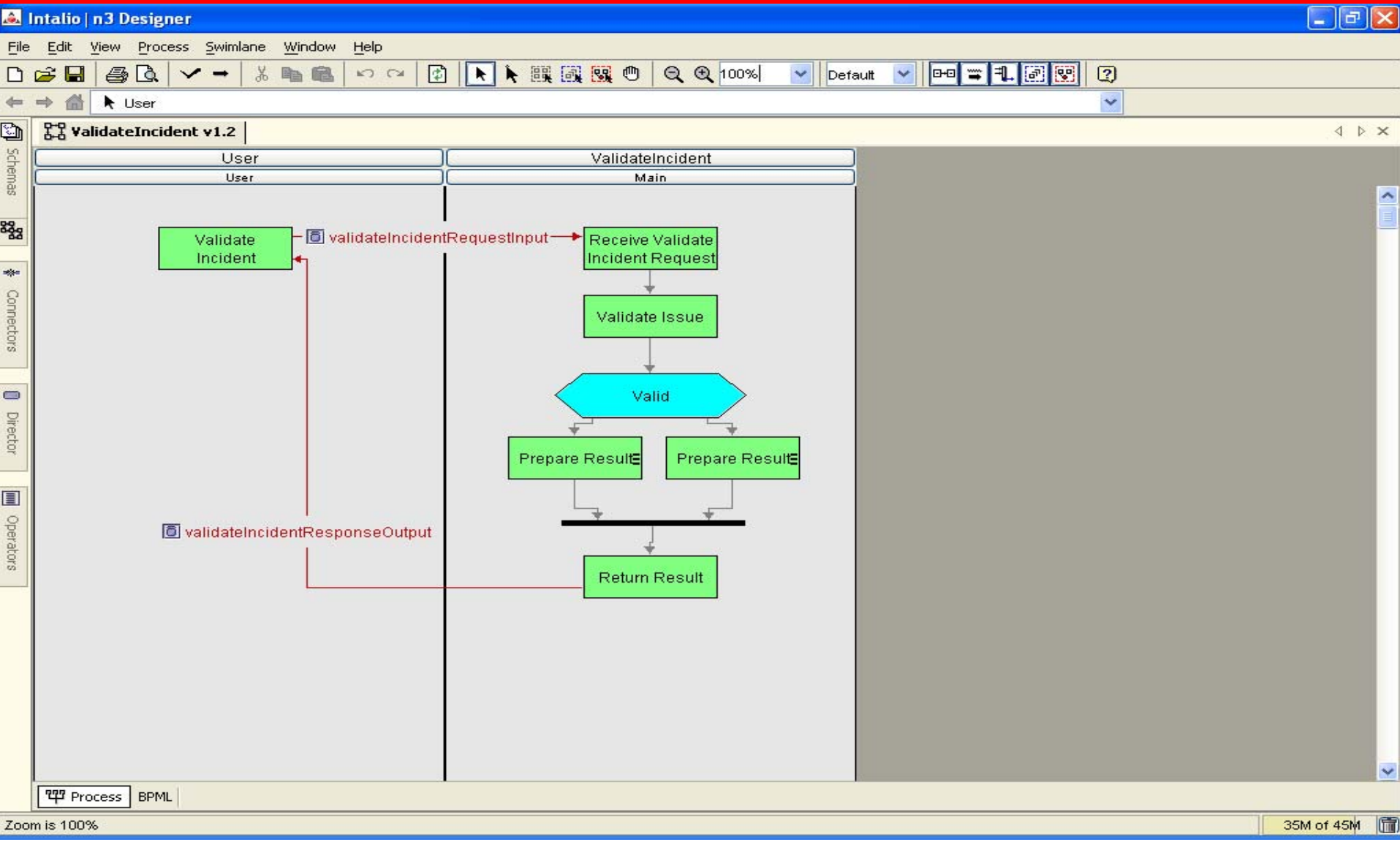
Configuration



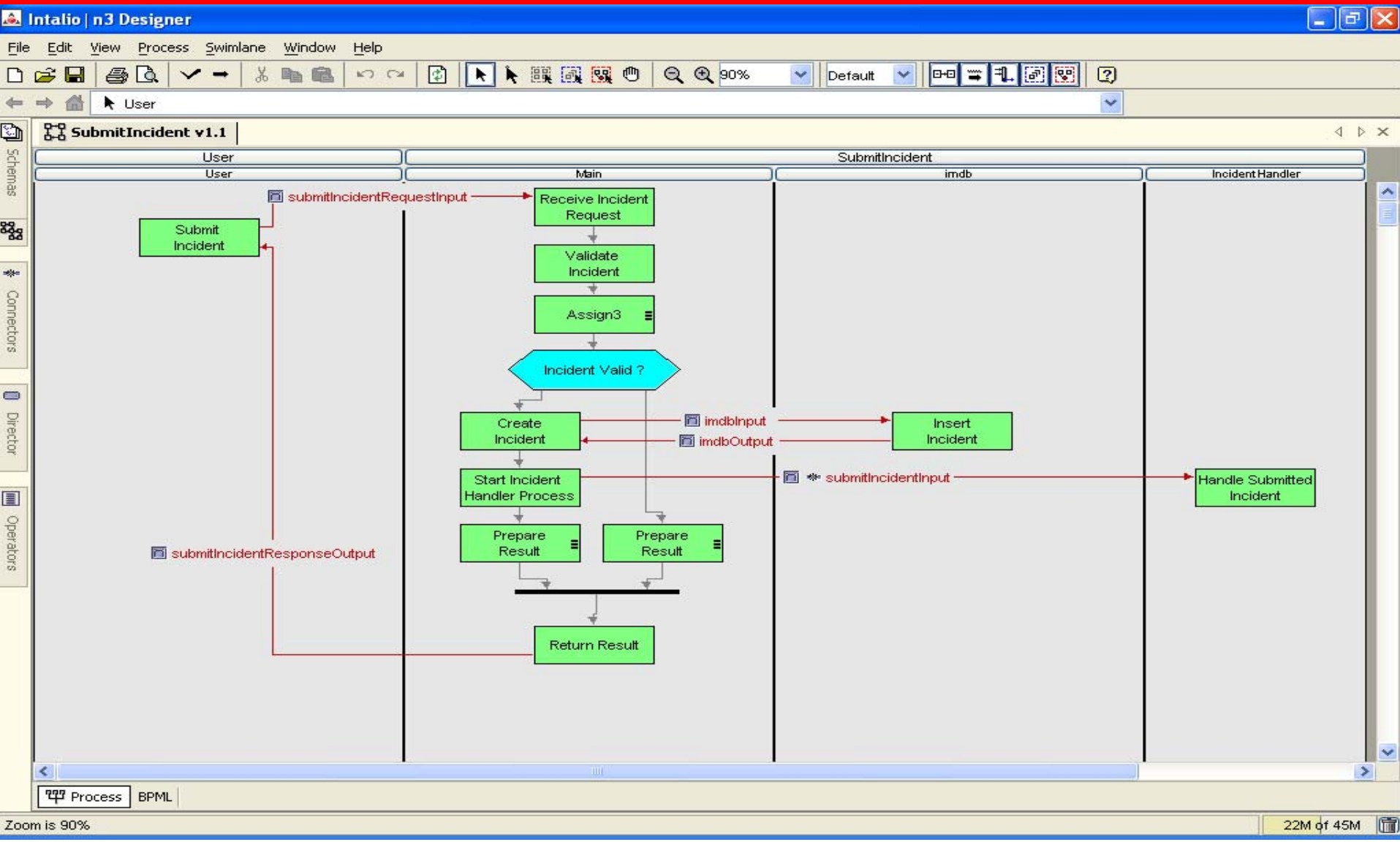
Process 1/6 – Lost And Found



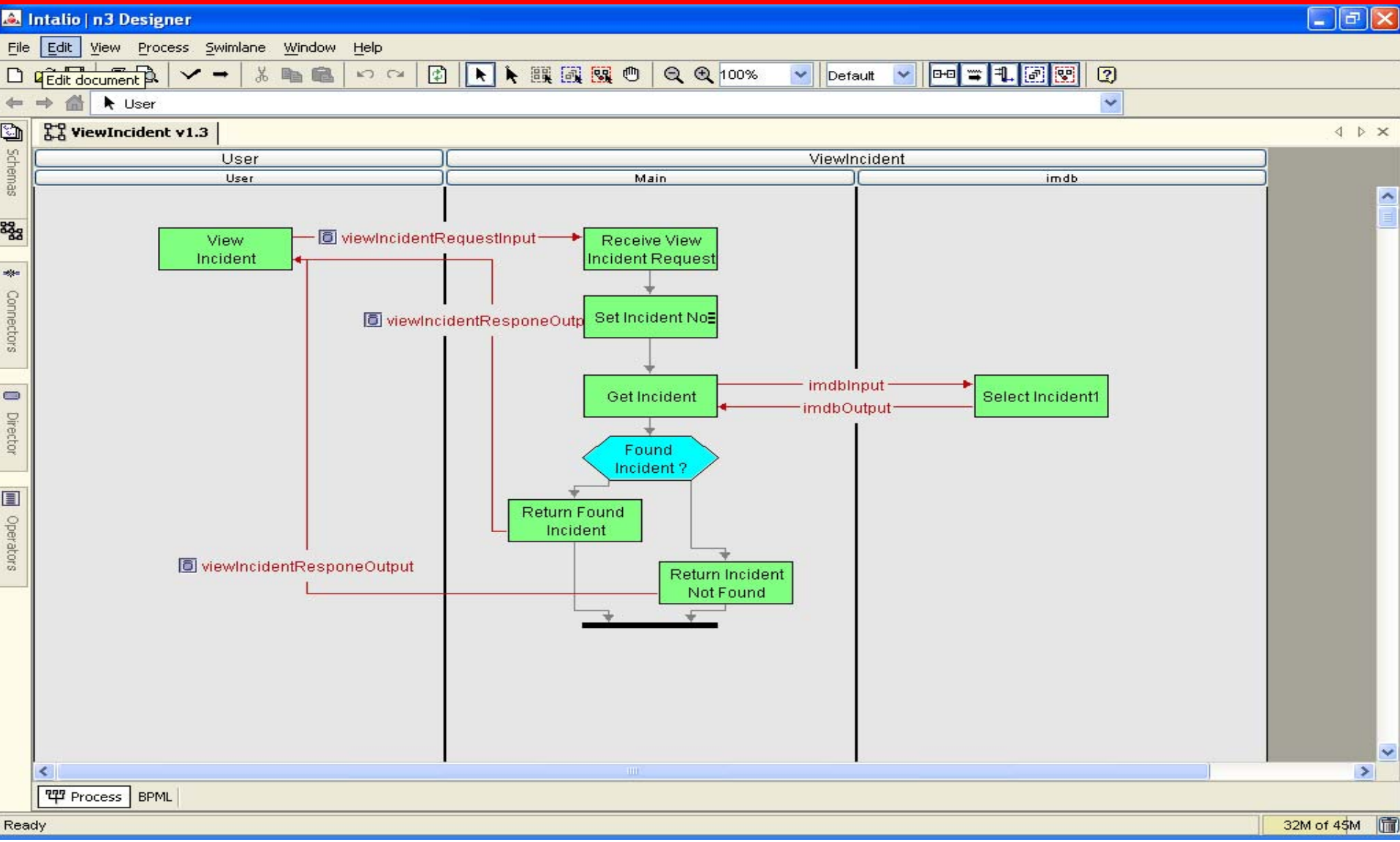
Process 2/6 – Validate Incident



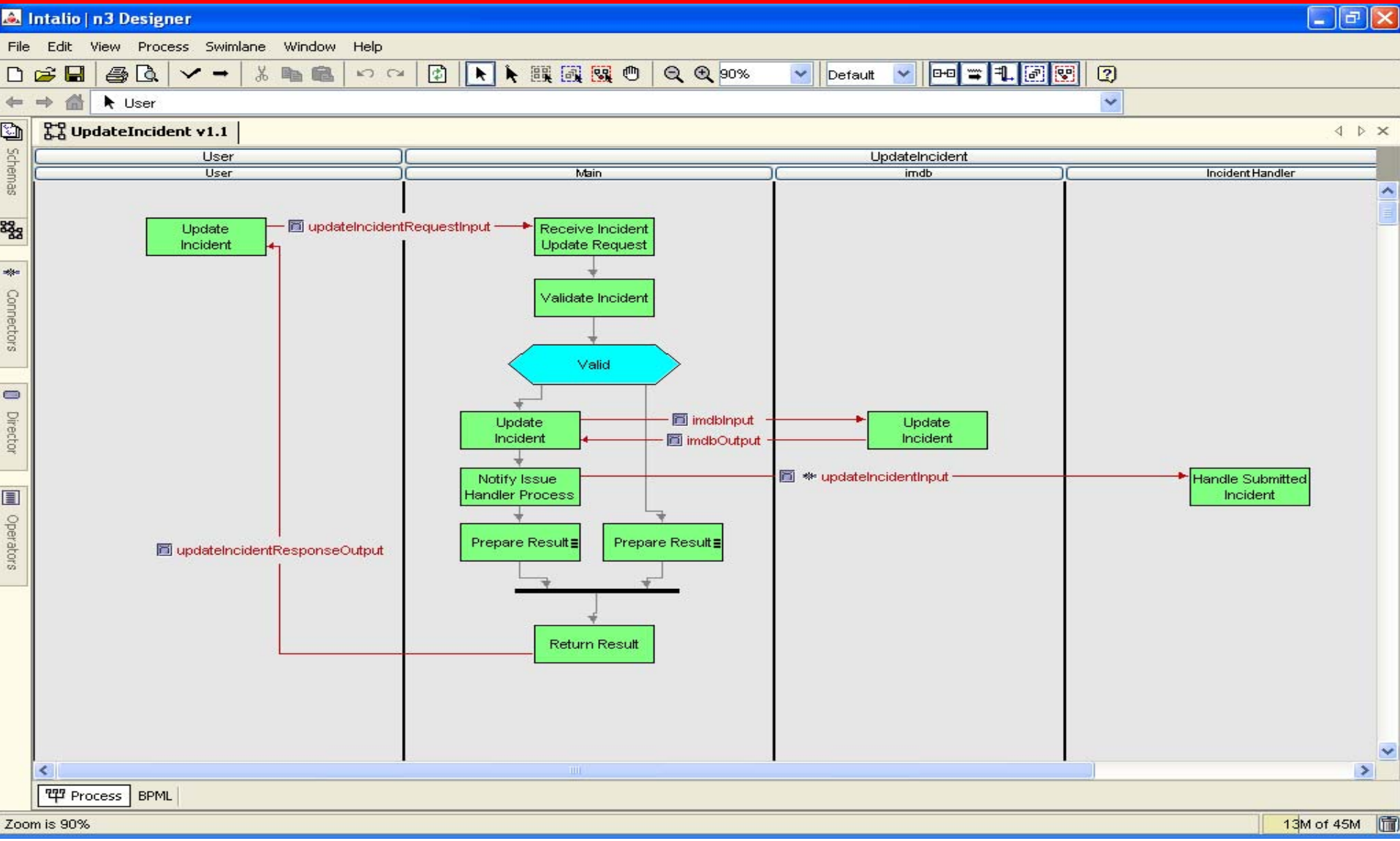
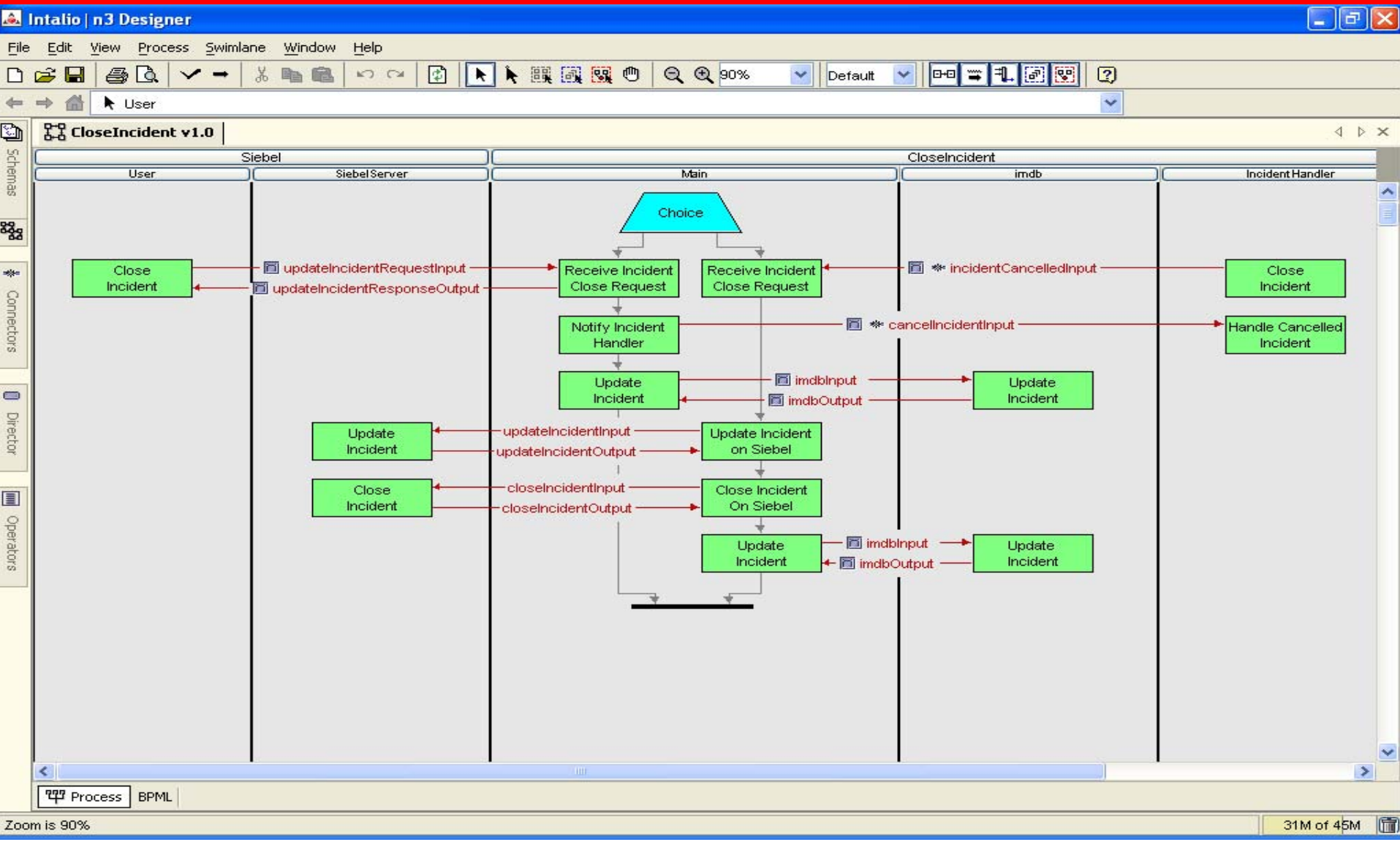
Process 3/6 – Submit Incident (Add)



Process 4/6 – View Incident



Process 5/6 – Update Incident



Process 6/6 – Close Incident