

CH Consulting Group Case Study: *Technology Strategy for a Multi-Vendor Organization*

The Back Story

A publicly traded, subscription-based company with \$5 billion in revenue and more than 32 million subscribers was faced with the challenge of finding a technology solution that would centralize outbound calling operations in order to mitigate the risk of data breaches.

The company was outsourcing its outbound calls to more than 10 contact centers that were operating from up to 30 locations. In order to comply with Federal Communications Commission (FCC) regulations (and avoid facing massive fines), every file distributed through each location had to go through almost a dozen individual data security checkpoints. This process was not only cumbersome, it also opened the company to greater a risk of data breaches.

It was determined that centralizing data management technology in one location would significantly decrease this risk. Although doing so would shift the data management responsibility to the company, it would also provide them with greater control over the data and, by adding enhanced technology features, provide significant ROI.

The challenge arose when the company started searching for a technology vendor who could provide a viable solution. After working on the task for more than one year, the company hired CH Consulting Group to help identify and recommend a vendor capable of centralizing an unprecedented volume of data across multiple vendors in an outbound environment.

The Pain

- *Large outbound call volume outsourced through multiple contact centers, making data compliance and control difficult*
- *Increased risk of data security breaches, leading to millions of dollars in compliance fines*
- *More than one year spent searching for a solution*

CHCG's Role

The client's goal of centralizing data was stalled for more than a year due to the fact that it didn't have a clear strategy and definition of the project. "The client spent a year talking to vendors, but they didn't understand what they were asking for," says Christa Heibel, CH Consulting Group CEO. "There were no operational user or technology requirements defined when we came on board." From the start, CHCG outlined its main objectives for this project:

- Create standard user and technology requirement definitions
- Manage the RFP process, including vendor selection and evaluation
- Develop project ROI and budget analysis

CHCG halted vendor meetings and presentations and created user and technology requirements that were then presented to potential solution providers. CHCG managed the entire RFP process, from vendor selection and

evaluation to ROI and budget analysis.

The Outcome

◆ Empowered to Make an Informed Decision

Once the RFP was complete, and user and technology requirements fully defined, the company was in a position to make an informed decision about the kind of technology it would need to complete the project. “We did some ridiculously mad scientist work,” Heibel says. “We completed intense ROI analysis, detailing down to the dime for each vendor, as well as modeling for each solution.”

◆ Fundamentally Sound RFP Process Management Principles

The project was a testament to the importance of a sound RFP process, which must include thorough and complete user requirement documents, tech requirement documents and RFPs covering all of these areas. In addition to managing the RFP process, CHCG provided technology and solution reviews, which included being on-site for vendor presentations.

◆ Improved Efficiencies

A centralized data management strategy would provide the Client with a single technology platform that is centrally managed by the Client and its managed service provider. It would provide benefits such as improved agent management, common reporting across Compliance and Automated Outbound Dialing, reduced points of failure and compliance risk, a common agent desktop with consistent interface that delivers enhanced customer experience and sales/revenue production, and greater opportunities for collaboration, version management and improved data quality.

◆ BPO Vendor Negotiations

CHCG identified opportunity to negotiate terms with current contact center vendors such as hourly rate and Support Service fees. Our ROI modeling showed that by decreasing BPO vendor hourly rate by \$1.00- \$2.00, the Client could potentially save \$328,345 - \$656,690 per month.

◆ ROI Savings through Efficiency Growth

Today, the client is making strides toward realizing the goal of centralized data management with the roll-out of a beta solution at one of their outsourced contact centers. By utilizing this new data management solution, the Client can experience technology platform gains of 15% and managed service gains of 5%. Even with the added fees of SAS licensing, managed services, and telecom, the Client can combine BPO vendor negotiation savings and decreased costs through efficiency growth to experience strong ROI. Our ROI modeling showed that when efficiency is improved and BPO hourly rates are reduced, the estimated ROI in 3 years is \$13.5M!

Final Summary

CHCG provided the Client with the expertise it needed to execute a comprehensive RFP process to find the “right fit” organizations needed to develop its centralized outbound management strategy. This new solution provided the client with reduced costs, improved efficiencies & an ROI of \$13.5M!