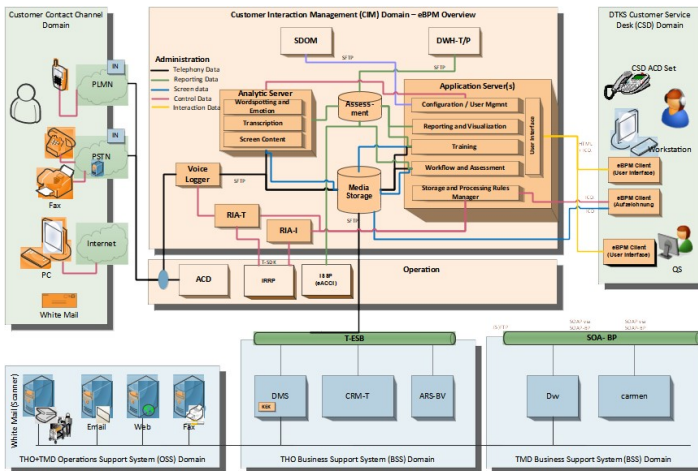


Call Center Recording, Audio Analysis, Process Management



Strategic Goal:

Quality improvements in customer service by means of a consistent evaluation basis for call center agents and efficiency enhancement in the business processes.

Project Objective:

Implementation of a recording system for audio and screen with inbound and outbound customer calls. Rating of the agents in agreement with the works council. Audio analysis for detection of improvement chances in the business processes.

Duration of Assignment:

10 months

Customer Profile:

The customer is one of the biggest telecommunication groups worldwide with 22.000 call center agents in Germany. The project involved the whole group but was led by the mobile section in charge.

Initial Situation:

At the beginning of the vero projects assignment the system architecture was already in operation in the second version. We supported the next project stage with the objective of development, test and entry into service of the essentially enhanced version 3. In spite of a generally good organization and project experience of the customer this project had a complexity (technical and organizational) and had reached a scope that made two things necessary:

- Organizationally the creation of a PMO function for a better control of the locally distributed teams of the customer as well as those of the system supplier and further external service providers.
- Technically the creation of a sub project management for requirements management and central documentation connected with configuration management.

vero projects was commissioned to staff both roles with one experienced project manager in personal union.

The core challenges:

- Assurance of coordination and tracking of project tasks across locations
- Communication with the objective that each person involved has exactly the equal level of knowledge and is able to give information offhand at any given time
- Collection, editorial treatment and central documentation of all business-related and technical documents which together are equivalent to a detailed tender and performance specification
- Coordination of testing activities

Way of Proceeding by vero projects:

A. PMO Function

Weekly meetings were scheduled both for a core team of the customer and an extended team with representatives of the supplier and of other parts of the customer group. In both meetings there was a small group onsite and participants per telco bridge.

For both meetings it was important to keep task lists in the function of binding meeting minutes. In order to avoid misunderstandings via telephone and to keep it simple to know which item was just discussed, there were unique IDs and categories for the tasks.

Current status and committed due dates were mandatory for everybody without exceptions. A certain rigorous formalism did not only match with the company culture but was also helpful to keep meetings short and to avoid communication gaps within the virtual team.

The tasklists were amended with further checklists in a way to provide an efficient reporting without exceeding effort.

B. Sub Project Management on Requirements / Documentation / Configuration

The central requirements document and the derived document for the system design comprised well over 200 pages and served as a committed central configuration baseline.

The essential business requirements were:

- coherent quality monitoring and business performance management for all internal and external (commissioned) call centers
- recording of randomly selected calls with allocation to the respective call center agents, rating system, storage, analysis
- audio analysis for the process management, topic-related clustering of calls and retrieval of single calls by keywords

The system architecture was integrated in a landscape of systems which were on their part in a change process due to other projects, i.a.:

- Integrated Routing and Reporting Platform
- IVR Voice Portal for obtaining affirmation of the customers
- Master data management for user administration
- Document Management System (DMS) for archival of evidence recordings
- Data Warehouse for long term storage of contact valuation

All single documents on systems, sub systems, configuration data etc. were handed in centrally by the specialists upon their drafts and edited by vero projects. During this editing process there were interviews to be held with the business departments to ensure consistency of the contents.

In close cooperation with the specialist teams any changes in configuration which occurred during testing were updated immediately in the central documents, thus making sure there were no doubts about the currently valid baseline at any time.

Benefit and Results:

The benefit for the customer was mainly to have continuously ensured a great amount of clarity, structured proceedings and a consistent grade of information, in spite of the complexity of the project (contents, involved people internally/externally, locations, parallel projects). The task tracking as PMO guaranteed adherence to schedules by way of good cooperation with the customer's project manager.

As a result the various test phases, approvals and deployments of the respective releases could be achieved successfully and on schedule.