



Transforming the performance of your service organization

Smart solutions for tough times
Responding to the economic crisis



As products become increasingly commoditized, effective customer service will be a crucial business differentiator. It supports customer loyalty within the existing customer base and is one of the best means to attract new customers.

Improving customer service, however, inevitably suggests increased costs – and in a challenging economic environment many organizations have no choice but to work with decreased budgets. Compounding the problem, budget cuts typically hit non-sales oriented organizational units first, such as customer service.

So the expectation for today's service units is quite simple: deliver the same or better service levels at lower cost. To achieve this, it is crucial to control and improve key performance indicators (KPIs). Too often they are either insufficiently defined or not consistently available across service units and there is little awareness of how to improve KPI scores.

Capgemini Consulting works across a variety of industries to transform the customer experience. We draw on a depth of experience in customer service transformation, accumulated through a strong track record of project delivery across the world.

Roadmap to service excellence

In working with our clients to optimize customer service delivery and improve KPIs we take a three-phased approach that is proven to yield both cost reductions and service improvement. This looks first at a company's current customer service and compares it with industry best practice; then we consider where the organization wants to be and the KPIs needed to get it there; and finally we work together to build a transformation roadmap.

Cost reduction and service transformation is achieved through a combination of process and organizational improvement along with IT infrastructure optimization.



- In the first phase we thoroughly analyze the strengths and weaknesses of current customer service levels including organization, processes and underlying IT-infrastructure, while also collecting existing KPI information. We then compare this with best-practice customer service to identify gaps and suggest areas for improvement.
- In phase two we identify the best KPIs for your business and develop challenging but realistic target values for those KPIs. We'll highlight the actions your service organization needs to take to achieve these values and we'll typically identify and prioritize a range of improvement activities, including those that affect personnel, processes, and IT. This phase also quantifies the benefits of those measures delivering "quick wins".
- Finally, we build a detailed implementation plan with KPI milestones. We determine implementation responsibilities and define the instruments needed to measure the sustainability of the actions. In the end we hand over everything you need to better steer and control your new and optimized customer service organization.

Collaborating for success

We use our impressive strengths in marketing, sales and service, as well as our in-depth sector knowledge, to support the transformation of our clients' service organizations from strategy through to implementation. At all times we remain focused on helping you to strengthen your business with a more effective and customer-oriented service organization.

Our project results demonstrate the value of effective customer service optimization, especially in an economic downturn. For example, we helped a travel sector organization cut its service costs by more than 20%. At the same time, we were able to significantly improve service levels by developing and implementing the right measures and controls.

The figures show a marked improvement in the levels of customer service delivery:

- Increase of accessibility rate from 57% to 80%
- Increase of first call solution rate from 62% to over 80%
- Improvement of overall service level from '80% of contacts answered within 60 seconds' to '80% answered within just 20 seconds'

The final outcome was a substantial rise in overall customer satisfaction scores.

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