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## Leading Travel Company

**Situation:** In the past five years, inefficiencies have led to higher costs and lost productivity. Unlike many of its competitors, the organization hadn't used Y2K as an opportunity to substantially upgrade system functionality. This helped the near term bottom line but the company is paying the price today in terms of lost productivity. A newly appointed CIO wants to evaluate a completely new approach to improving the efficiency of the company's call center operations.

**Executive's Perspective:** The CIO wants to work in tandem with the lines of business to understand how changing IT systems would impact service levels and productivity. The executive wants a way to measure the contribution of the call centers to the business processes and have a common way to predict how changes in service levels would impact business performance. The company could then optimize service levels based on expected outcomes and design a solution to meet the business needs.

**Solution:** Software and services were delivered to build an application portfolio with granular segments, identifying those areas that support call center activities. It was determined that sales and marketing; customer services, tour operations and travel agent support had the greatest reliance on the call centers. This is where the most substantial value opportunity exists.

The organization then built a project portfolio to assess the impact of improvements in call center software, processes and other projects such as remote ticket printing and bookings system enhancements.

**Outcome:** Business unit heads were involved in determining the relationship between call center service levels and business impact. As well, agents and business heads were queried to assess the importance of other planned enhancements. Value management solutions were used to test various what-if strategies and develop business cases for application investment. These were presented to the board. The company contracted with an outside service provider to develop the most appropriate approach to meeting desired service levels. The business objectives and the IT solution are aligned and the company has a means of measuring its progress throughout implementation and delivery.

