

CASESTUDY

ISON helps a global business solutions provider in Business Continuity Planning and Disaster Recovery for its contact center servicing 8 million subscribers

The Challenge

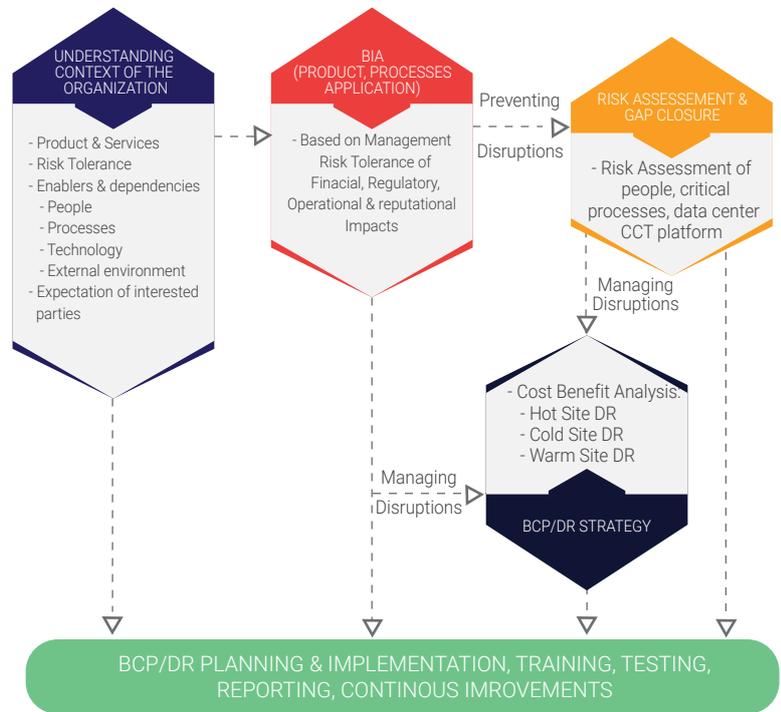
A global leader in business communications solutions wanted to proactively address the issues related to business continuity and disaster recovery planning for its contact center that supported a leading 3G operator's customer care operations in Bangladesh. The business processes were enabled by the operator itself while other processes were run by two separate entities to ensure service delivery through the contact center as:

- Entity I: Day-to-day service operations & internal processes
- Entity II : Contact Center Technology (CCT) infrastructure & processes (run by the solution provider)

As many of the processes were quite inter-related and the global solution provider was keen to address the following challenges faced:

- Minimal visibility on criticality of 'Customer Care' processes and technologies
- Ensuring continuity of services to customers in case of a disaster
- Lack of clarity on role (including crisis management) and plan linkages of all the three entities, so as to act efficiently and effectively at the time of disaster
- Process to manage and reduce debt efficiently
- Inadequate data availability / quality to meet growing business needs
- Interfaces with existing systems such as AVAYA, HHU, GIS etc.
- Setup 24/7 Call Centre facility to serve customers with right information at the right time

ISON's BCMS Implementation Approach



The solution snapshot

Taking into consideration all the factors, the objective of the project was as follows:

- Identify all Critical Products / Services / Processes / Technology enabling operator contact center at Bangladesh
- Identify the interdependencies for all identified critical processes and technologies
- Identify risk pertaining to identified critical processes and technologies and their mitigation plan
- Identify strategies required to recover business in case of disaster
- Define a response teams to tackle any business disruption
- Documentation and implementation of BCP/DR plans

ISON executed BCM activities (BIA {Business Impact Analysis}, Risk Assessment, BCP/DR plan development, Plan testing and BCM training and development) for the following critical Contact Center (CC) Products, Processes and Technology of the operator.

Following high level activities were performed during this project this project based on PDCA approached covered by ISO22301 standard for Business Continuity and Disaster Recovery.

TECHNOLOGY

Managed By Entity I

- Local CC Network
- File Server
- Agent Stations

Managed by Entity II

- CM
- AES
- System Manager
- Session Manager
- AACC SP10 CCMS
- AACC SP10 CCMA
- AACC SP10 CCT
- AACC CCMM
- AMSMPP
- Web App Server-1 –VXML IVR
- Web App Server -1- Tomcat
- Web App Server-1 – Web sphere
- VPMS
- Dialogic Controller- Controller Gateway
- ADB
- SQL
- ACR- Proprietary Call Recording
- Quality Manager
- NAS (Arc Storage)
- Domain Controller- DNS

- POM test/WDB – Outbound
- Router SR-2330 IOS
- Switch – Proprietary S/W
- Firewall Rules (Cyber roam)
- Dialogic IMG1010 Gateway
- ACHAT – MPS- Apache
- ACHAT – MPS- Tomcat
- ACHAT – MPS- PHP
- ACHAT – MPS- XAMPP
- AAAD
- Onex
- Custom Apps (CTI) – TABS-Client (IBM)
- Citrix, Matrix Web Client
- Siebel
- Cyber roam Client
- Avaya Conferencing Bridge
- Operator SMS Tool- Proprietary S/W
- Avaya Enterprise E-Mail-MS Exchange
- Citrix Desktop Client
- RDC
- SSH Client- Putty
- NTP / Web App Server-4 – VXML IVR
- NTP / Web App Server-4 – Tomcat
- NTP / Web App Server-4 – Web sphere
- MVM Server
- MISD – MPS
- MISP

PRODUCTS

Delivered by the operator and managed by the entities

- Inbound Calls (CC)
- Inbound Calls (Self Care)
- Out Bound Calls
- Emails
- Chats

PROCESSES

Managed by the Operator and Delivered by Entity I

- Prepaid Inbound
- Pre-Paid Platinum Inbound
- Post Paid Inbound
- Post Paid Platinum Inbound
- Non Operator Inbound
- Retailer Helpline
- Complaint Management
- Email Process
- Chat Process
- Self-Care

Managed by Entity II

- User ID Management Process
- Backup & Restore Management Process
- Change Management Process
- Incident Management Process
- Asset Management Process
- Onsite Patch management Process
- Offsite Patch Management Process
- Exception Management Process
- Capacity Management Process

The Benefit

Post completion of Business Impact Analysis (BIA) and Risk Assessment (RA), 18 unique mitigation strategies were identified for necessary action.

The critical gaps were identified at both technology and process levels as detailed below:

Risk Identification: By conducting risk assessments across all physical locations and within each process or function, threats and vulnerabilities were uncovered. These were all opportunities to induce operational changes or physical enhancements that intended to reduce or eliminate the probability of some major organizational risks. Some of the examples are:

- **Risk 1** Uttara DC -Single point of failures for CCT Technology

- **Risk 2** Operation floor at one of the centers Single point of failure for one of the critical processes

- **Risk 3** Gaps analyzed in backup process for CCT technology

Operational Improvement: Often the greatest value of comprehensive Business Continuity planning process is the awareness gained from examining the details of one’s own business process, not just how to plan for a disruption. Our planning activities had created awareness that resulted in opportunities to make operational improvements, especially in areas that had not previously been explored.

Knowledge Capture: Critical day-to- day business information is often scattered among spreadsheets, original documents or in the heads of subject matter experts.

Our approach for Business Continuity planning helped the client to collect and organize information for future uses (including process improvements) and to prevent the information from being lost.

Competitive advantage: Organizations prefer to do business with those who have a higher ability to deliver products and services on time. We helped the client the key gaps in the Business Continuity program (that includes IT recovery, business continuity and supply - chain resiliency planning) to assure internal and external customers to deliver services on the mutually agreed SLA.