



Industry

Credit Card

Country

United Kingdom

Challenge

Set-up of a contact centre operation to support a Barclaycard credit card portfolio, with services covering the full customer life cycle

Solution

Consultancy, project management and operational set-up of a contact centre, including the refurbishment of refresh of the technical infrastructure to support the migration of MasterCard portfolio into TMS' existing centre

Contact Centre Set-up for TMS/Barclaycard

Project management and operational set-up of the set-up of a new contact centre operation to support the migration of a credit card portfolio to a new provider. Creation of full and detailed business processes and procedures fully documenting the entire range of operations.

Client Overview

Founded in 1966, Barclaycard is a multi-branded credit card and consumer lending business, and one of Europe's leading credit card businesses.

In the UK alone, there are over 11.2m Barclaycards, which represents around one in five of all credit cards. In addition there are 3.3m Barclaycard International cardholders around the world and over 582,000 Barclaycard Business corporate credit and charge cards. Our credit cards can be used to pay for goods and services in more than 22 million places in over 200 countries.

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Business Challenge

In 2002 Barclaycard acquired part of the UK portfolio of the American Company Provident National Bank, including the offices based in Crawley. As part of a change in strategy, Barclaycard took the decision to split their portfolios, selling two brands and the Crawley site, but retaining the SKY card portfolio. As part of the conditions of sale, Barclaycard were obliged to exit the facility by April 2008.

The Sky Card Migration programme objective was to deliver a seamless data migration to a new TS2 client ID in March 2008, including the parallel implementation of a TSYS Managed Service operation, to align with the exit of the Crawley site and to enable decommissioning activity to be completed by April 2008, when Barclaycard were contractually obliged to be out of the existing facility.

Supporting objectives are as follows:

- To ensure the Sky Card operation exits Crawley site by end March 2008, with no disruption to Sky Card customers
- To provide a TSYS Managed Services for Sky Card operations, with the equivalent or improved quality of customer service
- To provide 'As Is' replications of the current operating model and technical architecture at migration
- To 'lift and drop' existing Sky Card technical architecture from Crawley into an alternative data centre, in Northampton Pavilion Drive, and provide TSYS Managed Services with remote access to the applications



Results

- ▲ Dedicated Branded contact centre set-up in Milton Keynes, UK
- ▲ Full operational capability replicating the clients previous operation
- ▲ Full documented and compliant business and operational procedures centre management procedures
- ▲ 200+ FTE recruited and trained for day one of live operations
- ▲ UAT programme documented and executed
- ▲ Project completed within 6 months deadline, enabling Barclaycard to exit their facility without penalties

Relationship History

As a supplier of the existing platform, Barclaycard had an existing relationship with TSYS, although this did not extend to Merchants or TSYS Managed Services. An alternative supplier had initially been selected, but this relationship broke down during the start up phase of the project. Barclaycard then appointed Merchants to continue the set-up project and for TSYS Managed Services to provide the management the contact centre support operation.

Solution Provided

All contact centre services were previously managed by a Barclaycard in-house team, based on the previous Providian operating model. A number of the departments had grown organically over a number of years, which for some department resulted in little MI or forecasts, business processes not being clearly documented and an overreliance on the skills and experience of key long standing individuals.

Merchants role changed from the initial project management of the contact centre migration, to encompass a broader role:

- defining the key deliverables and supporting TSYS Managed Services in documenting final scope and working assumptions
- detailed documentation of the business processes for each department
- adapting procedures to align with Barclaycard and compliance requirements
- project management of the project set-up phase
- providing and managing strand leaders for operational, training and testing set-up phases
- providing resource and processes to control the migration stages of the project

Parallel activity, that were external dependencies on the project, but were not included in the scope of the project include the definition and documentation of the IT infrastructure requirements, which were being implemented for TSYS Managed Services for the Barclaycard project.

How We Delivered

The key objective of the project was to ensure that every customer process was replicated within the TSYS Managed Services, with exception and escalation channels defined so that every customer interaction could be managed accordingly, and the overall customer experience would not be significantly impacted by the migration.

Due to the tight timescales imposed on the project, the solution for Barclaycard was designed to replicate as much of the existing structure of the existing Barclaycard operation at Crawley, with exceptions to the process being the numerous manual processes that, for compliance and security reasons, needed to be replaced by a system based solution, and the processes and departments that were outside of TSYS Managed Services scope. Also changes in the IT infrastructure due to the move to TSYS Managed Service and the switch to a Citrix based environment would need to be reflected in the operational and training approach.

The model also allowed the reporting of the effectiveness of the solution, and using a virtual IVR with key decision points, could allow changes to be made to the set-up and routing of customer or branch calls.

Merchants role in the migration covered a number of key roles in project managing the implementation for Barclaycard and TSYS.

- Manage all areas of the project, including client communications, liaison with other parallel project teams, management of risk and project deliverables and budget management
- Create a dedicated Barclaycard SKY branded operation within Merchants' existing facility in Milton Keynes
- Evaluate and document the existing operation in Barclaycard
- Fully document the policy, procedures and business processes for every required department at TSYS Managed Services to support training, testing and ongoing operational management
- Document the internal and external communication processes, including hand off points to Barclaycard and SKY
- Recruit and train 200+ FTE, to be available for day one of the operational live date
- Create a full set of UAT testing documents covering all business process, applications and technology, and manage the user acceptance testing programme to conclusion
- Create and implement a simulation programme to support the training and testing programmes
- Set-up a TSYS Managed Service migration control centre, aligned to Barclaycard and TSYS control centres, to support, document and assign migration related issues
- Full set of training programmes covering all departments and reflecting SKY and Barclaycard cultures

Value Derived

- The migration of the entire credit card customer base and the set up of a new Barclaycard SKY branded dedicated secure contact centre operation
- Degradation of the service was limited in scale, and lasted for less than 3 months after the migration of the final customers, before all contractual service levels achieved soon afterwards
- Complete set of best practice business procedures created
- Creation of contact centre management and communication procedures
- Barclaycard achieved all objectives for the project, with a exit strategy executed within deadlines, and the migration process have limited impact on the customer and on SKY