

# Client Case Study for



**Customer Services**

**Review of Customer Centricity & Strategic Fit**



Visa Europe were undergoing an Organisational Transformation Programme; and there was also an initiative to review the Sales and Relationship Model. CCL were asked to:

- Highlight the issues
- Pull together the customer feedback
- Highlight the challenges around capacity and capability
- Outline best practice and put together options and an outline plan of the way forward.

Visa Europe were looking for a current state analysis and a plan of what to do next, so that CCL's Findings and Recommendations could be integrated within the organisational transformation programme and be discussed with the Sales and Relationship management area.

CCL's objective was to carry out a short, sharp assignment to advise on the following strategic and operational questions relevant to Visa Europe's Customer Service (CS), Customer Support (CSu) and Customer Implementation Services (CIS) teams:

Primary focus of the work:

- How can the Customer Services contribution to the realisation of the Visa Europe Strategy be increased?
- What is the optimal reporting line for the Customer Services Function?
- How can the engagement model be improved to mitigate the issues of workflow and demand management between the RM and customer services departments?

As part of this work, we were also asked to provide high level views on the following questions:

- What is the right level of SQI for CS to aim at?
- What improvement to processes in CS might be achieved?
- How can the commercial contribution of CS be increased? What additional revenue opportunities within CS should be exploited?

- Review of relevant documentation relating to current strategy, structure, research, operations and change initiatives
- Assessment of current operational KPIs and metrics (where available)
- On site meetings with managers and staff
- Review of management information and observations within the business
- CCL defined key issues and made a number of recommendations to improve the Operating Model moving forward, in line with the defined Strategy
- CCL also identified some Quick Wins.

CCL supported the implementation of the recommendations using a joint team. Significant improvements were made with further investment decisions going to the Board.