



**Business Case**

Project Name: **Consistent Answers for Customers**  
Channel: **Students, and Schools, with consideration for Financial Partners**  
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## Project Description

The Consistent Answers for Customers project aims to generate savings and increase customer and employee satisfaction by simplifying and integrating the delivery of customer service. This next phase of work implements the Customer Service Delivery Model (CSDM) created in the Consistent Answers Definition and Preliminary Design effort. Existing contact centers will be consolidated into four logical centers organized around customers. Independent communication channels will be combined and managed at the enterprise level. And a common system for customer care will be implemented for contact centers and SFA offices. Estimated savings are sizable enough to support delivering this effort through a Share-In-Savings (SIS) Agreement.

The Consistent Answers recommendation is to deliver new capabilities in stages. These stages are designed to maximize results and realize savings from the beginning of the initiative. The proposed Consistent Answers SIS Agreement covers the Consistent Answers Definition and Preliminary Design (stage 2), effort to finalize and sign the Share-In-Savings Agreement (SIS Interim), and implementation of stages 3, 4, and 5 of the sequencing plan (*see Future Phases of Work*).

- Stage 3: Contract Improvements
- Stage 4: Enterprise Communication Management
- Stage 5: Foundation for Consistent Answers

The SIS Interim is a new funding request to cover efforts to reach agreement on the SIS contract and continue progress towards building the Consistent Answers solution. The request will be for an allocation from the SIS pool. The SIS Interim period is for January 2002 through April 2002. Exact scope of the SIS Agreement will be finalized during the SIS Interim.

### *Describe the need for change (the business problem to be addressed)*

There is a significant opportunity to generate savings and improve the delivery of customer service across the extended SFA enterprise. SFA's customers and delivery partners are serviced by DC, regional offices, and eleven major contact centers. Each customer service area has unique phone numbers, email addresses, contact history databases, and contract parameters for cost and performance metrics. Most of the customer service areas operate largely independently of one another and employ individual strategies, processes, and technologies to deliver customer service for SFA. As a result, the real cost to SFA is excessive due to avoidable transfers, higher than necessary unit costs, and sub-optimal use of less expensive communication channels.

There is also opportunity to increase customer and employee satisfaction. The fragmented customer service environment makes it difficult for customers and delivery partners to interact with SFA. The segmented information makes it cumbersome for customer service representatives and employees to access and understand the complete customer and delivery partner experience with SFA. The customer service environment does not optimize SFA's ability to serve customers and delivery partners. As a result, customers and partners satisfaction drops due to longer wait times and incomplete answers; while employee satisfaction drops from an inability to respond to inquiries as effectively as possible.

Consistent Answers will generate savings and improve customer service by reducing the number of customer contact points and integrating SFA offices and Operating Partners onto a common customer service platform to more effectively manage customer interactions. In addition, the common customer service platform will enable enterprise communication through message broadcasting and access to a single knowledge repository. The CRM technologies combined with a streamlined customer interaction center (CIC) structure will provide enhanced service to customers while reducing costs and improving efficiency.

### *Current State Issues*



### Multiple Contact Channels

SFA's contact centers and offices currently utilize approximately twelve 800 numbers and multiple local contact numbers to support students, schools, and financial partners<sup>1</sup>. Each contact number is established to address either the specific needs of a particular SFA stakeholder group or a particular type of problem, e.g. a simple account inquiry or a complex technical problem. The use of multiple contact numbers places the burden on customers to know which number to use and requires customer service representatives to handle or transfer calls often received in error. This confusion often leaves customers frustrated by unnecessary call transfers and leaves customer service agents dissatisfied with their ability to deliver quality service. Furthermore, calls that are routed incorrectly create considerable additional cost to SFA.

### Self-Service Demand

Demand for increased self-service options via phone and web among all customer groups is on the rise. Approximately 47% of common customer requests channeled through the student CICs are simple account inquiries, changes, or material requests. The current percentage of self-service available over the phone at SFA is 18%. Currently only two centers out of the twelve make this information available through automation 24 hours a day, 7 days a week.

### Customer Interaction Management Systems

The CICs currently use different customer interaction management applications and technologies to service SFA's customers and delivery partners. Information sharing is difficult to coordinate effectively between the customer service areas since economic incentives are not in place, coordination is complicated, and the fragmented technical environment presents significant challenges.

At the present time, a customer's history is collected in small portions during different transactions and captured on disparate contact data systems. The lack of a single customer and delivery partner demographic and history repository makes it difficult for SFA's customer service agents to obtain a comprehensive view of a customer's experiences across the enterprise. Customer data is fragmented across the SFA enterprise in the operational systems supporting the application, administration, and repayment/collection activities. In many cases, customer data is redundantly stored on independent CIC systems, requiring synchronization through batch interfaces or resulting in inconsistent data.

### *Project History*

#### Stage 1, Call Center IPT from April 2000 – January 2001

The focus of the CRM Call Center IPT was to examine the current state of SFA CIC operations and recommend improvement opportunities. Major deliverables for Stage 1 included a high level assessment of the current state, an evaluation of industry best practices, a GAP analysis, a document outlining recommended solutions, and a business case to support going forward with the next phase. The business case was presented to IRB on April 4, 2001 and kicked-off Stage 2, Consistent Answers Definition and Preliminary Design

#### Stage 2, Consistent Answers Definition and Preliminary Design from February 2001 – December 2001

The initial Consistent Answers funding request for Definition and Preliminary Design was approved by the IRB on April 5, 2001. The funding request was to define the target state Customer Service Delivery Model (CSDM) and build the business case to deliver the solution through a SIS agreement.

The Consistent Answers team conducted extensive discovery and evaluation of the current SFA customer service environment. Based on this analysis, the team estimated a cumulative gross savings opportunity of \$200 to \$400 million to SFA over five years. Savings estimates are based on baseline

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<sup>1</sup> This includes only the phone numbers for existing customer interaction centers as of Jan. 1, 2001.



information gained during site visits and through contract analysis. Both SFA and Operating Partners validated the team's assumptions for the baseline estimates.

After validating the "As-Is" environment, the Consistent Answers team formulated a "To-Be" Customer Service Delivery Model (CSDM) for SFA. This model includes process, organization, and technology improvements. The Consistent Answers team also developed a Siebel demonstration to highlight portions of the "To-Be" CSDM for SFA customer service agents. Elements of the "To-Be" CSDM design include the following:

- Contractual improvements
- Central Integrated Voice Response (IVR)
  - Streamline customer inquiries
  - Increase self-service through phone automation
- Common Siebel Platform
  - System of record for customer/delivery partner demographic information and contact history
  - Enterprise communication tool through message broadcasting
  - Interface to the enterprise knowledge repository

The Consistent Answers team has validated and enhanced the CRM Call Center IPT business case by confirming the current customer service baseline, developing the sequencing plan to deliver the Consistent Answers solution, and estimating net savings based on estimated cost to implement the solution.

On September 9, 2001, the Consistent Answers management team presented the 'Front Load Savings' update to IRB. The Consistent Answers Definition and Preliminary Design period will end on December 21, 2001 and all associated deliverables will be submitted.

### *Future Phases of Work*

#### SIS Interim: Consistent Answers SIS Interim from January 2002 – April 2002

The SIS Interim will complete SIS contract agreement and continue progress on stages 3, 4 and 5, building the Consistent Answers solution. Please see stages 3, 4, and 5 for interim phase work activities.

#### CSDM Implementation, Consistent Answers SIS Solution from January 2002 – November 2003 (tentative dates)

The Consistent Answers SIS Agreement will include Stages 2, 3, 4, 5, and the SIS Interim. The CSDM Implementation delivers stages 3, 4 and 5 as outlined in the sequencing plan. The stages are designed to deliver new capabilities in logical, achievable portions and create savings as early as possible.

#### Stage 3, Contract Improvement from Present – July 2002

Stage 3 will restructure contracts with the CIC Operating Partners to streamline service and reduce unit costs. To add value, Consistent Answers proposes contract improvements that will:

- Standardize Operating Partner metrics;
- Charge common costs per contact type and tier level in line with industry rates;
- Eliminate duplication and redundancies; and
- Enable stronger oversight of Operating Partners.

The Consistent Answers team has already made progress in the Contract Improvement stage through the identification of savings opportunities and participation in FSAIC contract renegotiation. This renegotiation restructured performance incentives and combined FOTW inquiries with the FSAIC contract to eliminate unnecessary transfers and inconsistent pricing between contracts.

#### Stage 4, Enterprise Communication Management from January 2002 through July 2002



Stage 4 designs in detail and implements integrated telephone/IVR communications channel management for customers, providing students and their parents a unique point of entry to SFA. Delivery partner deployment will be implemented concurrent with stage 5. Additionally, control of IVR menuing and automated services will be transferred to SFA.

Stage 5, Foundation for Consistent Answers from January 2002 through November 2003

Stage 5 will establish the foundation for the enterprise CSDM. This will include the initial implementation of Siebel for the enterprise, leveraging the eServicing/eCRM application. Completion of this stage results in the ability to manage customer service interactions across the enterprise, access a centralized knowledge repository, integrate service processes across SFA offices and contact centers, and communicate across the enterprise through message broadcasting.

In stage 5, enterprise deployment of the CSDM is extended to the Ombudsman and SFA DC/Regional Offices. As a result, OCTS 2.0 and PEPS will be retired, resulting in additional savings for SFA.

*Consistent Answers Enhancements (dates to be determined)*

Consistent Answers Solution Enhancements, identified as stages 6, 7, and 8, are outlined in the sequencing plan. The funding mechanism for these stages will be determined at a later date. These stages are not covered under the proposed SIS Agreement.

Stage 6 Delivery Partner Enablement – Schools

Stage 6 will provide delivery partners, specifically Schools, with access to the CRM application via the Internet to self-manage their interactions with SFA. This will reduce costs and increase delivery partner access to SFA.

Stage 7 Customer Enablement

Stage 7 will provide expanded customer self-service via the Internet, resulting in increased access to SFA and reduced service costs.

Stage 8 Pro-Active Service and Outreach

Stage 8 will provide predictive analysis of customer needs and risks as well as outreach communication capabilities. This will establish a means for intervention services and risk management while increasing efficiency and personalization of high-volume outreach campaigns.

*What is the scope of the initiative, including what it is not?*

In Scope for CSDM Implementation (included under SIS Agreement):

- Stage 2: Consistent Answers Definition and Preliminary
- SIS Interim: SIS Agreement
- Stage 3: Contract Improvement
- Stage 4: Enterprise Communication Management
- Stage 5: Foundation for Consistent Answers including PEPS, CSCC Lotus Notes, and OCTS 2.0 retirement

Consistent Answers Solution Enhancement<sup>2</sup>

- Stage 6: Delivery Partner Enablement -- Schools
- Stage 7: Customer Enablement
- Stage 8: Pro-Active Service and Outreach

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<sup>2</sup> May be considered by SFA under a future funding agreement (SIS or other)



Out of Scope Dependencies:

- EAI implementation including legacy interfaces
- Single Student Identifier
- Single Sign-On
- Customer Service Portals (Students/Parents)
- DMCS, DLSS and Loan Consolidation re-engineering
- NSLDS re-engineering
- eServicing
- COD
- Others may be identified

*What is the start date and end date of the initiative?*

SIS Interim: January 2002 through April 2002

CSDM Implementation (stages 3, 4, and 5): January 2002 through November 2003

*What other business areas/external groups are affected?*

SFA Regional Offices and DC including Ombudsman and SFA University

- Offload general inquiries to CIC
- Replace PEPS, and CSCC Lotus Notes System
- Upgrade existing Siebel applications (OCTS 2.0 and eCRM)
- Create system of record for customer/delivery partner demographics and contact history
- Enhance/automate business processes
- Provide enterprise communication through message broadcasting and access to a central knowledge repository

Operating Partners (ACS/AFSA, AFSA, EDS, NCS, Raytheon)

- Contract improvements will reduce unit costs and streamline customer service
- Integrated channel management will route inquiries at the enterprise level
- Common Siebel application will provide a common customer view across the enterprise

What systems are impacted by the implementation of this initiative and how are they impacted?

- Current IVR/telephony systems will be modified
- Ombudsman Case Tracking System (OCTS) will be upgraded
- PEPS will be retired
- CSCC Lotus Notes System will be retired
- Legacy system information will be viewed and accessed through EAI
- eServicing/eCRM establishes the basis for the enterprise CRM application; configuration will be aligned into enterprise requirements



## Enterprise Impact

*What business processes are impacted by the implementation?*

This project will have significant impact across the enterprise during each stage.

During stage 3, Contract Improvements, SFA will be required to make decisions and perform actions supporting a new contracting model with CIC Operating Partners including:

- Standard performance metrics;
- Standard costing models;
- Cooperation and support; and
- Shared work between the Operating Partners.

SFA will also need to commit staff time and resources to support this phase of the project.

During SIS Interim, SFA will need to:

- Participate in the review of SIS savings targets and sequencing;
- Participate in vendor realignment; and
- Review, provide feedback, and work to approve the SIS Agreement in a timely fashion.

During stage 4, Enterprise Communication Management, SFA will need to:

- Participate in the design of the telecommunications processes and procedures including IVR design and content;
- Support the integration of Operating Partner telecommunication systems with the SFA IVR technology; and
- Develop SFA responsibilities and skills to manage all communications channels in an integrated environment including common content and services across web, IVR, email, mail, and fax.

During stage 5, Foundation for Consistent Answers, SFA will need to commit staff and resources to participate heavily in:

- Policy and procedure decisions,
- Process redesign;
- Content development;
- Training of staff;
- Testing of the system and processes; and
- Communication to internal and external stakeholders.

Additionally, SFA will need to develop new responsibilities and skills to maintain the Customer Service Delivery Model and support comprehensive account management and portfolio management



## Accessibility

**Please indicate how the initiative complies with accessibility guidelines. The Department and SFA's Accessibility Guidelines can be found at the following URL: Please be sure to comment on this initiative's efforts to meet Section 508 compliance.**

Accenture supports the government's efforts to ensure electronic and information technology (EIT) is accessible to federal employees and members of the public with disabilities. Through the Accenture Government Center (AGC), Accenture has developed a knowledge base of Section 508 information, tools, and solutions. Accenture supports full life cycle solutions to assist in making EIT accessible in compliance with Federal law.

The Accenture team will employ proven practices and guidelines to assist developers in understanding why and what is needed to make the Siebel application and IVR technology accessible. Accenture will work with vendor partners to define requirements addressing SFA customer needs for Telecommunications devices for the Deaf (TDD) technology and other assistive technologies, including screen readers and magnifiers, and specialized and adaptive browsers. Any assistive technologies required will be implemented in accordance with the Department's and SFA Accessibility Guidelines.

Accenture's key vendors for this initiative are Siebel Systems and Genesys. A leading provider of CRM solutions, Siebel is committed to making products that are accessible to all users. Siebel has been proactive in working with leading technology companies and industry associations in understanding accessibility requirements and assistive technologies. The company has partnered with and licensed technologies from software companies that have developed industry accessibility standards, and is confident that its products will comply with applicable federal and state government standards, including the final standards established pursuant to Section 508 of the Rehabilitation Act.

## Technologies Used

List the proposed technologies that will be used to implement this project

Name/type	Proposed use	Has technology been used at SFA before? Where?	Does Technology fit SFA's Architecture Standard? Explain.	Does SFA have the technical expertise to implement this technology? Why?
Siebel/CRM Application	Desktop application	Yes. Ombudsman, eServicing	Yes. Siebel, Oracle	Yes.
Genesys	Advanced Call routing	No.	Yes.	Yes.
Avaya Conversant	Interactive Voice Response Unit	Yes. At Operating Partners CIC locations.	Yes.	Yes.



**Benefits**

**Provide a narrative discussion to explain why SFA is doing the initiative and what project objectives or expected outcomes can be quantified and how can they be measured. Demonstrate that the initiative supports the goals and objectives of SFA, how it supports these goals and objectives, to what extent it helps SFA achieve these goals and objectives and when these benefits will be realized. Also, comment on how this initiative contributes to the financial integrity of SFA's systems.**

*Reduce Unit Cost*

Quantitative Benefit (\$)	How will benefit be measured/realized?	When will benefit be realized?
Estimated gross savings of up to \$100,000,000 (SFA, Mod Partner sharing levels to be finalized under SIS Agreement.	Reduced call volumes – eliminating transfers and call backs	Gross savings estimates projected to be achieved over 5 years.
Estimated gross savings of up to \$100,000,000 (SFA, Mod Partner sharing levels to be finalized under SIS Agreement.	Reduced deliverable unit costs – reducing unit costs by 10%	Gross savings estimates projected to be achieved over 5 years.
Estimated gross savings of up to \$200,000,000 (SFA, Mod Partner sharing levels to be finalized under SIS Agreement.	Optimized communication channel mix – optimizing the channels through which customers contact SFA	Gross savings estimates projected to be achieved over 5 years.
<i>Assumptions</i>		
<p>Consistent Answers team estimated savings benefits by comparing projected baseline volumes and unit costs to forecasted volumes and unit costs after deployment of Consistent Answers capabilities through stage 5. SFA's current unit costs per contact were used for high cost estimates and CRM proven practices unit costs for low cost estimates.</p> <ul style="list-style-type: none"> <li>▪ Invoiced contact quantities are used, when available, to determine FY01 Total Contacts. Volumes provided in the Consistent Answers site visit survey are used for all others. Because the Customer Service Contact Center is an internal SFA office, costs are not included.</li> <li>▪ Total Costs per contact are total customer service delivery costs divided by total Contacts as report in the FY01 Baseline Cost Model.</li> <li>▪ Contract alignment causes a reduction in contact volume due to a reduction in transfers. Volume reduction percentages were taken from Consistent Answers CIC As-Is Operating Models</li> <li>▪ Implementation of the Interactive Voice Response (IVR) will provide increased automation and decreased transfers. The increased automation will improve the interaction channel mix as a result of directing calls to the appropriate CIC.</li> <li>▪ Implementation of the enterprise Siebel application will achieve a 5% reduction in call volume for all CICs as a result of an increased percentage of calls handled during the first call.</li> </ul>		



Reduced volume savings estimates are based on existing inquiry types and volumes. The implementation of Enterprise Communication Management and the one phone number and email address per customer/delivery partner base will route new inquiry types to the CICs increasing some inquiry volumes. For example, currently the Collections Loan Servicing SFA employees handle approximately 300,000 inquiries annually from local phone numbers and email addresses. Through the one phone number and email address for students, the inquiries will be routed to the CIC and handled by the CIC tier structure. In addition, any new functionality such as Single Sign On and Portals will increase inquiry volume and are not included in the savings baseline.

*Increase Customer Satisfaction*

A primary benefit of a common customer service platform is improvement in customer service by making customer information consistently available across the enterprise. The Common Customer Care application (Siebel) will integrate SFA customer interaction management processes and enable employees to provide consistent, accurate answers to customers. CSRs will have access to a comprehensive view of each customer's interaction history with the SFA, and will no longer be required to navigate multiple systems to service a customer's request for the majority of inquiries. Integration of these processes will enable SFA, should it choose to pursue advanced capabilities, to extend this view beyond the enterprise to customers and partners.

Improvements in communication channels will also drive customer satisfaction. A single email address and one toll-free number for each customer group will enhance the customer contact experience. An IVR system will allow for increased customer self-service options and flexibility, making it easier for customers to interact with SFA. It will enable customers and partners to self serve for relatively simple inquiries, increasing access while promoting a consistent response to customers. Information access and simple transaction capability will be available 24 hours a day 7 days a week.

Improved customer service will be measured by standard service metrics including the speed of call answer and average talk time. These efficiency metrics will be supplemented by requiring Operating Partners to utilize voice recording and live voice monitoring to manage CSR quality. In addition, existing customer satisfaction surveys will continue to measure and track customer feedback.

<b>Quantitative/ Qualitative Benefit</b>	<b>How will benefit be measured/realized?</b>	<b>When will benefit be realized?</b>
Improved customer service	Service metrics <ul style="list-style-type: none"> <li>▪ Service Level Agreement (SLA)</li> <li>▪ Calls Blocked</li> <li>▪ Calls Abandoned</li> <li>▪ Calls Answered</li> <li>▪ Average Speed of Answer</li> <li>▪ Talk Time</li> <li>▪ Average Wrap-up Time</li> <li>▪ CSR Utilization (Serving Customers, Other Duties)</li> <li>▪ % of Contacts Automated in IVR</li> <li>▪ % of Contacts Automated on Web</li> <li>▪ % E-mail Contacts</li> </ul>	Benefits are projected to be realized after Contract Improvements, Enterprise Communications Management, and Foundation for Consistent Answers stages
Standard point of entry to SFA	<ul style="list-style-type: none"> <li>▪ One toll-free number for schools/financial partners</li> <li>▪ One toll-free number for students</li> </ul>	Benefits begin to accrue after the implementation of Enterprise Communication Management. Migration to the new capabilities will occur over time, as old numbers are retired.



Automation of simple business transactions and inquiries	<ul style="list-style-type: none"> <li>▪ % of inquiries resolved without CSR</li> </ul>	Benefits begin to accrue after the implementation of Enterprise Communication Management
Complete customer information is consistently available from a common customer service platform	<ul style="list-style-type: none"> <li>▪ % of total customer data accessible via the Common Customer Care system</li> <li>▪ Training: % of trained CSRs</li> </ul>	Benefits begin to accrue after the implementation of Foundation for Consistent Answers
<i>Assumptions</i>		
<ul style="list-style-type: none"> <li>▪ The project will commence as scheduled in the Consistent Answers Sequencing Plan.</li> <li>▪ Opportunities for improvement are based on responses to Consistent Answers Site Visit Surveys, Contract Scorecards, and As-Is and To-Be Operating Models.</li> <li>▪ Operating Partner and SFA support will be provided to the Consistent Answers Initiative.</li> <li>▪ Common customer service platform will be adopted.</li> <li>▪ A single identifier will be used for each customer.</li> <li>▪ EAI CIO initiative is functional.</li> </ul>		

*Increase SFA Employee Satisfaction*

The Common Customer Care application will enhance SFA's ability to manage the service experience for customers and delivery partners and thereby elevate employee satisfaction through superior performance. The consolidation of CIC responsibilities through a single system allows SFA to standardize business processes, performance metrics, and reporting for all Operating Partners. SFA employees and Operating Partners will have improved access to the information needed to make decisions and respond to customer inquiries. SFA's joint delivery with its Operating Partners will improve as it becomes easier to generate, share and analyze service performance data at an aggregate, enterprise level. More streamlined business processes and increased automation will enable CSRs to dedicate more time to complex issues that arise. Employees will have greater opportunity to deal with more value-added activities and to improve the overall quality of service to customers.

<b>Quantitative/Qualitative Benefit</b>	<b>How will benefit be measured/realized?</b>	<b>When will benefit be realized?</b>
Standardization of Operating Partner metrics, service levels	<ul style="list-style-type: none"> <li>▪ Monthly reporting of standard Operating Partner metrics</li> </ul>	Benefits begin to accrue after the implementation of Contract Improvements
Standardization of training	<ul style="list-style-type: none"> <li>▪ Percentage penetration and level of cross trained employees (pertaining specifically to customer service delivery)</li> </ul>	Benefits begin to accrue after the implementation of Foundation for Consistent Answers
Reduction of routine calls through automation	<ul style="list-style-type: none"> <li>▪ Fewer routine inquiries serviced by CSRs</li> </ul>	Benefits begin to accrue after the implementation of Enterprise Communications Management
Construction of a foundation for 360 degree view of customer service delivery	<ul style="list-style-type: none"> <li>▪ Percentage of total customer and delivery partner transaction and interaction history available across the enterprise</li> </ul>	Benefits begin to accrue after the implementation of Foundation for Consistent Answers



Integration of contact management and access to knowledge repository	<ul style="list-style-type: none"> <li>▪ Percentage of contact and knowledge management processes integrated across the extended SFA enterprise</li> </ul>	Benefits begin to accrue after the implementation of Foundation for Consistent Answers
<i>Assumptions</i>		
See Assumptions for Increase Customer Satisfaction.		

*Other Financial Benefits*

**(Include Avoidance of Future Costs, Reduction to any Non- SFA entity's costs and Other Unquantified Benefits)**

Quantitative/Qualitative Benefit	How will benefit be measured/realized?	When will benefit be realized?
Included in gross savings estimates	Retirement of the PEPS system.	Benefits begin to accrue following the scheduled retirement of PEPS in FY 03
Included in gross savings estimates	Retirement of the CSCC Lotus Notes Database system.	Benefits begin to accrue following the scheduled retirement of the Lotus Notes Database in FY 03
Included in gross savings estimates	Upgrade of the OCTS 2.0 system.	Benefits begin to accrue following the scheduled upgrade of OCTS 2.0 in FY 03
<i>Assumptions</i>		
Consistent Answers consulted SFA and Modernization Partner teams for the current and projected costs of systems maintenance and operations. Consistent Answers recorded the future costs as financial benefits once these systems are retired by the initiative.		

*Total Financial Benefits*

The estimated gross savings opportunity from the Consistent Answers initiative is \$200,000,000 to \$400,000,000 over five years. The SFA and Modernization Partner sharing levels will be finalized under the SIS Agreement.



**Costs**

*Costs to implement the initiative and support it over its useful life.*

The SIS Interim funding request will only become relevant if a Share-In-Savings Agreement is not achieved.

**Total Cost of Ownership**

*What is the level of required enhancement after implementation?*

Future enhancements will be based on SFA requirements and will be implemented under separate funding mechanisms (SIS or other).

*What is the life span of this initiative?*

Deployment to the final user group is scheduled to occur during the last quarter of 2003 (calendar year).

**Alternatives**

Alternatives to this initiative and the consequences of each alternative are listed in the table below.

Alternative	Consequence(s)
Remain as-is	<ul style="list-style-type: none"> <li>• Missed opportunity to generate savings</li> <li>• Increased costs to maintain current service standards as more layers are added to As-Is contact centers</li> <li>• Risk of decreased customer satisfaction as customer expectations rise and service levels at SFA drop or remain constant</li> <li>• Risk of decreased employee satisfaction due to continuation of disconnected service processes and multiple knowledge sources</li> <li>• Continued risk of decision making based on incomplete and potentially inaccurate information</li> <li>• Continued inability to provide consistent answers to customers</li> <li>• If the call tracking system for CSCC is not enhanced, performance will degrade until no longer operational</li> <li>• An alternative to PEPS retirement will be required (PEPS is scheduled to be retired under this initiative)</li> <li>• An alternative upgrade strategy for OCTS 2.0 and the eCRM Siebel instances will be required (Both are scheduled to be upgraded as part of this initiative)</li> <li>• If the institutional record information remains distributed throughout the legacy systems, the contact environment cannot be as effective</li> <li>• Other systems' retirement efforts may need to increase scope to incorporate customer interaction management processes and functionality.</li> <li>• Increased risk of congressional mandate and oversight to improve customer service</li> </ul>



Non-technology solution	<ul style="list-style-type: none"> <li>• The Consistent Answers for Customers transformation encompasses technology and process solutions. Pursuing a process only solution will greatly reduce the benefits that can be realized</li> <li>• A complete non-technology solution is not feasible considering the volume of customer contacts, quantity of institutional information stored in the legacy systems, the need for simplified customer contact points, increased automation and self-service, and need for accurate information for decision making</li> </ul>
Enhance an existing system	<ul style="list-style-type: none"> <li>• No existing system can be enhanced to become the Common Customer Care system for the enterprise.</li> <li>• Knowledge management could be pursued by the enterprise by leveraging one of the existing/planned web-based knowledge management systems (Interwoven, NCS repository, etc.) System requirements, process redesign, and content aggregation would still require significant effort.</li> </ul>
Implement on a smaller scale	<ul style="list-style-type: none"> <li>• Decreasing the scale of the initiative will reduce the benefit stream without significant reduction in total cost to deploy. A Share-In-Savings financing arrangement would likely not be achievable.</li> </ul>
Other	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>

**Risks**

Risk	Description of Risk	Mitigation Strategy
Financial	<ul style="list-style-type: none"> <li>• Alterations to existing CIC contracts and environments, outside of the Consistent Answers initiative, will affect the ability to fund the initiative via Share-In-Savings</li> <li>• Late implementation may impact the timing of cost-savings realization</li> <li>• Inadequate customer and partner awareness of new capabilities to drive necessary savings</li> </ul>	<ul style="list-style-type: none"> <li>• The confirmed baseline will be used to measure Share-In-Savings. Any adjustments or modifications must be approved and agreed upon by all parties.</li> <li>• SFA must require full participation from all stakeholders to manage to the implementation time frames</li> <li>• Develop a detailed communication plan and obtain SFA participation to publicize new capabilities to customers and partners</li> </ul>
Technology	<ul style="list-style-type: none"> <li>• Pursuit of other customer service technology initiatives may cause unnecessary costs to be incurred and limit the potential targeted benefits</li> <li>• Requirements that extend COTS package customization beyond its capabilities or estimated design and development time frame</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate consistent answers key messages, status, and implications of implementing technology without reviewing with SFA/Modernization Partner to ensure target state alignment</li> <li>• Ensure that SFA and Modernization Partner understand the capabilities of the COTS packages and level of effort required for customization</li> </ul>
Scope	<ul style="list-style-type: none"> <li>• Understanding the breadth of the tasks to conduct an enterprise-wide solution</li> </ul>	<ul style="list-style-type: none"> <li>• Establish clearly defined statement of objectives and document scope thoroughly in the task order</li> </ul>



	<ul style="list-style-type: none"> <li>• Understanding the functionality to be delivered through each stage and time frame</li> <li>• Extending the scope beyond the current business case and sequencing plan to include other retirement and infrastructure efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Gain agreement on functionality and time frames for each stage in the sequencing plan</li> <li>• Any scope changes will need to follow procedure and be approved by all parties. Scope change may or may not be included in the Share-In-Savings arrangement</li> </ul>
Management	<ul style="list-style-type: none"> <li>• Appropriate levels of sponsorship from SFA, Modernization Partner, and Operational Partners</li> <li>• Resource availability</li> </ul>	<ul style="list-style-type: none"> <li>• SFA sponsor(s) and Modernization Partner must require full support and participation from all key stakeholders</li> <li>• Allow time for staffing and communicate this need to SFA</li> <li>• SFA and Operating Partners must provide the appropriate subject matter experts</li> </ul>
Exposure	<ul style="list-style-type: none"> <li>• Customers and delivery partners are not prepared for the change in the way they interact with SFA</li> <li>• Consistent Answers for Customers may impact other Modernization Partner and SFA initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a detailed communication plan that includes reaching out to customers</li> <li>• Continue cross-team communication by delivering key messages and status to Modernization Partner and SFA on a consistent basis</li> </ul>

## Acquisition Strategy

### Sources

(Indicate the prospective sources of supplies or services that can meet the need of this project. List the most likely offerors for the requirement, and/or the manufacturer and model of the equipment that will most likely be offered).

Siebel Systems, Inc. – Customer Service Application  
 Avaya Inc.– IVR Platform  
 Genesys Telecommunications Laboratories, Inc. (Alcatel) – Contact Routing (CTI)

### Competition

(Describe how competition will be sought, promoted, and sustained throughout the course of the acquisition, including any performance requirements that will be required).

Not applicable.

Although there is no new acquisition of CIC services, there will be a realignment of the current contracts in place for the existing centers. The purpose of this action is to increase SFA’s ability to create customer centric service delivery and manage Operating Partner contracts in a performance-based manner. The guiding principles defined by the Consistent Answers Definition and Preliminary Design will guide any competitive realignment. Examples include the logical organization of services and the physical location of facilities. New metrics will be required including, but not limited to, a service level of 80% of all calls offered to be answered in 20 seconds or less, with an abandon rate not to exceed 2% of total calls offered.



*Contract Considerations*

(For each contract contemplated, discuss contract type selection; use of multiyear contracting, options, or other special contracting methods, ex: performance-based).

Consistent Answers is targeted for a SIS agreement. The SIS Interim will be allocated from the SIS pool.

**Schedule/Milestones**

#	Milestone	Start Date	End Date
1	Consistent Answers SIS Interim	Jan-02	Apr-02
2	Contract Improvement	Jan-02	Mar-02
3	Enterprise Communication Management	Jan-02	Jul-02
4	Foundation for Consistent Answers	Jan-02	Q4 CY-03