



**CASE STUDY // FINANCIAL SERVICES**

## Citigroup Global Services Ltd.

// Driven by dedication to operational excellence, Citigroup Global Services Ltd. (CGSL) utilized the COPC® Performance Management Framework to help achieve the goals of the organization's Balanced Scorecard initiative, namely to determine, measure, and manage key business drivers to improve overall performance.

## // **Customer overview**

Citigroup Global Services Ltd. (CGSL)—formerly e-Serve International Ltd.—is the global processing center for Citigroup entities. A pioneer in the Business Process Outsourcing (BPO) industry, it began as the business processing arm for Citigroup India in 1992 and expanded to service Citigroup's global operations in 1998. CGSL now services five of Citigroup's nine product lines—Cards, Consumer Finance, Retail Banking, Capital Markets & Banking, as well as Global Transaction Services—in more than 45 countries.

## // **Challenge**

Driven by its dedication to operational excellence, CGSL implemented a Balanced Scorecard initiative to determine, measure, and manage the organization's key business drivers. The goal: raise the standard by which it delivers services to all of its clients and end customers.

## // **Solution**

CGSL executives, working with QAI India, realized that the COPC® Performance Management Framework would simultaneously help them achieve the goals of their Balanced Scorecard initiative and drive performance improvements.

## // **Benefit**

Certification to the COPC-2000® CSP Standard has allowed CGSL to distinguish itself as among the best-in-class customer service providers. Moreover, benefits realized as a result of the certification process have been recorded in a number of key programs impacting revenue, service, cost, and quality.



## A world-class BPO seeks to heighten its competitive edge

Operating out of state-of-the-art facilities in Mumbai, Chennai, Delhi, Bangalore, Hyderabad, Kolkata, and a soon-to-be-commissioned site in Gurgaon, CGSL offers BPO solutions and services to Citigroup's consumer, corporate, and global wealth management entities. It services five of Citigroup's nine product lines—Cards, Consumer Finance, Retail Banking, Capital Markets, and Banking, as well as Global Transaction Services—in more than 45 countries.

Driven by domain expertise in financial services and a highly evolved quality and control environment, CGSL's talented and dedicated workforce of 10,000 people demonstrates superior operational efficiency in more than 500 different processes, handling 600 million transactions and customer contacts annually. Working with QAI India, the implementation partner of COPC Inc. in India, CGSL utilized the COPC® Performance Management Framework to make the best even better.

## Making the unlikely choice of certification for performance improvement

Operating captive centers, CGSL was under no external pressure to achieve certification to improve performance levels. CGSL's own executives, working with QAI India, realized that the COPC® Performance Management Framework could help them achieve the goals of their Balanced Scorecard initiative, namely to determine, measure, and manage the organization's key business drivers to improve overall performance.

The COPC® Performance Management Framework, apart from being a challenging standard, is highly prescriptive in terms of key metrics covering revenue, service, quality, cost, and customer satisfaction for service operations, and so became the logical choice for the CGSL Balanced Scorecard initiative as well as a method to drive performance improvements.

With the newfound insight that COPC® Certification was the beginning, not the final, stage of the performance improvement, CGSL set out to identify the business units that would participate in the certification process. They chose business units from the International Collections, Services & Consumer Assets Division. These units were selected because they deal with the most demanding set of clients, handle complex processes, and work with extremely service- and quality-conscious customers.

*“Customer service and operational efficiency have always been a key focus for us. We consistently work to deliver quality output to all our clients and their end customers. Certification to the COPC-2000® CSP Standard has allowed Citigroup Global Services to take this commitment to the next level.”*

— Rahul Singhi,  
MD and CEO, CGSL

## The synergy factor: COPC® Performance Management Framework and Six Sigma

The COPC® Performance Management Framework is a specific framework for service operations with nonprescriptive requirements for process control and improvement. It's performance-centric and data-driven, using processes and people as enablers and leadership and planning as drivers. The COPC® Performance Management Framework combines pragmatic business sense with stringent high-performance benchmarks. With more than 1,000 clients in 50 countries, COPC Inc. is the de facto performance management framework provider in the customer service operations and BPO space.

Six Sigma, on the other hand, provides a generic approach that must be adapted for specific industries and applications, but provides a specific roadmap for process control and improvement through DMAIC (Define, Measure, Analyze, Implement, Control) methodology.

When used in conjunction with Six Sigma, the COPC® Performance Management Framework expands and helps define the voices for customer contact centers and provides specific Key Customer-Related Processes (KCRPs) and Key Support Processes (KSPs) requirements. It established a baseline that identifies key gaps that can be closed by Six Sigma projects as well as ongoing benchmark performance data and best practices. Six Sigma enhances the COPC® Performance Management Framework by accelerating implementation through projects, ensuring quantitative rigor and sustained improvement. Finally, the COPC® Performance Management Framework validates the success of Six Sigma efforts via periodic independent assessments.

## The COPC® Performance Management Framework offers unique benefits to the financial services industry

The COPC® Performance Management Framework is especially useful to organizations offering financial services since they must contend with a multitude of regulations. The COPC® Family of Standards is broad enough to act as an early warning system for regulatory issues. For example, COPC® enforces a system of management, measurement, and process control that monitors key areas that relate to specific regulations, such as data security, quality monitoring, and process control.

Moreover, while the requirements of the COPC® Family of Standards are broad enough to apply to multiple industries, they are also easily adaptable to industry-specific processes. For example, CGSL used the requirements of the Forecasting, Scheduling, and Staffing process to improve the accuracy of intricate foreclosure and bankruptcy transaction processing that led to improved servicing.

All of this made the COPC® Family of Standards the perfect choice to help CGSL achieve even tighter control on metrics management while continually improving processes through exceptional teamwork.

## The advantages of combining the COPC® Performance Management Framework and Six Sigma

On the way to the final certification, about 400 CGSL employees participated in Six Sigma Yellow Belt, Green Belt, and Black Belt training programs. The idea came in part from QAI India, who leverages the COPC® Performance Management Framework with clients to deliver a roadmap to high performance and process maturity while Six Sigma provides the discipline to drive and sustain improvement.

CGSL discovered that the COPC® Performance Management Framework, when used in this sequence with its service-specific measures and processes, served as an ideal foundation for Six Sigma. CGSL then used Six Sigma to speed up the COPC® Certification Process by applying rigorous Six Sigma problem solving for performance and process improvement.

## CGSL sees impressive improvements

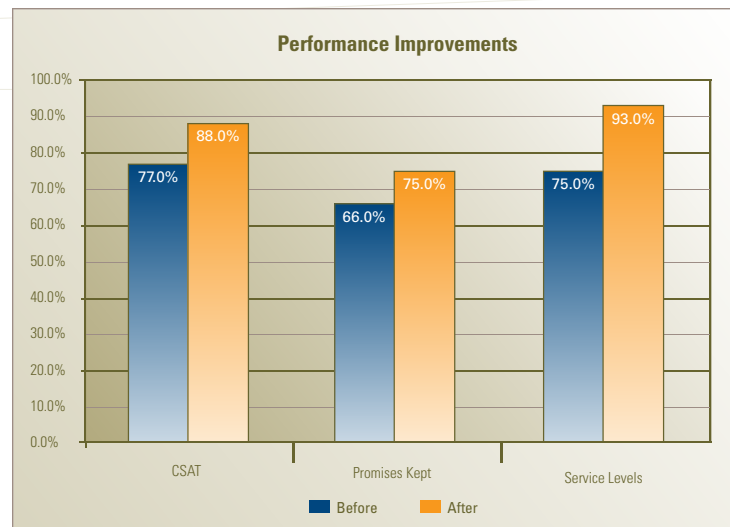
CGSL is one of the more complete end-to-end process environments that QAI India has evaluated and certified to the COPC-2000® CSP Standard Release 4.0. Now that the Mumbai facility has achieved certification to the COPC-2000® CSP Standard Release 4.0 for multiple services, the next COPC® initiative will take place at Chennai.

*“Certified Customer Service Providers must not only have well-designed and deployed processes, but also attain high levels of performance on a broad range of metrics. Citigroup Global Services is a good example of how a large multinational captive center, servicing the banking and financial services domain, has successfully applied the COPC® Framework to a diverse set of processes from end-to-end, including BPO, as well as voice-based contact processes.”*

— Dibyendu Das,  
consulting partner,  
QAI India

## The proof is in the improvements

- CSAT: Customer satisfaction improved 11 percentage points to 88%
- Cost: Average Hold Time (AHT) reduced by 13%
- Cost: More accurate Forecasting, Staffing, and Scheduling processes enabled annualized cost savings of \$136k from service level improvements alone by enabling the same level of staff to handle higher call volumes
- Quality: Call quality scores increased by 31%
- Quality: Fatal Error rates decreased 56%
- Revenue: Promises kept went up 9 percentage points to 75%
- Service: Service levels went up 18 percentage points to 93%
- Service: Dialer Efficiency Conversion rate improved 8%
- Service: RPC time reduced 7%
- Service: Customer Service Representative (CSR) utilization increased 25%



## Other benefits

- Discipline in tracking and monitoring metrics; standardized format for metrics reporting
- Focus on reducing variation through tracking of standard deviation across agents/processors on key metrics like quality, productivity
- Increased focus on process improvements using Six Sigma/DMAIC approaches
- Listing of minimum skills and knowledge requirement ensures better job descriptions given to Human Resources, thereby improving hiring quality
- Client Complaint tracker put in place, ensuring better tracking and resolution of client issues, resulting in a higher Voice of the Customer (VOC) score
- Adding End User Complaints on the Transaction Monitoring form to track these more closely

## **About Citigroup Global Services Ltd.**

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## **About QAI India**

QAI India is a leading global consulting organization—Asia's largest and the world's third-largest organization—addressing operational excellence in IT, BPO, and knowledge-intensive organizations. QAI facilitates enhanced competitiveness through multifaceted interventions, leading to business improvement through consulting; training; people, process and operational assessments; benchmarking; certification; conferences; resource provisioning through quality outsourcing; and e-Learning through QAI eSchool. QAI India is the implementation partner of COPC Inc. in India and facilitates organizations deploying the COPC® Performance Management Framework.



## About COPC Inc.

Customer Operations Performance Center Inc. (COPC Inc.) is the world's leading authority on service-chain operations management, including performance improvement for buyers and providers of customer service, customer contact center, and business process outsourcing operations. Since 1996, COPC Inc. has helped more than 1,000 organizations in 50 countries improve customer service by using the COPC® Family of Standards, the industry's first and most comprehensive set of performance management operating models for customer service operations. Today, it remains the only performance-driven and industry-governed global best practices model that simultaneously increases both customer satisfaction and profitability. Global clients include Accenture, Apple, BT Group, Citigroup, Convergys, Genpact, HP, Lenovo, Microsoft, NTT, Sony, Telefónica, and Wipro. For further information, visit [www.copc.com](http://www.copc.com).

## The COPC® Standards Committee

In 1996, COPC Inc. and a core group of global service, contact center, and BPO thought leaders came together to develop the industry's first Performance Management and Certification Framework for Customer Service Providers (CSPs). The COPC® Standards Committee meets biannually to review and modify performance requirements to reflect the industry's evolution.

Today, the COPC® Family of Standards has evolved into a comprehensive set of performance management frameworks for CSPs and Vendor Management Organizations (VMOs) while remaining the most rigorous, and only open, high-performance set of global best practices and performance metrics for service operations. Current and past members include Accenture, American Express, Apple, BlueCross BlueShield, GM, Intel, LLBean, Microsoft, Motorola, and TransWorks. COPC Inc. works closely with the committee to bring the benefits of the COPC® Family of Standards to the global service operations industry.



*Customer Operations Performance Center Inc.*

Customer Operations Performance Center Inc. (COPC Inc.)

Hartland Plaza

1717 West Sixth Street, Suite 240

Austin, Texas 78703

telephone // 512-225-0544

facsimile // 512-225-0527

email // [info@copc.com](mailto:info@copc.com)

[www.copc.com](http://www.copc.com)