

Call Center Resilience:

A Citrix Case Study

How Citrix Tech Support Enacted Its Business Continuity Strategy

Citrix Technical Support leveraged Citrix Workspace to enable hundreds of employees to work remotely in China and Japan as a result of COVID-19. This paper illustrates how we were able to execute on our business continuity plan with minimal impact to the business or our customers; ensuring the safety of our employees while maintaining our KPI's.



Continuous Connection With Customers Is Critical In Digital Business

Remaining competitive in the digital era requires your business to maintain its connection with your customers 24x7x365. While this requirement is often associated with retail, where downtime related to outages leads directly to lost sales, every industry ultimately faces the same challenge and severity of impact. Besides missed sales, this impact might be felt on fronts including your business's brand, reputation, profitability, revenue, and future opportunities.

Business Continuity Is Often An Afterthought Until We Face Disruption

Disruption comes in many forms, ranging from natural disasters to pandemics, cyberattacks, and equipment or power failures. Forrester Research found that 75% of organizations invoked a business continuity plan in the past five years, with the most common reasons being extreme weather events or IT failures.¹

Planning for disruption is difficult because you must:

- Properly assess the value and measure the effectiveness of your continuity strategy. Continuity investment costs can be high in some scenarios, but the costs of downtime can be even

steeper. By gaining a deeper understanding of the business impact of downtime, you can ensure continuity investments are in line with their value. When disruption comes, you'll need to measure the effectiveness of your plan so you can continually refine your strategy.

- Account for both disaster recovery and business continuity. A business continuity plan (BCP) ensures that your organization can continue to deliver its services and business processes throughout a major disruption. A BCP is broad in scope and specific in details, including plans on how and where people will work if the primary site is unavailable, customer/vendor communications, staff scheduling, technology, and more. A subset of the BCP is the disaster recovery (DR) plan, which is aimed at recovering from a major incident and returning to normal operations. A DR plan focuses on defining business-critical applications, data, and associated systems, and the processes and procedures to recover them in the event of a disaster.

A recent Forrester Research report found 88% of firms with documented BCPs cite remote access technology as part of their strategy.¹

Case Study: How Citrix Is Ensuring Continuity for Its Asia Pacific Tech Support Operation

Citrix has a dedicated technical support team in Asia Pacific/Japan (APJ) that consists of escalation engineers, front line engineers, and other essential business resources who work with customers in that region. Our localized language support capabilities for the Asia Pacific region extends to Mandarin, Cantonese, Japanese and Korean. The team's day-to-day operations include assisting customers in opening and handling support tickets, escalating cases as needed, and working with their product management counterparts to ensure customers are kept in the loop, issues are resolved quickly, and tickets are closed.

Citrix Workspace Underpins The Support Technology Environment

Citrix support technicians leverage a variety of devices of their choice, and they use Citrix Workspace to securely access the applications and data to get work done. All members of the APJ Support team access their lab environment and CRM system in Citrix Workspace. The lab, which is hosted and built using Citrix Virtual Apps and Desktops, is used to re-create customer scenarios and reproduce their issues.

Delivery of the CRM system containing confidential customer information is secured with Citrix Workspace, preventing data exfiltration. For telephony, the team uses soft phones available within Citrix Workspace to handle call routing.

Citrix Put Its Continuity Plan Into Action To Manage COVID-19 Disruption

COVID 19 has impacted businesses around the globe in a variety of ways, and Citrix is no exception. As part of our business continuity plan in APJ, our escalation engineering and support teams in China and Japan were asked to work from home. Since the team members already use Citrix Workspace as their primary tool for getting work done, there was no change in how they accessed critical applications like CRM or their lab environment. Call routing still functions as normal, thanks to the soft phones delivered within Citrix Workspace.

Citrix Support KPIs

- How quickly cases are first addressed by the team
- Incoming vs. closed support cases
- Number of cases that remain in an engineering queue for extended periods
- Net Promoter Score (NPS), a measure of customer satisfaction
- Employee satisfaction

By The Numbers: The Value Of Citrix Technology and Continuity



- **20%** of businesses experience a failure (fire, flood, power outage, natural disaster, etc.) in any given year
- **80%** of those businesses will go under in just over a year, according to the U.S. Bureau of Labor Statistics.



- The average IT call center in the U.S. has **92** technicians that handle **21** tickets/day.
- **75%** of tickets are initiated by phone contact, while **25%** are via fax, chat, websites, or social media.



- Critical applications including: contact system, ticketing system, and test environment.
- Assume the average call center loses **50%** capacity each day during a disaster when they do not have a business continuity plan (BCP) in place.

Citrix APJ Call Center Results with Citrix BCP	Average U.S. Call Center Impact without BCP
Speed to first address incoming cases	
Calls are addressed and closed at nearly the same rate.	The cost of losing critical applications is estimated at more than \$5,000 per minute
Ratio of incoming support cases vs cases closed	
Call volume remains the same.	With half the call center down, the average company loses \$3.6M per day of downtime.
Backlog of cases in the support queue	
Employee productivity remains at previous high levels. The team members can collaborate on issues.	Network downtime costs most small and medium-sized businesses at least \$20,000 per hour . With an average recovery time of 18.5 hours , that \$185k per day of productivity loss .
Customer satisfaction	
NPS score remains steady and there is minimal impact to the key metrics.	Cost of SLA breach is \$75,000 per incident . At 200 unanswered SLA-covered calls/day, that could amount to approximately \$15M loss each day .
Employee satisfaction	
Employees are with their families and working from home, minimizing their physical and emotional stress during the pandemic.	Knowledge workers operating in “flow” are up to 40x more productive than those that are not. With 30% of workers considered highly engaged, the company experiences a \$151k productivity impact per day.
Additional Infrastructure Cost to Implement BCP	
No additional backend infrastructure required. Business operates as usual.	Average BCP implementation cost considerations: <ul style="list-style-type: none"> • Additional hardware/cloud capacity to support remote workforce • Increase capacity of remote access solutions like VPN • Additional bandwidth

Citrix Technology And Continuity Strategy Is Mitigating COVID-19's Impact On Call Center Operations

The Citrix support teams in APJ have been working from home for nearly 8 weeks, as part of its business continuity plan. So far, there has been minimal disruption and negligible cost to the business, and the BCP transition has been completely transparent to our customers. As of this writing, COVID-19 has been deemed a pandemic by the WHO and this strategy is being employed around the globe. Thanks to the success in APJ, the same business continuity plan is now being rolled out to other locations in Americas, Europe and APJ with minimal impact to our employee productivity and our customers. And this has been made possible by Citrix Workspace solutions.

¹ Prepare Your Organization For A Pandemic. Forrester Research, Inc. February 7, 2020.



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