

INCREASING PRODUCTIVITY OF TELECOM TECHNICAL SUPPORT STAFF

Project Objective: Increase the Productivity of Technical Support team

Process: Operations

Organization and Industry: Telecom

Case Background: Management was confronted with higher cost of operations on account of the inordinate time taken by technical support specialists in resolving customer problems. In addition to the strains placed on the availability of scarce resources, it also had a negative impact on customer satisfaction.

Challenges facing the organization

The Telecom MNC is witnessing a rapid growth in its customer base in the Asia-Pacific region. The increased customer base created pressures on the customer service infrastructure to maintain the global standards of performance.

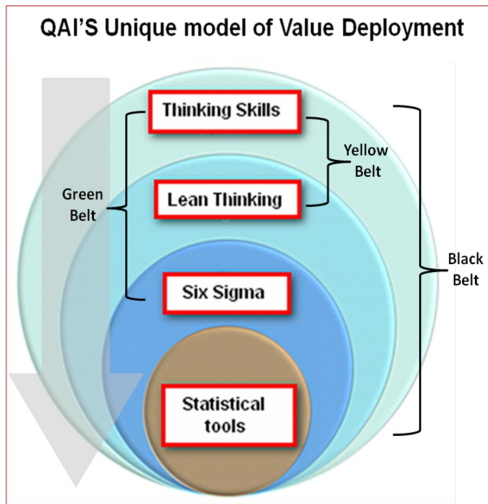
Management was exploring a structured approach that was low on complexity without compromising the rigor and effectiveness.

Project Success criteria defined by Management

The following criteria were defined for evaluation of the ideas

1. Cost of implementation should be low
2. Ease of Implementation
3. Maintainability in the long run should be easy

QAI's Consulting Approach



QAI has designed a model of value creation for enterprise-wide deployment of process improvement initiatives (refer image). The uniqueness of this model lies in the ability to dovetail into existing Six sigma (DMAIC/DFSS), Lean and Innovation initiatives.

The image represents the structure and hierarchy of deployment of corresponding with the increased skills imparted to the workforce.

The model has been successfully deployed in services industry and government sector.

For the Telecom MNC, the improvement initiative was taken up as a problem solving project aligned to the six sigma DMAIC (Define, Measure, Analyze, Improve, Control) framework.

The project milestones can be broadly categorized into three phases as shown below.



1. Information Gathering

a) The primary objective of Information Gathering phase is to

1. Identify the cause-and-effect linkages of the factors to short-list the root-factors impacting the problem
2. Classify the factors as
 - i. Control Factors
 - ii. Noise Factors
 - iii. X- factors or Factors on which data has to be collected

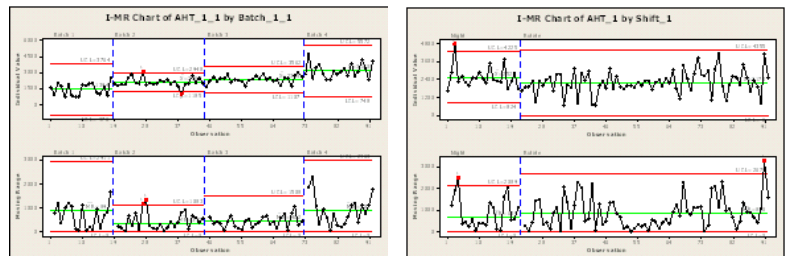
| Possible Factors | Classification | | |
|--|----------------|-------|----------|
| | Control | Noise | X-Factor |
| Don't understand people | | X | |
| Lack of responsibility towards work | | X | |
| Not | X | | |
| Irresponsible | | X | |
| Not team player to do | | X | |
| Work environment not cheerful enough | X | | |
| Unmotivated in work | | X | |
| Not conversational | X | | |
| Doing other personal work | X | | |
| Low level of PC performance | X | | |
| Lack in own technical knowledge | X | | |
| Crash on mobile | X | | |
| Crash on PC work | | X | |
| Too many calls | X | | |
| Neighbour influence | X | | |
| Personal problems | X | | |
| Not responsible to achieve this goal | X | | |
| Too much variation between Agents | | | X |
| Team Leader effective/ineff | | | X |
| Process effect varies | | | X |
| Very AOV - between calls for calls between calls | X | | |
| New batches have high AHT | | | X |
| High type (reason of performance) diff | | | X |
| Long AHT - due to lack of knowledge | | | X |
| Long Ahold - due to lack of knowledge | | | X |
| QA someone hinder by AHT | X | | |
| Too much info to documents for each call | X | | |
| Too much time on CSQA | X | | |
| Too much time on resolution | X | | |
| Agents not many calls - due to lack of knowledge | X | | |
| High churn rate - not enough calls answered | X | | |
| Occupancy - agents not always on the phone | X | | |
| High churn - not enough calls offered | X | | |
| Very high incoming by AHT | X | | |
| Calls Answered - not answering enough calls | X | | |

3. Create the data collection plan
4. Collect the data through various sources
 - i. Process Walk-through
 - ii. System reports
 - iii. Designed Experiments

2. Analysis

- a) The primary objective of Analysis is to obtain insights from the Information Gathering phase. It further involves a rigorous analysis of the process to determine the opportunities for improvement in service delivery.

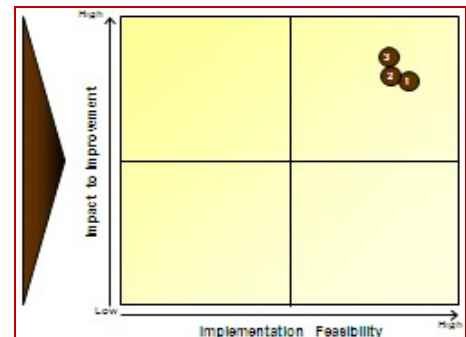
- b) The project team relied on fundamental tools of analysis like Pareto analysis, ImR charts and process map analysis supplemented by process walk-through to identify the vital few factors impacting the asset utilization.



- c) The sample output of the exercise is shown in the image.

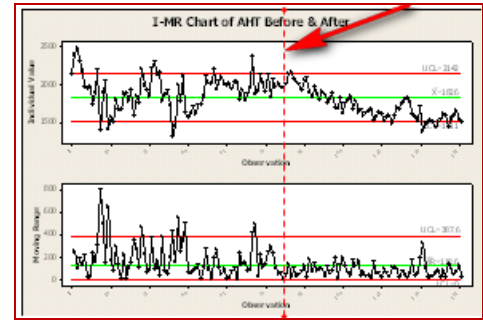
3. Concept Development

- a) 3 solution concepts linked to findings related to Hiring, Quality assurance function and Manpower scheduling were developed for deployment.
- b) Secondary problems identified were resolved using principles of innovation



4. Deployment of the recommended changes

- a) The implementation of solution directions was monitored over a period of 4 months.
- b) The improvement seen is shown in the trend line highlighted by the arrow



Benefits Obtained

| Evaluation Parameter | Before | After |
|---|--------|------------------------|
| Average Handle Time per transaction | 35 min | 24 min |
| Annualized Saving on account of increased availability of staff | - | (approx) \$1.8 million |