

Case Study

For

Communication optimization For a leading telecom operator

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Background

This project was initiated in 2004, this was the period when telecom (mobile telephony) in India was witnessing an unprecedented growth. The customer bases grew in excess of 300% per annum year-on-year.

This explosion in base had put tremendous pressure on maintaining the base, as a result of which, the churn rates were very high too, raging between 6% to 8% per month, or about 72% to 96% annualized.

There was a dire need to sustain the growth as well as ensuring lower churn rates, as the cost of servicing was becoming abnormally high and did not make a sound business case to increase service infrastructure in the same ratio as the base was growing.

The need of the hour was to think differently and bring up smarter ways to ensure optimal contact which will not require expansion at the rate of growth of the customer base.

Amongst many initiatives taken in the area of People, Process and Technology, "Communication Standardization" was a major initiative to help the situation in many ways. Mentioned later in this document is how communication standardization helped in optimizing churn, manpower & use of technology.

Facts

The project was initiated in Delhi telecom circle, one of the fastest growing circle and a metropolitan customer base.

Channels: The following channels were studied and changes were made in People, Process & Technology to ensure optimal results –

Daily volumes

- Inbound Calls:
 - Calls to IVR: 200,000
 - Calls to agents: 51,000
- Outbound Calls:
 - Manual: 18,000
 - Outdialer: 75,000
- SMS:
 - Sent to the customers: 150,000
 - Marketing messages: 100,000
 - Service messages: 50,000

- Written Communication:
 - Emails: 1,100
 - Faxes: 75
 - Letters: 250
- Stores:
 - Footfall: 5,500
- Web:
 - Registered users: 100,000

Issues

Specific to written communication, the following were the concerns:

- Process related:
 - Consistency of information being provided
 - TAT not being met
 - Sequential processing: Not able to bifurcate escalation
 - Inconsistent frequency of contact
- People related:
 - Low productivity
 - Skill mapping
- Technology related:
 - Multiple systems

Approach

Sampling: 10% sample was done from all the communications received during the last 3 months across different types of customers for all the channels (Email, Letter, Fax, SMS) for

- bill value
- geography
- vintage
- frequency of usage of services
- type of service request (Q/C/R)

The observations for each sample were noted under the following categories:

- Quality of communication
- Quantity of communication
- Turn Around Time
 - met or not
 - realistic or not
- Opportunities for pro-activeness
- Automation opportunity

Results

- Process:
 - Processes were set up to ensure single pass through (Customer Services) for all the communication
 - Clear mandates on volumes for outbound communication
 - Escalation handling process optimized
 - TAT redefined for each Q/C/R
 - Proactive information to the customers
 - Standard templates for responses defined/revised
- People:
 - Job buckets defined as per vintage and complexity of Q/C/R
 - Productivities redefined as per job buckets
- Technology:
 - Intelligent identification of an escalation
 - Demat forms for all communications
 - Seamless integration of systems

Over two months these initiatives helped in:

- Overall shrinkage in inbound volume by 15% due to reduction in repeat communication
- Reduction in customer complaints by 24%
- Resolution within TAT up from 63% to 98%
- Increase in productivity by 30%
- 18 manhours released per day