

Telecommunications

Internet & Cable

Call-Service Center operational improvements for transformative change

The Challenge

A large telecommunications provider of internet and cable services was experiencing operational challenges with customer call wait time and higher costs from the rescheduling of work order service calls in several of their regional call and services centers.

What We Did

To understand the long call wait times being experienced in the call centers and the growing increase of costs and rescheduling associated with service appointments a review of the company's SE regional service locations was conducted. Working across four of the centers, we conducted nearly a thousand studies and observations

that highlighted both inefficiencies in the call process and training opportunities for agents that were contributing to the long wait times. We implemented new processes for agents to follow and systems to alert floor supervisors to issues by installing visual controls in the centers for important service level indicators. We developed and installed daily routines for supervisors and managers to follow which reduced time in meetings and increased their availability on the floor to address issues as they arose.



We conducted ride alongs with technicians and found high error rates in work orders due to poor communication between dispatch and call centers. We identified inaccurate inventory levels; causing technicians to often make unplanned trips to get parts. Based upon our analysis findings we implemented communication protocols, adjusted vehicle standard equipment and kits requirements and implemented QC reviews of WO processes in all service centers.

The Result

- Call wait times dropped from average of 10 minutes to 2.5' for a 75% improvement..
- WO errors reduced by 36% and unnecessary truck rolls reduced by 27% for a savings of \$4.2M
- Customer service targets met with a overall 4:1 ROI