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PROMISE MADE PROMISE KEPT - VELOCITY IMPROVING CSMM SCORE FOR PROVISIONING

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Problem History

Journey from “good to great” depends upon trust evolved in a relationship on the basis of experience & perception. This holds true for customer-supplier relation ship also. Airtel Enterprise Services - Carriers being a long distance service provider creates enormous value for customer. In this partnership, there are 4 primary touch points where we come across with our customers & he also expects maximum support there. These touch points are Service Delivery (provisioning), Network Uptime, Complaint resolution & billing.

When we saw customer feedback scores around these 4 areas for year 2005-06, we observed that our scores around service delivery were not very encouraging in comparison to other three. Having understood this we spoke to the customer & also collected the feedback from management & team members around over all Service Delivery Process. The issues from various segments were

From Customer

The customer experience on service delivery parameters in terms of timely activation of his links as per commitment date internally called as RFS (ready for service) date ie date when a link is ready for service as required by the customer and quality of links provisioned is not up to the mark.

Integrity being critical to our code of conduct, we were not keeping our promise made to the customer. During the year 2005-06, only **79%** links were implemented within committed RFS days. To improve this situation, certain improvement initiatives were taken at management level & ED started monitoring the process performance directly. The situation was still grim as the YTD level of improvement in performance till Aug'06 for the year 2006-07 was at **93%** only with a average lead time of 18 days for link provisioning & whatever actions were taken they were all person based & sustaining the improvement trend was also a concern. Provisioning complaints within first 30 days also were high at 0.02%.

That mean customer wants us to

- a. Adhere to the committed RFS date &
- b. No complaints with the link for at least first 30 days when the customer is most sensitive to the newly acquired link.

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From Top Management

Delayed links were not only annoying customers but also creating restlessness in top management as huge capital investment was involved in the network & delay in link provisioning was causing delay in ROI (return on investment). They wanted us **to reduce the time taken for link provisioning.**

From Team members side

When we spoke to the internal team who were involved in end to end order provisioning, the situation was even worse. They were experiencing very high stress in their life & the work life balance was absolutely missing because of the customers calling them up round the clock & often escalating to the top management. They wanted a **work life balance.**

It was a major opportunity area from all the fronts.

Purpose

This is when this project was conceptualized by business head as this would not only help us meet customer's requirements around service delivery (provisioning) but will also help us keep our commitments given to him on link activation & benefit us by generating additional revenue through advancement of link activation date i.e. "Promise made Promise Kept".

The bonus involved here was improved ROI by reducing link activation time & work life balance for the team members.

As Airtel is on the path of making Six Sigma as a way of life DMAIC concept was used for working on the opportunity area.

Goal Statement and CTQ

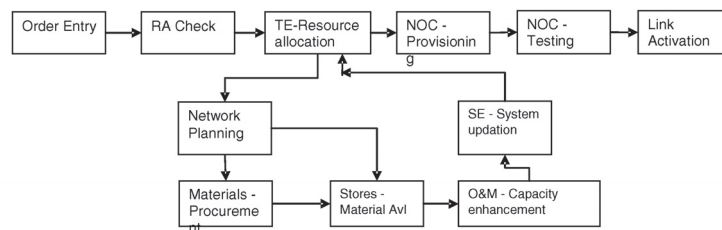
To improve the C-Sat Scores around provisioning using the concept of promise made promise kept.

Critical to Quality parameters identified for the projects to work upon -

- i. % RFS(Ready For Service) Compliance. (Target – 99%)
- ii. Reduction in avg. no. of days taken for provisioning. (Target – 14 Days)
- iii. Reduction in Provisioning complaints in first 30 days. (Target – 0.01% errors)
- iv. Team Index on work life balance

Process

A high level process flow diagram was drawn to identify steps in the process in which delay or errors are happening leading to lower Compliance to commitment made.



Process Map of Service delivery

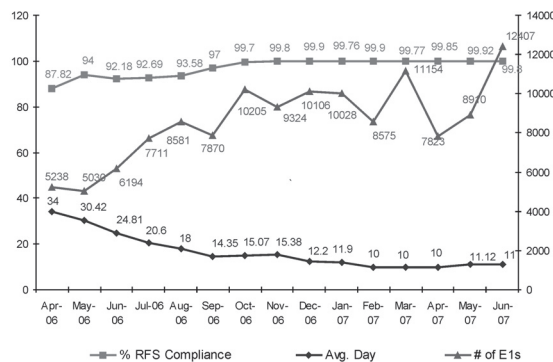
Opportunities Identified and Improvements done

S. No.	Opportunity Identified	Improvement Done
1	Non Value Added activities in process – Time lost in transit for electronic material like cards etc. to provide connectivity in network	- Service Delivery Management (Provisioning) Process modified based on Process mapping & time study, NVAs removed like transportation time by making material available on site. - Started maintaining inventory at Sites in place of centralized warehouse, standardized the inventory levels & territories asked to maintain the inventory as per same, saved around 1 week which was getting lost in transit of material.
2	Non-availability of Space &/ or Power at customer location	- Order Capacity wise Space & Power requirements. Requirements standardized after study & conveyed to customer for advance planning while confirming the order.
3	Customer Forecast not available so demand & supply mismatch	- Started capturing the customer forecast for planning of network enhancement, template standardized, circulated & being monitored. - Educated customers on requirement of additional port for providing protection in the circuit. Proactively started capturing the info on availability of spare ports at customer end. - Threshold level for trigger for capacity augmentation revised from 80% to 50% to avoid any traffic loss due to delay in augmentation .Change made in line with market trend and process put in place to continually monitor.
4	No process & SLA defined for Traffic shifting to create capacity on collector rings post augmentation of core rings.	- Process defined & SLAs fixed as 30 days for traffic shifting from collector to core rings after time study.
5	Timely review / escalation & action planning	- Mistake Proofing through Automated reports & dashboards developed, daily escalations to ED and HOD. - Daily ageing analysis of orders due for provisioning.
6	Skill set of Provisioning process operators	- Operator wise performance tracking started, trainings arranged internally as well as from telecom equipment suppliers. - Regional structure implemented by dividing network in three parts so that an operator can acquire detailed knowledge of a specific part of the network rather then focusing on entire network which is huge and commit mistakes.
7	Alarms in Testing	Took actions in network also for proactive monitoring & elimination of various alarms in network.
8	Mistakes in providing correct protection schemes	Work order wise flagging by TE Deptt for Provisioning Engineer to follow appropriate protection scheme & hence mistake proofing.
9	No review & escalation mechanism on provisioning errors	Daily dashboard around testing status, rejections & tracker on complaints in first 30 days started.
10	Reward & recognition Schemes	Institutionalized a detailed R&R program for employees.

Results

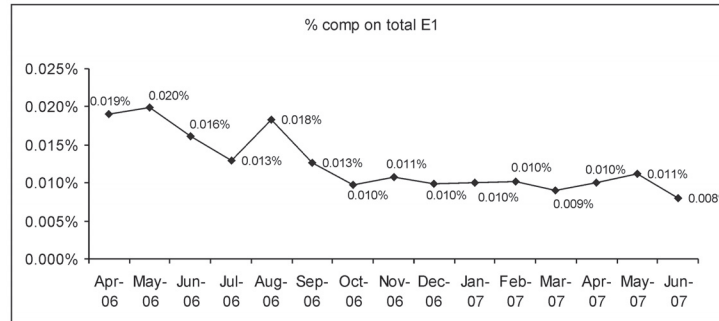
CTQ 1 - RFS compliance improved from 93% to 99% ,

CTQ 2 - Avg. Lead time for provisioning came down from 18 days to 10 days as shown in graph below.



Promise Made Promise Kept - Velocity Improving CSMM Score for Provisioning

CTQ 3 - % Provisioning complaints in first 30 days reduced to almost half from 0.02 to 0.01 % as shown in graph below.



CTQ 4 – Team Index on work Life Balance improved from 2 to 3.86.

Impact on C-Sat Scores

Satisfaction survey scores have also improved from

Top 2 Boxes - 52 to 91 for Data & 48 to 74 for Voice.

Bottom 2 Boxes - from 22 to 4 for Data & 10 to 0 for Voice.

Key Take aways

- i. Effective planning prevents NVAs.
- ii. Eliminating “no-man’s” area helps in building accountability.
- iii. What gets measured, gets improved.
- iv. Automation ensures appropriate focus in right time at right function & timely Escalations.
- v. Sustained improvements demands continual revision of targets – Default RFS – 18 Days (Apr’06), 16 Days (Dec’06) & 14 Days (Apr’07)
- vi. Training - investment in people leads to better Customer engagement & productivity there by.

Linkages to Business Objectives

The project has made a significant impact on :

1. **Customer Satisfaction** around provisioning by improving RFS compliance & reducing days taken for provisioning. Also this reduced customer complaints in first 30 days of link activation. **Satisfaction survey scores have also improved .**
2. **Productivity improvement** by eliminating non-value added steps from the process and automations ensuring sustenance of actions taken through mistake proofing.
3. **Employee Satisfaction** by creating a growth path for employees, employee engagement , reward and recognition. &

Additional Revenue of Rs 180 Mn by advancing the RFS date.