

**Key Benefits:**

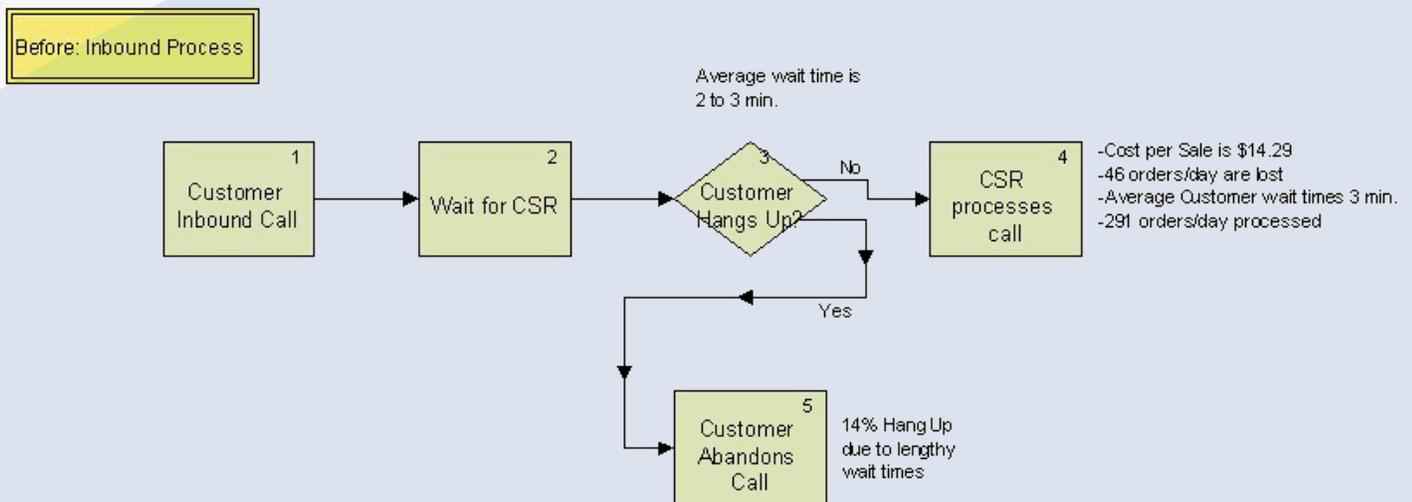
- 33% reduction in headcount.
- 4 week return on investment breakeven
- Increased order throughput of 11%
- 49% reduction in Cost Per Sale
- 89% reduction in lost orders
- 43% reduction in operational costs

**Objective:**

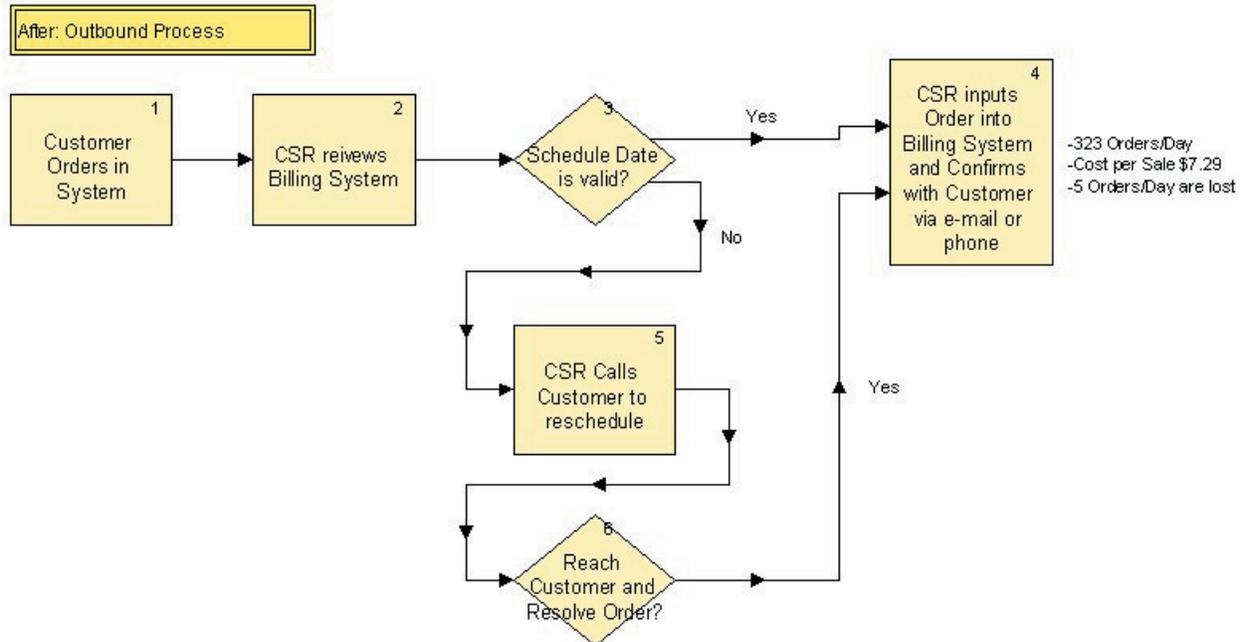
To optimize the inbound provisioning process at a retail call center utilized by a Broadband Provider. The issues include lengthy customer wait times, lost orders, and the need for quicker and cheaper installation scheduling.

**Approach:**

After project kick-off with the stakeholders, data investigation begins with each functional process that directly or indirectly influences the Call Center processes, resources or process entities. The investigation also documents the process at the Retailer, where the order actually originates. After documenting the entire process in a few short weeks the analysis begins. The process at the Retailer is reviewed and instigating issues are discovered. The customers are informed to call into the Service Provider’s call center to schedule their installation. This places the burden on the customer to complete their own sales cycle; both a customer satisfaction and a process efficiency detractor. Additionally, communication issues such as long wait times when calling the call center and phone tag when the call center attempts to call back customers loses a significant portion of the orders before they ever make it to the scheduling step. At the call center it was discovered that staffing levels had been elevated to accommodate fluctuating inbound call volumes which leads to increased costs that add no tangible value to each order received.



Visionera builds several prioritized improvement options and each are explored to determine which drives the optimum improvement with the least impact to existing related systems, resources and processes. The chosen scenario is selected and the implementation plan is developed. Once approved the improvement project is initiated with participation from each related constituent, including the external Retail partner. The timeline is determined and the project executed.



It takes 4 weeks to document, analyze and re-design the business processes and staffing and 6 weeks to complete the migration to the new process.

**Results:**

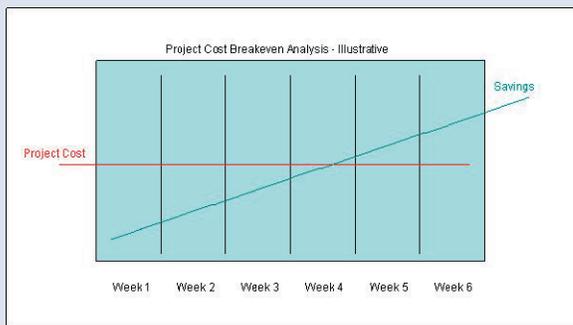
- FTE Reduction of 33% in call center
- Increased order processing capacity of 11% (nearly 10,000 extra orders annually)
- Reduction in the cost per sale of 49% (from \$14.29/order to \$7.29/order)
- Reduction of lost orders of 89% (nearly \$13MM saved in customer lifetime value annually)
- Reduction in cost of operations of 43% annually (over \$500K savings annually)
- Virtually eliminated customer wait queue improving customer experience

## Key Findings:

There were three primary elements that influenced success of the initiative.

- 1. Reviewing Complete Demand/Supply Chain.** Instead of focusing the investigation to just inside the call center Visionera examined the entire scope of the customer experience and discovered additional issues that benefited from improvement. By examining the extended processes a simple modification that could drive significant improvement to all process beneficiaries became easy to spot. If the investigation was focused to just inside the call center the level of improvement would have been marginal.
- 2. Business Modeling Proved Crucial.** Instead of relying on just interviews and two dimensional process maps to spot bottle necks and potential areas of improvement Visionera employed business modeling. Business modeling involves creating a simulation model that duplicates the business operation, including all the unpredictable surges of real life customer patterns. Once the statistical data was loaded into the model different scenarios could be easily developed and the potential improvements actually measured.
- 3. Visionera skill-set and approach.** Having the Visionera broad skill set that spans strategy through I.T. proved crucial. This allowed the Visionera project manager to integrate easily into each business layer (Strategy, Management, Business Process, Information Technology and Project Management) and cooperate more easily with the Service Provider, Call Center and Retail teams. Because of the broad skill set Visionera was able to sustain the strategic requirements of the Retail Strategy throughout all business layers, throughout all phases of the initiative. Another benefit of the approach was quicker and more robust issue resolution, in particular with issues that spanned departments and functional areas.

The Return on Investment is four weeks after the completion of the improvement initiative.



**Simulation Notes:**  
This project simulation is based on comparable statistics of previous completed projects and does not represent a specific real completed project. Comparable statistics from previous process optimization projects served as the benchmark and correspond to current call center volumes and processes. Actual Project Costs and results vary based on numerous factors from the client and third parties.

**Simulation Data**  
**Before Project:**  
 Customer Inbound Call Frequency: Normal Distribution, Mean=2 Min, Std.Dev=1.0 (between 9AM and 9PM)  
 Inbound Order Processing Time: Triangular Distribution, Min. 20 min, Max of 40 min, and Mode of 25 minutes per call  
 Customer Wait Time Tolerance: Normal Distribution, Mean=5 min, Std. Dev=1.0  
 CSR Cost: \$30/hour  
 FTE Count: 12  
**After Project:**  
 Inbound Order Frequency: Normal Distribution, Mean=2 min, Std Dev = 1.0 (between 9AM and 9PM)  
 Check Install Date Processing Time: Normal Distribution, Mean=5 min, Std Dev=1.0  
 Order Processing Time: Triangular Distribution: Min=5 min, Max=15 min and Mode of 7min per order  
 Reach Customer on Phone Processing Time: Normal Distribution: Mean=1 min, Std Dev=1.0  
 Success Rate of Install Date algorithm =90%  
 Success Rate of Customer Call Back=50%  
 Delay of Call Back: Normal Distribution: Mean=1 hour, Std Dev=1.0  
 CSR Cost: \$30/hour  
 FTE Count: 8



Contact Visionera to discuss your strategic initiative and begin turning your ideas into action.

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**how can I**

put my

**idea**

into

**action**

