



Operations Assurance Framework

Case Study 2

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A Case Study By OnTrac

Situation: A large third party BPO company with operations in India, Philippines and Canada had some concerns about an inbound process. Their client, a large US based credit card company, wanted them to improve scores related to customer satisfaction. The problem with the process was that it had not attained the goal for this metric since its inception. If the process did not show any improvement from its current status, there was a possibility that the client would take the business away. The BPO company then decided to engage OnTrac to improve this metric.

Solution: Given that the target metric was a core business impacting metric, the Operation Assurance Framework was well suited as a solution.

The first step was to conduct a diagnostic study. This study was done over a period of 10 days. The objective was to truly understand the drivers for poor performance on this metric. The study provided us with interesting insights. For example, the study showed that team leaders spent insufficient time on the floor with their team members. Also, there was a lack of belief on the floor that customer connect can improve. The quality of various supervisory tasks such as coaching, shift briefings, monitoring etc, left a lot to be desired.

Over the course of the next 9 weeks, OnTrac's consultant worked with senior leaders in the company and with the team leaders. The job with the senior leaders involved restructuring the way TLs spent time on the floor. It was observed that a large part of their day went into non-value adding activities such as creating reports and unnecessary meetings. The impact of this non-presence was:

- Lack of time for TL's to innovate/brainstorm/meet with team
- Lack of support to team
- Lack of team focus on customer connect
- Lack of motivation on floor
- Lack of sense of urgency by associates while handling customers
- Lack of drive for customer satisfaction
- Lack of floor excitement
- There is a belief that the low scores on CSat is due to the lack of good communication skills of associates, and hence nothing much can be done.
- The team leaders also seem bogged down by all these responsibilities to try anything different.
- Ineffective quality of coaching

An increased presence on the floor by the TLs, would have a good degree of impact on the way the team members are provided support. A revised schedule for TLs was created that clearly showed how many hours TL should spend various floor related activities. Also, clear rules were set on how TLs and floor walkers can take breaks, so that there is continuity in support available to the team members.

Next, OnTrac worked with each team leader to help them acquire various operational skills through briefings and on-the-floor coaching. The consultant was present on the floor full time and helped team leaders

implement various operational routines such as coaching, monitoring, calibrations, reviews etc.

Results: At the conclusion of the project, the following results were achieved.

1. The customer satisfaction scores showed a significant increase.
2. The customer satisfaction scores continued to increase after OnTrac's assignment was completed, and the consultant was no longer present on the floor.

