

Improvement in Overseas calls Answer to seizure ratio (and revenue per call)

Case Study



The Company

A well known reputed public sector telecommunications company engaged in overseas communication.

The Problem

The company wanted to improve the revenue by increasing the answer to seizure ratio of calls made to foreign countries from India. The project team worked under the guidance of TQMI team.

The Approach

- The Top management had clear understanding that revenue for the company is dependent on the Overseas calls (ILD) and the revenue can be improved by increasing ASR (Answer to seizure ratio) for top 20 countries .
- Management was fully involved in selecting the executives from various departments of the company for a thorough training in TQM and six sigma by a TQMI faculty.
- Team members were trained for 2 to 3 days in a month spread over three months.
- The initial measurement showed that the ASR stood at an average of 35%. i.e. only 35% of calls made from India fetched revenue. For some countries it was as low as 20%.
- It was further identified that the a) voice quality and b) echo in calls as additional indicators to be improved.
- After brainstorming and Process walk through several Quick wins were identified and they were implemented.
- Initial sigma value for ASR for some countries was 1.7 quite a low figure when compared to some industry benchmarks.
- While doing cause and effect diagram, unanswered call , and invalid number were top causes.
- Further drilling down with 5 why approach revealed the error in codes, interface problems with point of interface like local service providers, and traffic congestion.
- The solutions identified were Timely updation of changes done in Switch To POI , fast implementation of changes , updating the number plan with POI partners, test calls to be made immediately after commissioning the trunk. Customer behaviour was also monitored in case of specific areas in cities.

The Result

Significant improvement in ASR was seen for all countries not just for the countries identified, with mean increase being about 10%. Consequentially, Customer (POI) satisfaction and the revenue from ILD calls also improved.

At a Glance

Customer

- Public Sector
Telecommunication
Company

Problem

- Customer attrition
- Low revenue
- Low Productivity

Solution

- Implemented six sigma
- Process Analysis
- Application of 5 why Approach
- Strengthening of relations with POIS (customers)
- Timely action on abnormalities

Outcome

- Significant improvement in revenue
- Sense of achievement