

Restorative Program Management

Wired improves service delivery (SIP 1)

What was the scope?

A major Australian telecommunications company had a strategic account with an annual revenue stream in excess of \$3m that required urgent corrective action to ensure the retention of this major customer. The contract entailed the maintenance of telephone systems across 321 metropolitan and rural sites across Australia with over 70,000 equipped ends. In some cases the telecommunications company was finding it difficult to resolve issues within the agreed service levels.

Wired was engaged by the telecommunications company to establish and run a discreet Service Improvement Program (SIP). The SIP had to be designed specifically to identify and resolve service issues that were the root cause of the customer concerns. Wired were required to establish a project team with the objective of identifying and assessing all problem areas and implementing sustainable resolutions with mutually agreed deliverables and a joint prioritisation of issues. As well as achieving all these objectives, Wired was tasked with the responsibility of ensuring an improvement in customer satisfaction.

What was the challenge?

Lack of Process Accuracy & Control The technical support and operational processes that cut across multiple functions of the telecommunications company were not clearly defined, understood or working effectively. Significant Business Process Re-engineering (BPR) was required as the end customer was not concerned with the internal machinations of their supplier organisation, they just needed the job to be done!

Partner Management There was a lack of formal discipline between the major partners who worked with the telecommunication company to service the account. The legal documentation and formal reporting mechanisms were incomplete and required review to enforce strict adherence to processes and customer service level requirements.

Improving Revenue Channels There were limited opportunities for the telecommunication company to generate additional opportunities because the customer was unhappy with the level of service. There were many competitors who were eager for a share of this customer's business. Part of Wired's remit was to increase the level of satisfaction on the account to enable additional revenue opportunities to be realised.

How did Wired add value to the client?

Standardisation of Process Wired was able to identify and manage the necessary changes through leadership, teamwork and empowerment of the key functional areas. A comprehensive Operations Manual and Price Book were prepared and published for all parties (including the customer) to use and were fundamental tools that assisted the SIP.

Improved Reporting and Auditing Reporting was developed from the telecommunication company's existing systems to identify problem areas and track performance once new processes were improved and implemented. Process Audits were also formulated to ensure that process improvement was continuous and controlled once Wired closed the SIP (for example, Call Logging Accuracy remained at 100% for six months). Four Major Partner Contracts were reviewed from a legal and operational perspective, renegotiated and signed. Changes to the agreements included standardised pricing and regular service level performance reporting commitments.

Contract Extension Outstanding invoices of \$1.85m that were previously withheld were paid, and a one year extension granted to the contract due to the improved relationship and performance. A trial opportunity also presented itself for further work and revenue of greater than \$50,000 p.a. The relationships built during the SIP established a platform for the telecommunication company to maintain a successful relationship with its customer over the long term.