

# Improving performance through people-centric initiatives



## Customer

Our customer is the largest telecom company in the world with more than 100 million customers and is positioned to lead the industry as technologies converge and the internet continues to drive growth in communications services. The company serves customers through a range of media.

- Wireless: No.1 provider in the U.S.
- Broadband: No.1 provider in the U.S.
- Business and Wholesale: No.1 in the industry, serving all of the Fortune 1000
- TV: The only 100% Internet Protocol (IP)-based television service in the US
- Directory: No.1 provider in the industry

*Fortune* has named the company among the 50 World's Most Admired Companies.

## Business Challenge

- The Customer Rules Feedback Tool (CR!FT) for March 2008 stood at 66.01%. Mahindra Satyam BPO was #4 amongst 6 English vendors
- Unscheduled absenteeism at 9.5% in the period February-March 2008. This was impacting revenue generating capacity to the tune of USD39,953 per month
- Staffing leakage was leading to a reduced talk time of 12,500 minutes. This led to a loss of call handling capacity of 750 calls per month
- Attrition for the center (voluntary) was not dropping below 10%. This was primarily caused due to low engagement levels and lack of retention strategy. Additionally, present attrition numbers were highly impacting call handling capacity, thereby affecting service levels of the process. The customer had fixed a service level target of 80% which was not met in the month of January and February 2008 respectively

## Mahindra Satyam's Solution

- CR!FT Green Belt project was initiated in April 2008 to get to a CR!FT score of 70% and sustain it thereafter. CR!FT sub-parameters with highest correlation were identified, and training was commenced from the first week of April 2008. Commencement of GB project and training sessions on identified highest correlation sub-parameters along with focused BQ training has result in improved CR!FT scores in April, May and June (at 70.84%, 72.35% and 73.9% respectively). In July 2008, the center was at 78% on CR!FT

## Best Practice

Unplanned absenteeism reduced from 9.5% (April-January) to 2.67% (February-March). This was further brought down to 2.25% and 1.55% in April and May 2008 respectively. In June 2008, the number stood at 0.68% and July performance was even better at 0.58%.

Savings of US\$3500 per month through reduced leakage, thereby enabling additional call volume of 757 calls every month.

- Unplanned absenteeism was brought down with effective implementation of capacity initiative. Capacity concerns arising due to unplanned absenteeism were addressed through:
  - a) Monthly rosters rolled out 15 days before start of the month to enable effective leave planning for Tier 1 Associates
  - b) Creation of a team-wise leave planner sent to Capacity SPOC with a maximum threshold set to 8% for the month
  - c) Approval/rejection of leave based on capacity outlook and communicated back to the Team Lead and Team Member to ensure proper communication
- Staffing leakage Green Belt (GB) project was initiated in April 2008. The following were the steps taken to bring down staffing leakage:
  - a) Reporting mechanism put in place
  - b) Repeat defaulters identified (by Team Lead and Team Member)
  - c) Revenue leakage per day, week and month projected as a part of this reporting mechanism
  - d) RCA conducted to identify Vital X's and action plans prepared and implemented on the same to minimize and stop all staffing leakage
- PRIYA (Proactive Retention through Intervention amongst Young Associates tool) and Let's Connect (Associate Engagement Programme) were put into practice and following steps were taken to ensure attrition reduction through anticipation, counseling and increased engagement levels:
  - a) Monthly one-on-one with every associate
  - b) Monthly skip level calendar set in place for all teams by operations managers
  - c) Monthly 'Coffee with GM' schedules communicated to all teams on the floor
  - d) Monthly attrition projections made by all team leaders and meeting with OM initiated to ensure retention through effective counseling
  - e) In absence of retention by Operations Manager, General Manager of the process met the Associate in presence of Operations HR Representative; feedback from these meeting was taken note of as an action plan and successfully closed in case of any grievances
  - g) Fun at work was introduced and 'Fun Fridays' was institutionalized with games and team building activities on the floor

## Best Practice

### Benefits

A total of 23 Associates were retained in the last quarter through effective engagement, deployment of PRIYA and fun at work initiatives.

<b>CR!FT – Customer Feedback Tool</b>  Mahindra Satyam BPO achieved industry best top bucket customer satisfaction score of 78% in the month July 2008.	<b>Unplanned Absenteeism</b>  Mahindra Satyam BPO has attained success over the BPO industry's major problem area in voice operations by controlling unplanned absenteeism below 1%. The corresponding figures for June and July 2008 were at a record low of 0.58% and 0.68% respectively.	<b>Staffing Leakage</b>  Another landmark solution was through a GB project (from AUX Abuses & Login Time Shortfall) which resulted in additional time generation of 750 minutes per month to handle additional volumes, thereby helping improve	<b>Attrition</b>  Through deployment of PRIYA methodology, Mahindra Satyam BPO was able to successfully close 23 retentions in three months. Voluntary attrition during June and July 2008 was at 6.23% and 5.52% respectively.
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