

S U C C E S S S T O R Y

SmartQ - Service Optimization Solution

Customer Profile

A reputed ISO 9001 certified telecommunication company and the largest and fastest growing cellular service provider in Sri Lanka, serving a subscriber base in excess of 2.5 Million. Its local coverage spans all nine provinces of Sri Lanka, while international roaming is provided in 190+ countries.

In addition to its core mobile telephony business, the company provides international services, supporting an International Gateway infrastructure providing retail and wholesale international voice and data services. The company also provides Internet services through a fully-fledged Internet Service Provider (ISP) and also operates a mobile satellite service.

Customer Scenario

Customer's business was growing at a fast pace and already had a large customer base to serve. Customer being subsidiary of a large multinational organization had to perform on stringent quality standards and defined service parameters, but was facing challenges in service delivery and performing at desired levels.

Business Challenges

With growing customer base their service branches were witnessing large volumes of customer foot-falls. They were facing following challenges in day to day operations:

- Customer queues were increasing and they were not able to manage them. They had introduced a token system. But their manual token issuing process was not efficient enough to manage customer flow.
- Some staff was dedicated to ushering. Their job was token distribution and counter allocation. Token allocation was person dependent.
- Customers were complaining long wait time due to improper and non-transparent queuing done by staff manually.
- Counter allocation was service agent specific. Customers were sent to counters only when agent was free. Ushering staff use to be on toes to check when agents were ready to attend new customers. At times they missed to call the queued token number.
- No system was there to check agent's productivity. The agents who were efficient ended up servicing more customers than their incompetent counterparts.
- Assessing performance bottlenecks and agents functional training needs use to be a mammoth task.

- There was no predictability of serving time making customer impatient. Customers were anxious about their turn and kept on following up the staff.
- Service agents & ushers use to be hassled with large crowd and their queries and therefore use to divert customers to different counters.
- Multiple services were not serviced from single token.
- There was no system to serve privileged customers.
- In case of any disputes the managers use to personally intervene and publicly advise the agents. This brought the agents morale down.
- Manager had challenges in monitoring service & productivity level at different locations.
- They were not able to forecast workload. Ad-hoc processes were implemented to handle the increase in transactions and workforce allocation during large customer foot fall.
- Generating reports use to take substantial manual effort and time.

Problem Analysis

The customer was sure that quality customer services was paramount to their success therefore wanted to overcome service challenges faced by them due to large customer foot-falls daily.

On analyzing their business, processes and system we learnt that most of their problems could be addressed if there was a system for:

- **Customer Queue Management**
- **Agents Productivity Tracking**

The Solution

We suggested to automate their processes and designed an application to overcome the functional problems. We implemented **SmartQ** a web based application designed by Path Infotech Ltd. for multiple branch management. This service optimization solution addressed two most critical challenges of their business:

- 1. Customer Flow Management** – by automated token distribution and queue management (without making customer stand in a waiting line) and optimizing wait time.
- 2. Workforce Optimization** – by workforce management through productivity tracking, work load forecasting and planning workforce deployment.

SmartQ provided automated customer flow management leading to greater customer satisfaction. Walk-in customers register for required service/s using self-service kiosk and get printed tokens. These tokens are queued and optimally assigned to agents at service counters by the application, while customers settle down. On receiving the requests, the agents call the tokens to be serviced and the token numbers are flashed on display panel highlighting the counter to be approached by the customer.

Thus **SmartQ** simplified the customer flow process with easy to understand directional information and provided predictability of serving time. Instead of worrying about their position in a queue, customers can check their



token status, get an idea about their serving time and relax.

SmartQ has in-built analytical capabilities that can be used to generate MIS reports for measuring quality of services being delivered and parameter based customer analysis.

Benefits to Customer:

- GUI based user friendly service registration.
- Token distribution through multiple channels – Self Service Kiosk, Web, SMS and IVRS.
- Automated queuing based on service registration.
- Automated token generation and dispensing of printed tokens
- Logical token allocation to agents for balanced job distribution and optimizing wait time.
- Multiple services through single token.
- Priority token for serving privileged customers.
- Real time display of token status for predictability of serving time.
- Tracking of serving time & idle time of serving agents enabling workforce productivity tracking.
- Tracking agent incompetence for training needs assessment.
- Internal messaging from supervisor to serving agents for quality instructions.
- On-the-spot customer feedback through Self-Service Kiosk.

- Dynamic dashboard displays real-time floor status of customers, agents and services at multiple locations simultaneously.
- Multi location/stage data capture and MIS reports.
- Forecasting & planning resources deployment across service counters at multiple locations.

Customer Feedback:

Token Management System (SmartQ) is very stable and everyone has now internalized the use of it in order to improve our service delivery queues and improve productivity. Now's the time we have been waiting for i.e. when the system is used in the manner that it was intended/designed to be, so that it delivers the desired result.

The proof and positive outcome has also been a contributing factor to our most recent accolade, when our customer service was awarded the regional Customer Relationship Excellence Award 2006, on the 6th of July, by the APAC CS Consortium in Honk Kong. We also won the Best in class service centre award in addition to a few more.

Head of Customer Service & Contact Mgmt