Title: Resolution time for Customer Cases

Industry: Telco

Problem Statement:

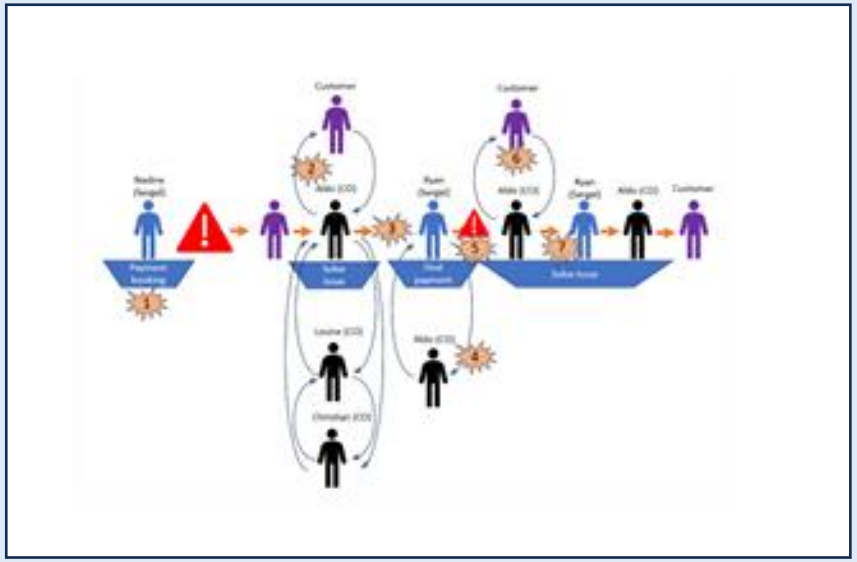
- Customers wait too long to get payment cases solved. Currently, we use 33 business hours (4.5 days) to solve customer cases. We need to reduce that to by 30%, to 23 hours (3.1 days).

The current situation puts our biggest most important customers at risk. They demand high service and shorter resolution time. When cases aren't solved, customer call in, leading to increased activity making it even harder to complete tasks within the agreed SLA times, increased costs, stressed employees and risking employee turnover.

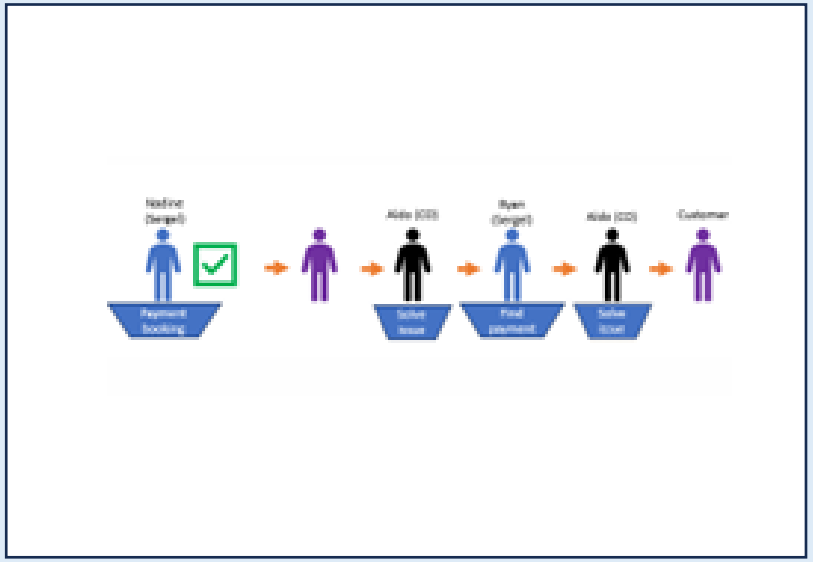
Key Actions

- Clarify handoffs and requirements for initial data capture to improve intake quality
- Clarify goals and targets
- Create feedback loop (monthly meeting) to identify and resolve key issues
- Establish trigger to escalate issues if they remain open after 24 hours

Current Design



Target Design



Results

- 64% decrease – from 33 hours to 13
- Employee loyalty increased from 80 to 88

Primary Root Cause (DWD Principle Violation): Human Chain issue and Structure of Discovery

Observations/Failure Modes:

- Teams using 4 different emails addresses, making it difficult to find payments (Human chain)
- Details are missing causing rework and follow up (average 15 hours wait time) (Human chain)
- Unclear expectations, no targets and no feedback loop to engage team and stakeholders to address issues (Structure for Discovery)

Lessons Learned / Next Steps:

- Visualizing the work is a very effective approach to come together on the same problem and ensure everyone has the same understanding of what to solve.
- Bringing people together to talk about how they work, reveals unknown inefficiencies and new insights
- Employees light up when they get an opportunity to work together to improve WOW. Improves engagement

Next Step: Expand to all customer cases, celebrate success, scale to other areas