

Case Study 2:

A telco's order fulfilment turn-around time is reduced by 24.6% *and* customer churn reduced from 9.6% to 2.4% in 2 years

Optus Communications was jointly owned by Cable & Wireless and BellSouth Corp. It became Australia's second licensed telecommunications carrier in 1992. Over a five-year period, a massive rollout of its infrastructure unfurled. The value of the infrastructure, nationwide, was around \$800 million.

The Challenge

Optus was to be a serious competitor to the monopoly (government-owned) first carrier. Better customer service was the obvious differentiator. The sales people were good at attracting new customers but internal departments in Optus were not following through on sales orders fast enough.

For a customer service to be activated, the network has to be ready to provision that service. The process from sales orders to service provisioning was a bumpy ride, and from the customer's point of view, was taking too long.

Sales confronted the service provisioning people about the delays. They were told availability and status of network equipment was not always what their records showed it to be. This was making it hard to fulfil customer orders efficiently.

As a business process analyst in the technical division, my mission was to communicate with each group involved in service fulfillment to find out what was wrong. After much sleuthing, I was able to isolate the problem.

The Solution

I facilitated a series of structured workshops with stakeholders. Changes were made to improve communication between the groups. Paperwork was streamlined to more accurately record location of equipment and to get it into the tracking systems earlier.

The Result

- The turn-around time for Order fulfilment was reduced by 24.6% in 1999. This continued to improve customer retention into the 21st century.
 - Optus was able to validate a tax write-off claim of \$30 million worth of unaccountable network assets in financial year 1999-2000 as a result of more accurate network equipment tracking.
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