



**OPERATION
MANAGEMENT
FINAL ASSESSMENT**

DEEPAK RAJ M B



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TTC0819023**

Operation Manager

Task 1

Please ensure that you have read the case study before you begin to complete task 1

A. Identify the key links that should be in place between Operations Management and the sales team – and comment on how operations management should relate to the targets set for the sales team. You will need to analyse the nature and role of operations management and the sales team within the organisation and the relationship between operations and the other core, and none-core managerial functions within the organisation.

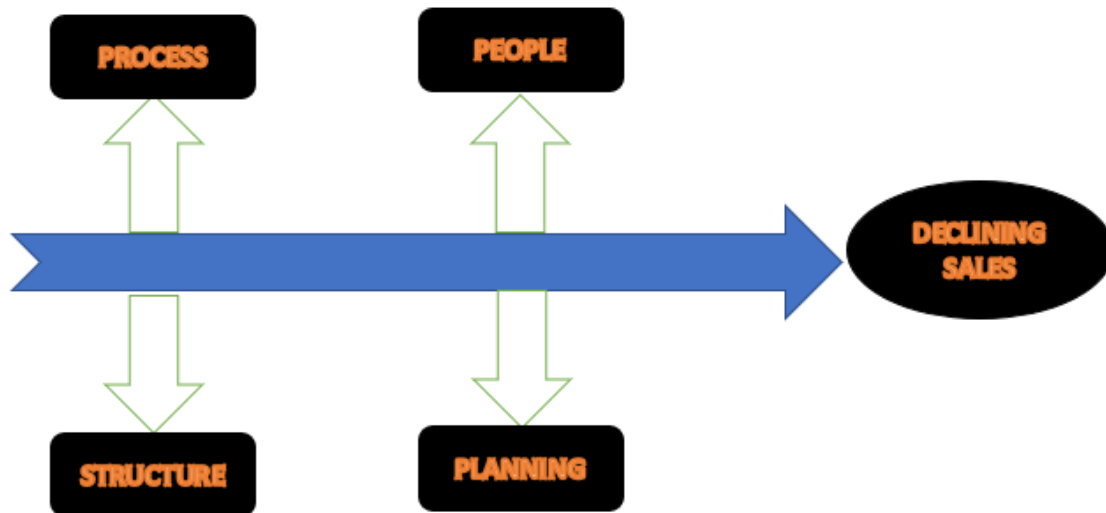
I this case study clearly says there is a problem in decline of the sales. It is associated to the process of dare's three ring call centre.

For every cause there is an effect that leads to imperfection in a process.

10 Causes of Low Service Level in the Call Center:

- Low Schedule Adherence
- High Absenteeism
- Calls Take Longer Than Expected
- Inaccurate Call Forecasting
- Less Than Optimal Scheduling
- High Agent Attrition Rates

- Unplanned call fluctuations
- Unscheduled meetings
- Long after call work (wrap-up) time
- Less than optimal call centre software



After analyzing the causes related to decline in sales, Key links between operations management and sales has been listed as follows:

Sales:

- Increase customer service rating from 4.5 stars to 5 stars.
- Reduce the waiting time from 3.5mins to 1.5mins.
- Improve the customer satisfaction of the calls.
- Improve the sales profit of the year 2017.

Operation managements:

Operations managements are improve customer services through supervise, hire and train employees, manage the sales of the year, strategize process improvements for the best service to the customers. They also ensure the customer needs and satisfaction of the service.

Operation Manager

Task 2

Please ensure that you have read the case study before you begin to complete task, you will also need to access www.instituteofproductivity.com web page and read all the information prior to beginning the task 2 so you have all the information needed to meet the requirements of the activity.

A. Explain the mission, vision and values of the call centres and whether you believe that measures and KPI's that are in place for the call centre, directly contribute to the achievement of the organisation's mission and vision. You need to ensure that you can demonstrate how the organisation has moved from the strategic plan with the mission, vision and values and highlight where these are embed within the created subunits action plans and where the success of KPI's will demonstrate the mission, vision and values.

Vision:

Being the world's best means providing the exceptional call centre value with highly skilled staff's and outstanding customer satisfaction.

Mission:

To lead by a top-call centre for customer service with a lower cost solution with top quality service and outstanding customer satisfaction.

Value:

One team, simple, fast, customer satisfaction and friendly.

In this,

- The vision statement represents the future achievement of the call centre.

- The mission statement represents the company goal and achievement of the organization.
- The value statement represents the worth of the company and quality of the staff conversation.
- In this three statement represents the company destination and the involvement of the worker's.
- But, there is no KPI's measure in this mission and vision statement.

B. You will need to identify and access the KPI's for the sales people and then evaluate and describe whether the set KPI's that have been set are appropriate for the different hierarchical levels within the organisation and where you feel it is needed propose additional or alternative measures that can be used in the business.

The current factors used to measure the performance of the call centre operators and the sales targets are:

Sales Target:

1. Increase customer service rating from 4.5 stars to 5
2. Reduce average waiting time From 3.5 mins to 1.5 mins
3. Improve sales figure for 2017 of £110,000.

Current Measures:

1. How long each customer is waiting on hold
2. How long each phone call lasts
3. How many hours the staff work a month

Dave's Three rings call center set targets on increasing the customer satisfaction and improve the sales.

So KPIs of the organization measures the performance of the staff, how good the customer feels while they are approaching them.



Measure can be added for

- What is the training man hours given for each staff?
- What is the time period required for the updating of equipments and software?
- Must establish the ratio of number of customer calls with number of staff required
- Must establish the AI for attend the calls in busy schedule.

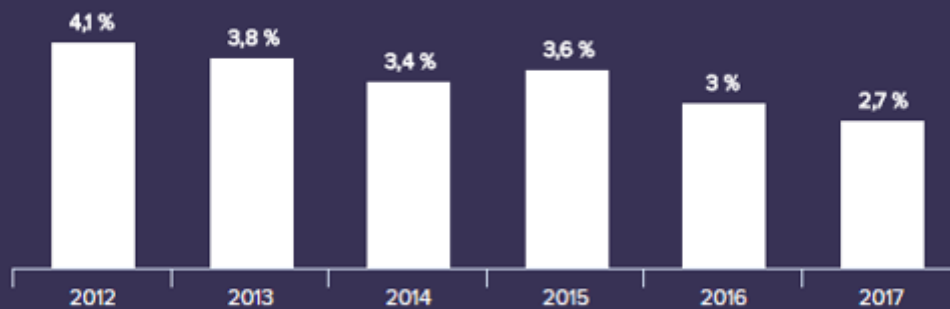
Avg Absenteeism Rate

Target < 3.8%



3,4%

Absenteeism Rate Over Last 5 Years



Operation Manager

Task 3

Please ensure that you have read the case study before you begin to complete task 3

A. Once you have read the case study describe the staffing levels and performance in the contact centre. Then explain how workforce planning could be implemented and in place to resolve any issues that have been identified and how the planning you have suggested should be used going forward. Please include a description of how you propose to measure and estimate the work load to ensure the KPI's are both relevant and achievable.

In this case study, due to the recent staffing issues, the average wait time of the customer call on hold has increased to 2 minutes to 3.5 minutes.

The level of staff recruitment has dropped because of retiring and leaving so, staff numbers are dropping as no one is replacing that staff levels.

The lack of staff creates strain in busy periods,

November and December are their busiest periods and always have been – yet no one seems to have been planning for this.

But, the performance of the staff in the contact centre looks better, because the actual sale looks always higher from the set target for the last 8 years.

There are 2 distinct types of Workforce Planning:

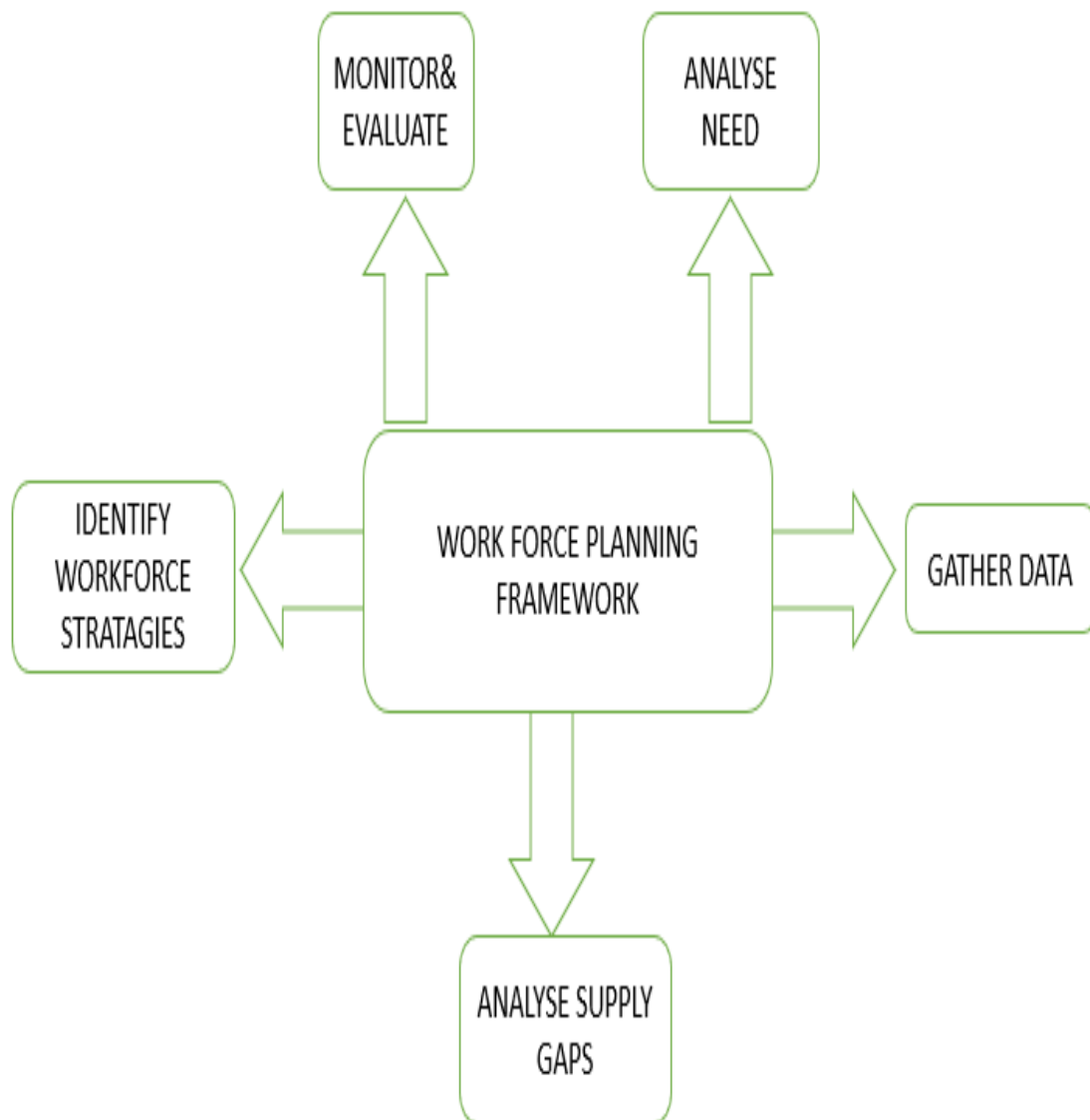
Operational and Strategic Workforce Planning

Operational workforce planning may look at:

- Planning employee hours and staffing schedules
- Planning the distribution of skills
- Identifying the requirements of the business in terms of skills
- Identifying capacity within an organization and reallocating resource as necessary

Strategic Workforce Planning addresses:

- Support the organization's strategic plan (e.g., reorganization and redeployment).
- Address external workforce factors that affect the entire business (e.g., succession planning for retirement bubbles, or staff reduction planning for budget cuts).
- Maintain organizational capacity (e.g., in-service training).
- Mitigate risk exposure (e.g., safety planning and Equal Employment Opportunity training).



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Task 4

Please ensure that you have read the case study before you begin to complete task 4

A. Analyse and review the methods of storing data and managing technology that is being used in the call centre and then highlight any risks including the risks associated with data loss and identify the solutions / improvements to mitigate the risks you have identified, you must explain where the sources of data has come from.

Any data relating to Dave's call centre is stored directly on the computers which are outdated and very difficult to use /access.

Because data are the lifeline of call centres, having a reliable backup system is a must.

Call centres handle massive amounts of data every day. They deal with customer information, company-owned data, financial transactions, and databases.

These data pile up over time as more customer interactions are being managed and new communication channels are being added. However, because these files are usually in a digital format, they are much more volatile and vulnerable than those that exist in a physical form.

Maintaining secondary storage for your data must be part of your business continuity plan. If you lose your data, you could lose your entire call center, and the repercussions for the brand and customers you serve are unimaginable. Follow these tips to create a reliable big data backup strategy.

Following are some suggestions for improvements to create a reliable big data backup strategy.

- Organization is key.
- Sort the files that need to be preserved.

- Create a local storage.
- Have a cloud backup system.
- Automate it.
- Check on your data regularly.

75%

Milleneals that avoid phone calls because they see them as time consuming



81%

Milleneals that claim That feel apprehension Anxiety before they make A phone call

B. You will need to ensure that you describe at least one structured problem-solving methodology you can use when you choose how you will mitigate the risk and explain the various stages of problem solving.

As Dave's call centre adopt a more customer-centric approach to conducting business, they are placing a larger emphasis on enhancing the quality of service their customer support, technical support and sales agents provide. Thus, sticking to the script simply won't do anymore.

In order to be successful in a customer-centric company, call center agents must be skilled at resolving both the routine issues as well as finding effective solutions to more complex problems.

The various stages of problem solving:

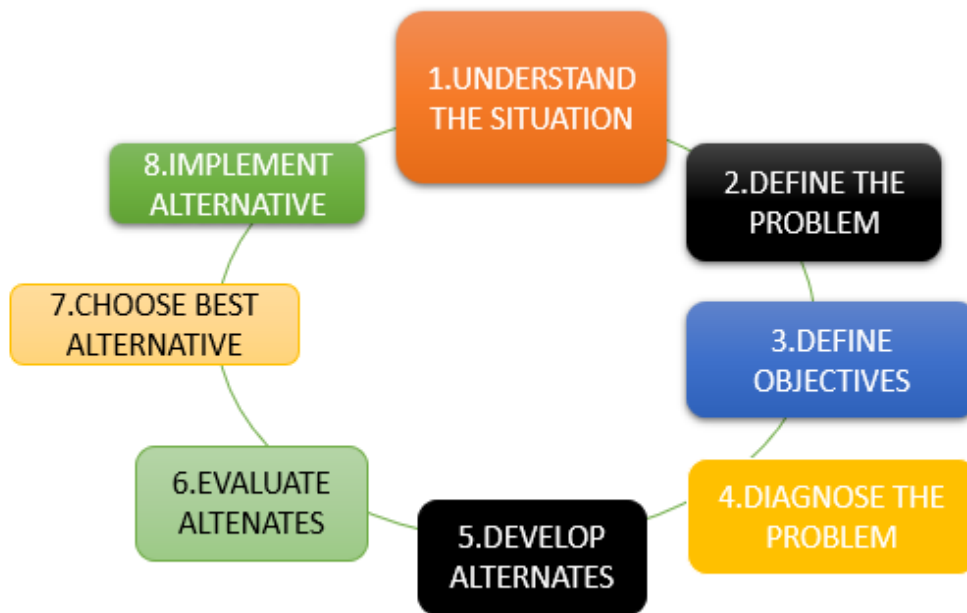
- Identify the problem
- Find out why the problem exists
- Find out how the problem impacts the customer
- Clearly define the problem
- Generate possible solutions
- Evaluate each solution and select the most appropriate
- Plan the implementation of the solution
- Pitch the solution to the customer
- Implement the solution
- Analyze the results

Identify the problem:

The first step in problem solving is to identify the problem. This may seem simple, but as any seasoned call center agent knows, sometimes isn't so straightforward.

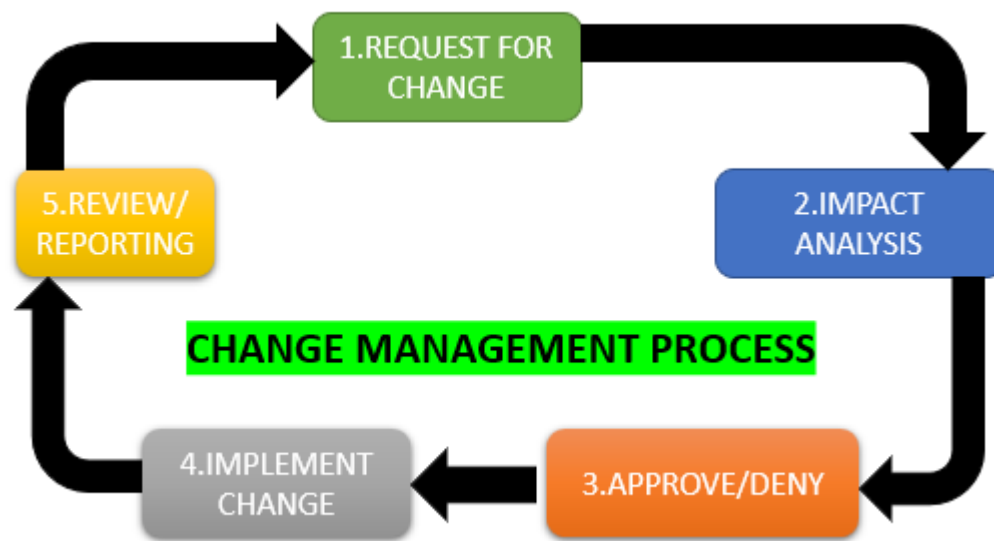
To help with this first step, ask yourself the following questions:

- What is the customer calling about?
- Is there another issue that is causing the problem that they are not aware of?
- What would the customer like us to improve?
- Is their issue being compounded by a known bug?
- Is this issue specific to this customer, or have other customers called in about the same issue?



C. You now need to explain the importance of an effective implementation plan, when making the changes to the operations processes in place, for the changes you have chosen and analyse what potential problems could arise when you implement these operational changes, ensure that you establish what the success criteria area when you implement your suggested solutions.

Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. Implementing your strategic plan is as important, or even more important, than your strategy. 95% of the typical workforce doesn't understand their organization's strategy.



Change management and the 3 most common change management problems:

- Employee resistance
- Communication issues
- Implementing new technologies



Operation Manager

Task 4b

Please ensure that you have read the case study before you begin to complete task 6

A. Identify and access the KPI's, for the sales team. You need to do an analysis of the KPI data and review if the targets that have been set are appropriate to the measures in place. Once you have the information make a record of it below.

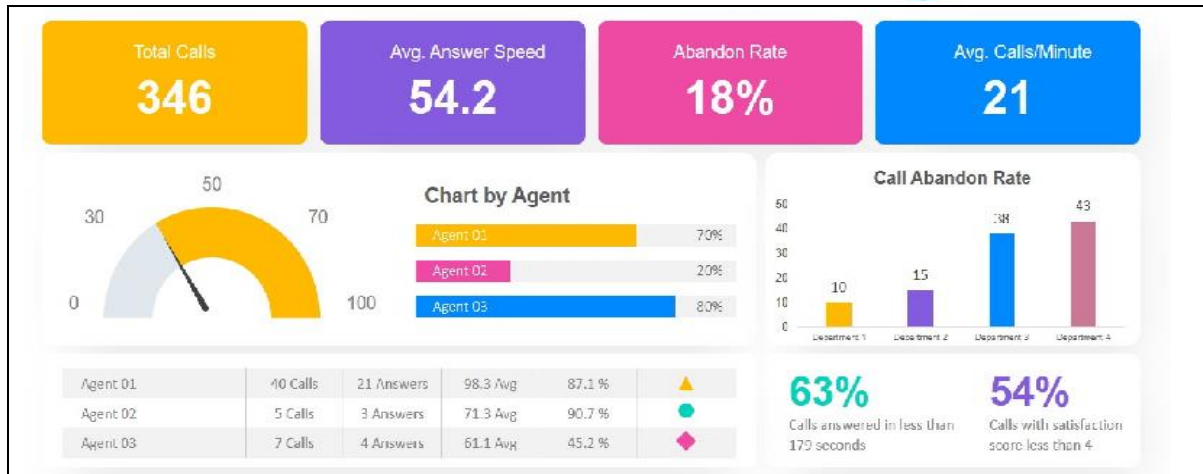
B. Now please record any suggested additional or alternative measures that could be used.

A. Call centre managers have waves upon waves of data coming at them from various platforms focusing on various business processes. Metrics provide a way for you to monitor this data, and dashboards help you keep it all in one place

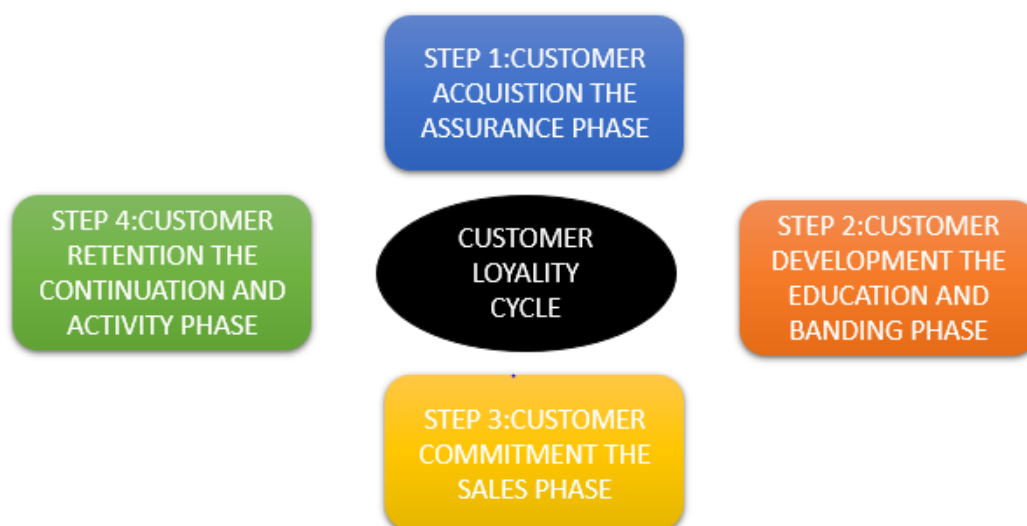
KPI's for sales teams:

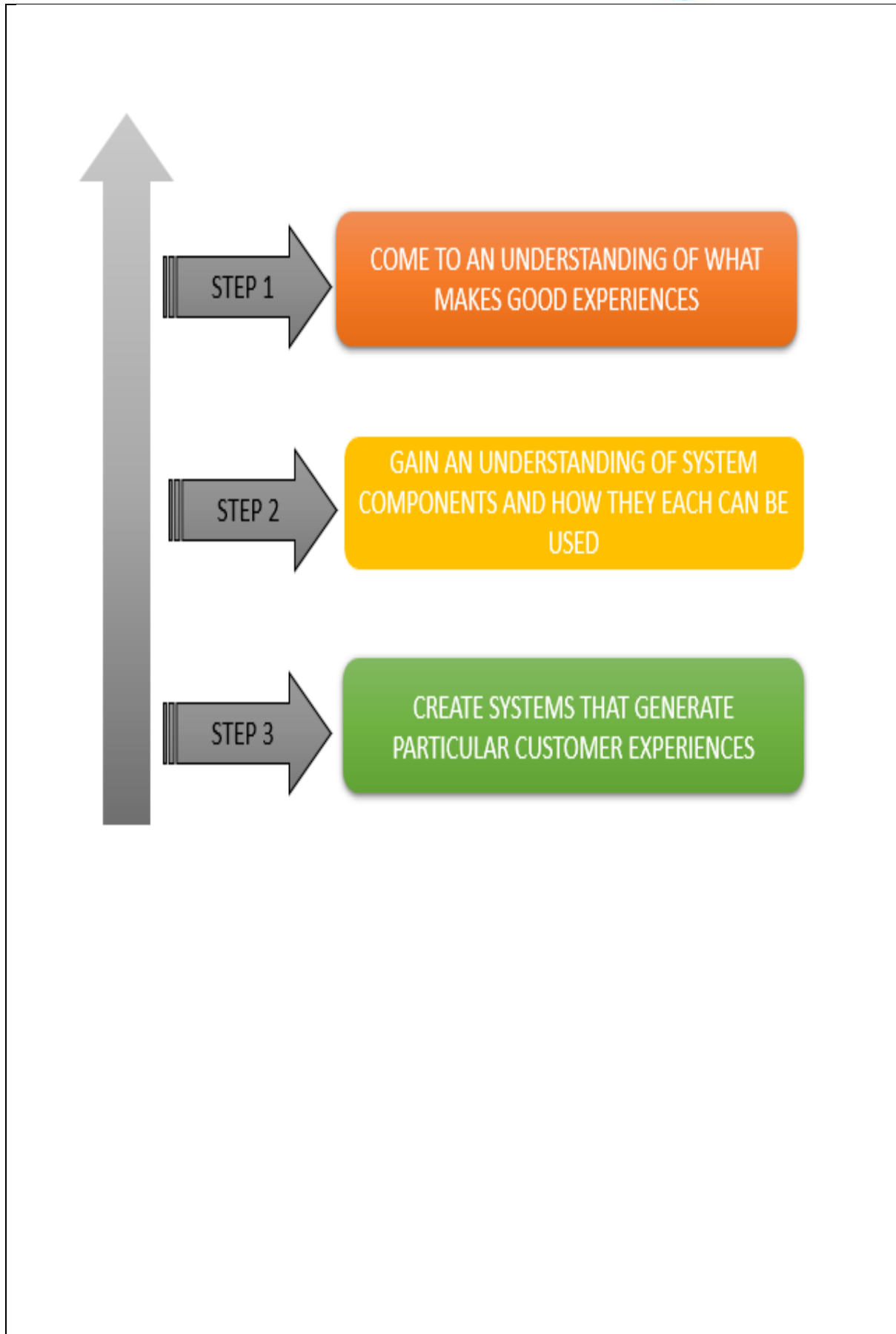
- Sales per Agent
- Active Waiting Calls
- Longest Call Hold
- Peak Hour Traffic
- Call Centre Status Metrics

Example:



B. Managing call centres today involves much more than scheduling agents to staff the phone lines. Working as a call centre agent is a stressful endeavour, and it's up to you as a manager to cultivate a positive working atmosphere, foster a sense of ownership, motivate your team to succeed, and most importantly, to stay informed on contact centre best practices.





Operation Manager

Task 5

Please ensure that you have read the case study before you begin to complete task 5

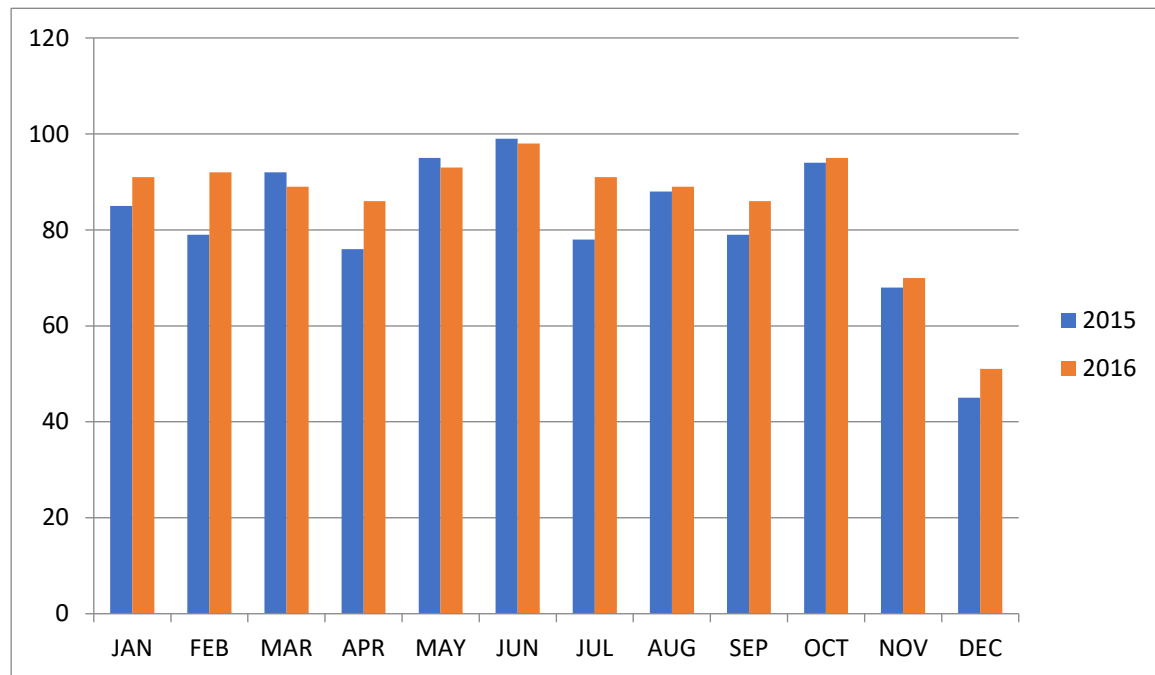
A. Analyse the customer satisfaction ratings that have been collected for 2015 and 2016 using an appropriate data analysis tool of your choice that will help you to demonstrate trends. Identify and use a data analysis tool to use and describe how to create this so that you can look at any trends.

Below is a table showing the monthly figures for customer satisfaction rating as a percentage by month in 2015 and 2016.

Year	Customer Satisfaction Rating (%)											
	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec
2015	85	79	92	76	95	99	78	88	79	94	68	45
2016	91	92	89	86	93	98	91	89	86	95	70	51

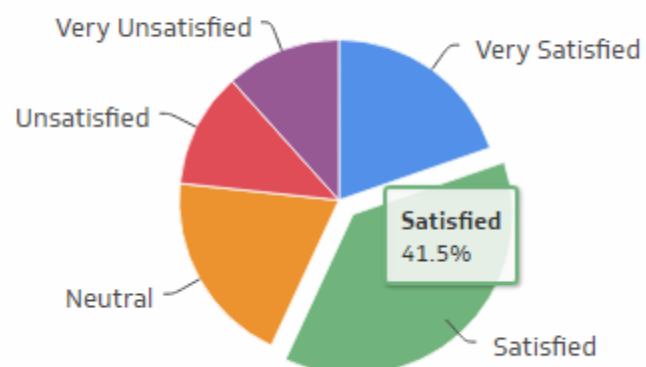
Customer satisfaction is an especially useful metric when tracked over time. By regularly sending out customer feedback surveys, you can measure how satisfaction rates are trending.

Here are the data models and visualizations to help you analyze the customer satisfaction time series data.



This is the customer satisfaction rating in %

Customer Satisfaction

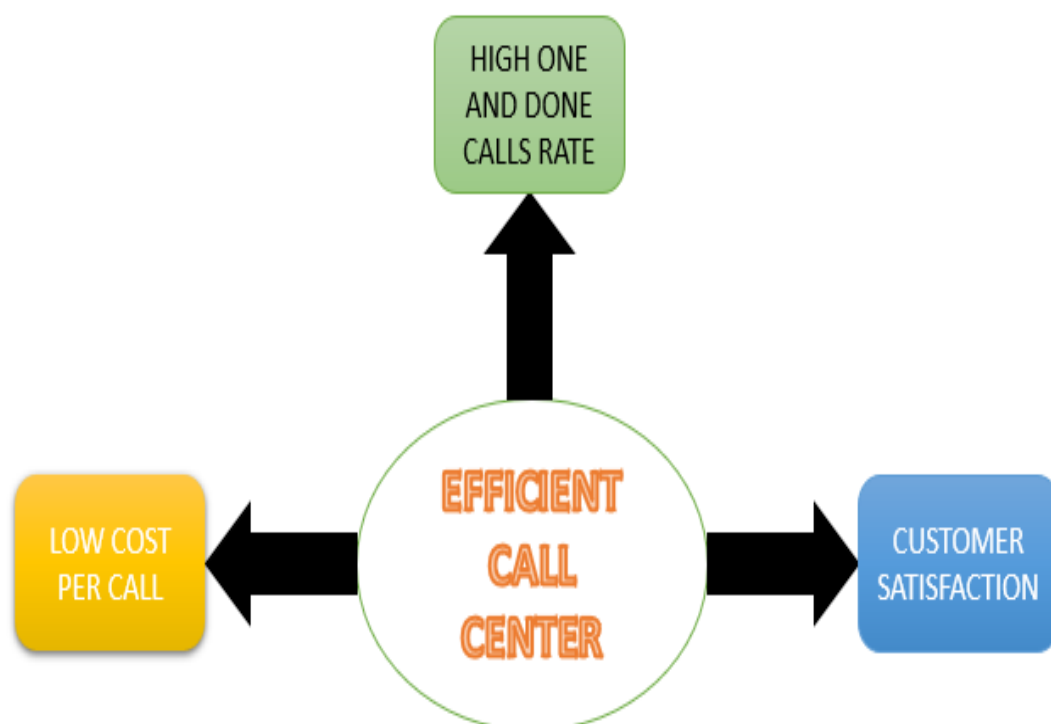


B. Explain what the data is showing you and what recommendations you would now make to address anything you think is significant?

To look for trend in customer satisfaction rating, we use the table to create a chart. We added a trend line, which can make patterns more visible.

From the line chart, it is clear that there is no strong trend. In fact if you hover over the trend line you can see that average satisfaction is actually decreasing slightly.

During the busiest month, Nov and Dec the CSR goes down due to staffing issue and the employees are not satisfied with the method to achieve the KPIs which is clearly evident from their feedback, So the KPIs and measures need to be placed as suggested above to meet the mission, vision and values of company and also minimize hold times, Invest in Tools for the Staff, make Staff training relevant, and Share Data across Systems to improve the customer satisfaction rating.



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Task 6

Please ensure that you have read the case study before you begin to complete task 6

1. Summarise your findings from all the previous tasks (1, 2, 3, 4, 5), and prepare an action plan of recommendations that you can submit to Dave for solutions to the operational problems you have identified. Ensure that in the action plan you can demonstrate to Dave the importance of operations management, commenting on how effective operations management should prevent problems in the future.

Summary of findings:

After analyzing the Dave's call centre processes, it has been observed that there are some issues in recent times in sales which have gone down and also the customer holding time is increased from 2 to 3.5 minutes.

Staffs are also not feeling happy on what they are doing to achieve the set target.

The recruitment process is also delayed causing no one to replace staffs that are retiring or leaving, the lack of staff creates strain in busy periods - when sales should be soaring, and they are actually dropping.

The equipments what they are using is also very old and very difficult to access, Even the Software what they are using is also an outdated one.

After getting into the detail of Mission, Vision, Values and the measure to fulfill the set target, we could find that there are few important KPIs need to be addressed like employee satisfaction index, training man hours required, equipments and software updating, workforce planning.

The most recent objectives Dave has set for the sales staff has been to increase the customer service rating from 4.5 stars to 5 through kind and helpful service.

He has also said he wants the average Waiting time for a customer on hold to be reduced from 3.5 minutes to 1.5 minutes. They aim for a sales figure for 2017 of £110,000.

So, to achieve the above mentioned target, few suggestions are given below as action plan:

- They can improve customer service through staff training.
- Improve proper working planning
- Improve customer satisfaction
- Employee satisfaction can be measured a by survey, every 6 months.
- Implement modern technologies
- Implement auto backup cloud system

Importance of operations management:

Operations management is the process that generally plans, controls and supervises manufacturing and production processes and service delivery. Operations management is important in a business organization because it helps effectively manage, control and supervise goods, services and people.

A smooth operations management process has many benefits for an organization, including:

Importance and Value of Operations Management

- 1. Production Efficiency**
- 2. Profit Maximization**
- 3. Satisfaction of the Customers**
- 4. Effective Utilization of the Resources**
- 5. Management of Inventory**
- 6. Capacity Management**
- 7. Improvement of Product Quality**
- 8. Create Strong Operation Skill**
- 9. Improvement of Working Conditions**
- 10. Supply Chain Management**
- 11. Scheduling Management**

So, with effective operations management, you are able to manage various attributes of the operation such as people, equipment, and information, technology which improves the sales, customer satisfaction and also helps to maintain a dynamic working environment.

Importance of Operations Management

An effective operation can give four types of advantage to the business:

- Operations management can reduce the cost of products and services by being efficient
- Operations management can increase revenue through increased customer satisfaction in producing quality goods and services.
- Operations management can reduce the amount of investment (capital employed) necessary to produce the goods and service by being effective and innovative in the use of resources.
- Operations management provides the basis for innovation by building a solid base of operations and knowledge

