Repeat Call Volume Optimization Transformation

Executive Summary
This proposal presents a Transformation-led initiative to reduce repeat calls and optimize contact center demand. Using Lean Six Sigma analytics and a strong control framework, the program targets a 15% reduction in call volumes, unlocking significant FTE capacity and multi-million INR savings while enabling scalable growth

Current State (As-Is)
- ~5,300 calls handled over a 14-hour window per day
- Average Handle Time (AHT): 8 minutes
- 75 agents working 7 days a week
- 8 productive hours per agent per day
- High repeat calls and avoidable demand

Baseline Effort & Capacity Analysis
- Daily handling effort: ~ 5,300 × 8 minutes = 42,400 minutes (~707 hours)
- Available agent capacity: 75 × 8 hours = 600 hours/day
- Demand-supply gap managed through stretch, overtime and efficiency leakage

Target State (To-Be)
- 15% reduction in total calls through repeat-call elimination
- Root-cause driven process fixes
- Enhanced self-service and first-call resolution
- Exception-based agent intervention with full controls

Expected Benefits & FTE Savings
- Calls reduced per day: ~795
- Hours saved per day: ~106
- FTE equivalent released: **~13 FTEs**

Annualized monetary savings in multi-million INR range; capacity redeployed to incremental revenue work

Detailed Work Breakdown Structure
1. Program Initiation & Governance
1.1 Executive sponsorship & charter
1.2 Governance, RACI & cadence
2. Define & Measure
2.1 Voice-of-Customer & CTQs
2.2 Call volume & repeat call baseline
3. Analyze
3.1 Call driver segmentation & Pareto
3.2 Root cause & failure mode analysis
4. Improve
4.1 Process & policy fixes
4.2 Knowledge base & script optimization
4.3 Digital / self-service enablement
5. Control
5.1 KPI dashboards & alerts
5.2 SOPs, audits & benefit tracking

Lean Six Sigma Alignment
- Define: Scope, business case, CTQs
- Measure: Call volumes, repeat rate, AHT
- Analyze: Waste, rework, demand drivers
- Improve: Elimination & prevention
- Control: Dashboards, governance & audits

30-60-90 Day Pilot Roadmap
0–30 days: Data extraction, analysis, pilot design
31–60 days: Implement fixes, test & refine
61–90 days: Scale rollout, stabilize & handover

Risk Assessment & Mitigation Matrix

Key risks include incorrect root cause identification, data quality issues, change resistance and benefit leakage. Mitigated through SME validation, phased pilots, strong governance and control dashboards. This register identifies key risks to the Call Volume Optimization initiative, evaluates likelihood and impact and prescribes mitigations and owners. Use and update it during the project lifecycle

Scoring note: Likelihood: Low / Medium / High
Impact: Low / Medium / High
Risk Score: Qualitative priority (High / Medium / Low) based on Likelihood × Impact

Risk ID	Risk Description	Likelihood	Impact	Risk Score	Mitigation / Controls	Owner	Residual Risk
R1	Poor data quality or incorrect call data extraction (missing calls, wrong timestamps, incomplete fields)	High	High	High	Robust ETL & validation rules; reconciliation to source systems; automated anomaly alerts; data steward ownership and repeatable export specs	Analytics Lead	Medium
R2	Incorrect root-cause analysis leading to ineffective interventions (fixes don't reduce repeats)	Medium	High	High	Use multi-method analysis (Pareto, RCA, FMEA); SME workshops; pilot A/B validation; peer review and sign-off of hypotheses	Team Leader / Process SME	Low
R3	Unauthorized access or leakage of call recordings	Medium	High	High	Enforce role-based access; encrypted storage & transit; retention & redaction policies; audit logs and periodic access reviews	IT Security / Compliance	Low
R4	Change management resistance from agents & supervisors (low adoption of new scripts/processes)	Medium	Medium	Medium	Early stakeholder engagement; targeted communications; classroom + on-the-floor training; performance incentives; redeployment plans for freed capacity	HR / PMO	Low
R5	Self-service or channel changes introduce new failure modes and increase repeat calls	Medium	High	High	Phased rollouts; rigorous UAT and pilot; fallback-to-agent flow; realtime monitoring & SLA alerts; quick rollback procedures	Onshore SME / Operations Manager	Low
R6	Underestimated effort / benefit leakage (realized savings lower than forecast)	Medium	Medium	Medium	Conservative baseline assumptions; pilot-first approach; continuous benefit tracking & reconciliation; monthly variance reporting	PMO / Finance	Low
R7	Vendor / 3rd-party tool performance or SLA issues (IVR, chatbot, analytics platform)	Medium	Medium	Medium	Include SLAs and acceptance tests in contracts; performance testing pre-rollout; contingency / backup vendor plan; support escalation clauses	Onshore SME / Operations Manager	Low
R8	Regulatory or privacy changes impacting call handling, recording or retention	Low	High	High	Involve Legal & Compliance early; implement configurable retention/policy parameters; rapid change deployment process for scripts/recordings	Compliance / Legal / Onshore SME / Operations Manager	Medium
R9	Workforce scheduling complexities during transition (temporary over/under-staffing, rostering issues)	Medium	Medium	Medium	Phased implementation; dynamic WFM remapping; cross-training; scenario modelling; short-term shift adjustments	Workforce Manager / WFM	Low
R10	Control gaps leading to audit or compliance findings (e.g., missing audit trail)	Low	High	High	Embed audit logs; maintain SOPs & runbooks; internal audit pre-production; maker-checker for critical changes; documented exception handling	Compliance / Internal Audit	Low

Risk Monitoring & Review Cadence

- Weekly risk review during pilot (first 6–8 weeks), then monthly during steady-state
- Monthly control effectiveness metrics to track:
  - Repeat-call rate (absolute and %)
  - Exception rate for self-service flows
  - Average time to fix issues
  - Number of failed rollouts/rollbacks
  - Benefit variance vs forecast
- Quarterly executive review with: Operations, Analytics, IT Security, Compliance, Finance
- Keep the risk register as a living document in the PMO/CoE workspace and update mitigations, owners and residual risk after each review. Use an actions log for overdue mitigations

Quick Summary

Primary risks for the repeat-call reduction program include data quality issues, misdiagnosed root causes, security/privacy exposures, vendor/tool failure and regulatory changes. Mitigations are focused on strong data governance, SME-validated analysis and pilots, secure handling of recordings/PII, contractual SLAs with vendors and phased rollouts with fallback paths. Governance includes weekly pilot reviews, continuous monitoring dashboards and quarterly executive oversight to ensure residual risks remain within acceptable bounds while delivering targeted 15% call reduction and the associated FTE / monetary benefits