RCA – Root Cause Analisys +

DMAIC Project

Thiago Ventura, august 2023

Root Cause Analysis and Action Plan
Troubleshooting Operation

DMAIC Methodology

DMAIC is an acronym that stands for Define, Measure, Analyze, Improve, and Control. It represents the five phases that make up the process: Define the problem, improvement activity, opportunity for improvement, the project goals, and customer (internal and external) requirements. Measure process performance.
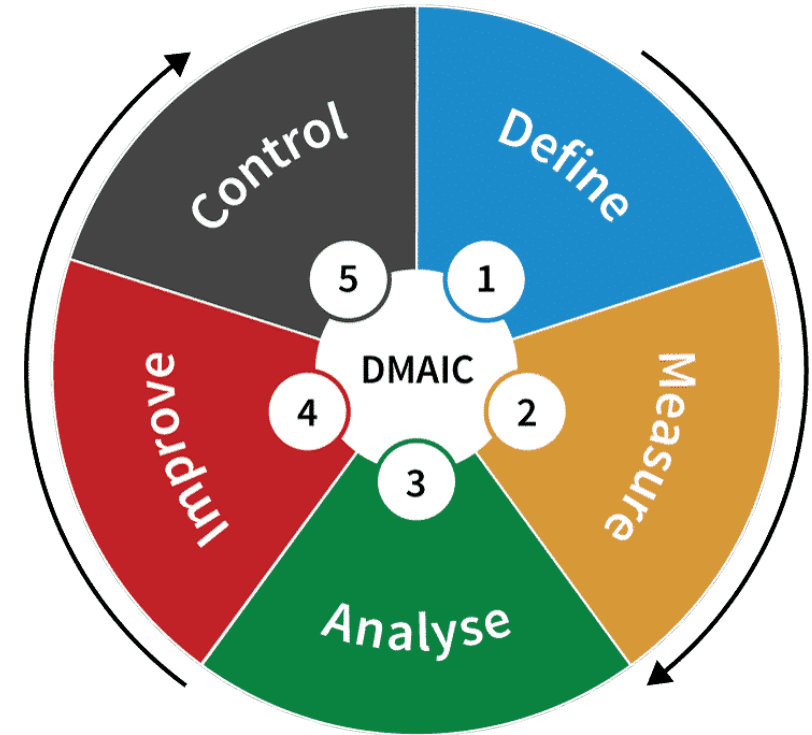
DMAIC - Define
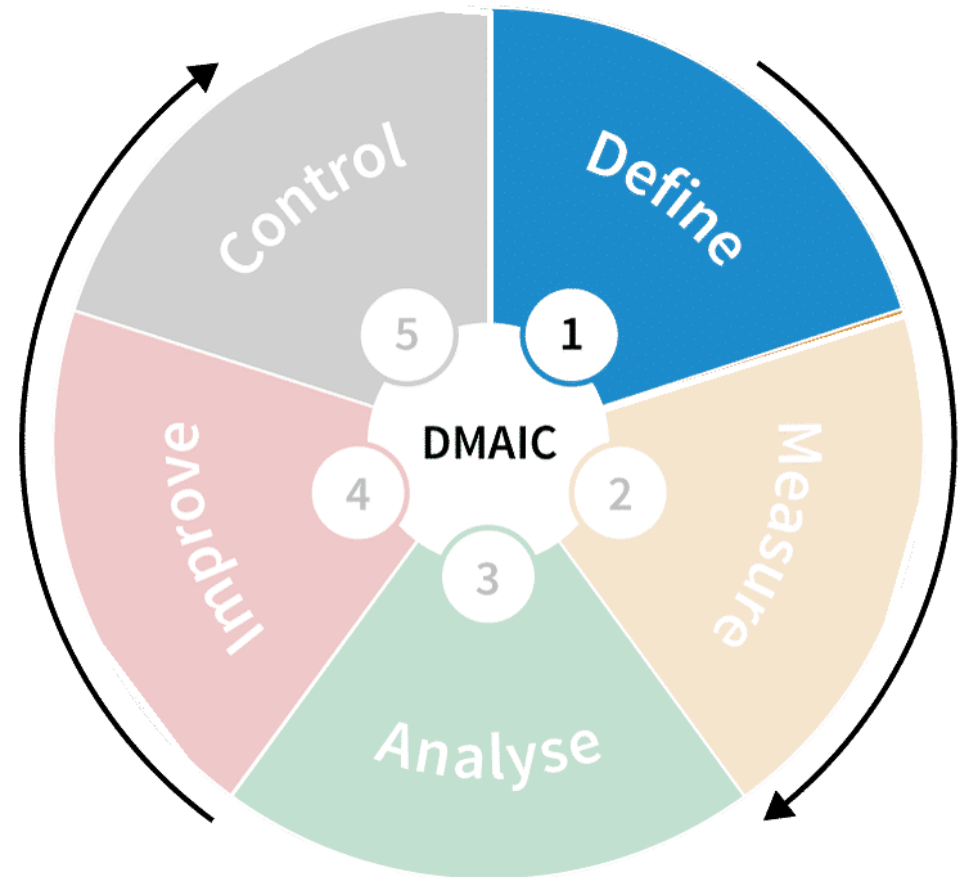
Define – Purpose and Goals

Situation:

CSAT target: 86% - Result: 66%

Goal Resolution: 80% - Result: 72%

Target productivity: 15 cases / hr – Result: 7 cases / hr

Define – Purpose and Goals

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WHAT Focus on optimizing results, which are currently at 66% for CSAT and 72% for Resolution, so that these results reach the target of 86% and 72% respectively. Define and implement an action plan to engage agents to develop their full potential, as well as leverage performance in empathy and resolution Decrease the average service time (TMO) and increase the productivity of all teams Implement campaigns and actions to monitor indicators and distribute agents among tiers more efficiently

Define – Purpose and Goals

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WHY The causes of lack of result in relation with the goal metric is due to empathy, TMO and capacity of attendance. By the way, we have to identify the most efficient tools and alignments to fix lacks of performance.

Define – Purpose and Goals

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HOW Move the agent capacity from 30(T1) X 20(T2) to 16(T1) X 34(T2) gradually over 9 weeks Implementing Actions for improvement of results and customer satisfaction (Softskill, Meetings and Agent's Guidance) Over 9 weeks, Decrease TMO score in T1 and optimizing T2 performance.

DMAIC – Measure
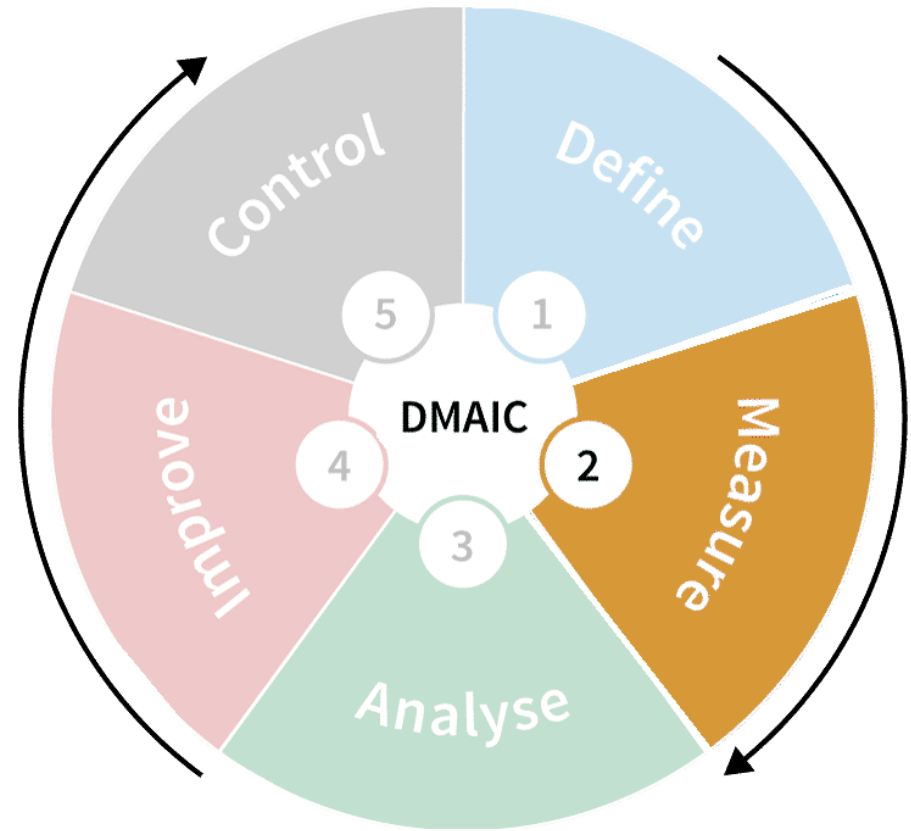
Current Indicators

Interaction's Level		
Informations T1	ResolutionT2	Total
30 agents	20 agents	50 agents
60%	40%	100%

CSAT	
Goals	Reachead
86,00%	66,00%

RR%	
Goals	Reachead
80,00%	72,00%

Productivity per hour		
Goals	15 cases	100,00%
Reached	7 cases	46,67%

Insights:

- CSAT performing -20p.p
- RR% performing -8p.p
- Productivity performing -53,33%

Opportunities:
- Empathy:
 Common Responses/ less personalization

- TMO:
 Estimative treatment cases in double time than expected

TMO X Productivity

	Goals	Reached	Reachead %
Cases per agent/hour	15	7	46,67%
Cases per Team/hour(T1)	450	210	46,67%
Cases per Team/hour(T2)	300	140	46,67%
Total Cases T1 +T2 (per hour)	750	350	46,67%

Insights:

- T1 and T2 performing -53,33% than goals
- Same average impacts in scale day/weekly, what menos that scale or worked hours does not interfers in TMO

- Expected TMO in daily average: 6 min
- TMO reached in daily average: 9 min
Both tiers and shifts per day

| Shift	Worked hours					Daily productivity		Weekly productivity	
	Worked days in a Week	Break's time estimative	Training (estimative per week)	Available Hours per day	Available hours per week	Cases per day (reached)	Cases per day (Goals)	Cases per week (reached)	Cases per week (Goals)
6h20	6	40 min	2h	5h40 (340 min)	32	38	95	228	570
8h40	5	1:20 h	2h	7h20 (440 min)	35	52	115	260	575

TMO X Productivity

Tier	Cases per hour	TMO expected (goal)	Spent time in cases per hour (6 min X productivity)**	Free time per hour
T1	7	6 min	42 min	18 min
T2	7	6 min*	42 min	18 min

* Not considers complexity
** Expected Spent time

Shift	Free time per day
6h20	97,2 min
8h40	129,6 min
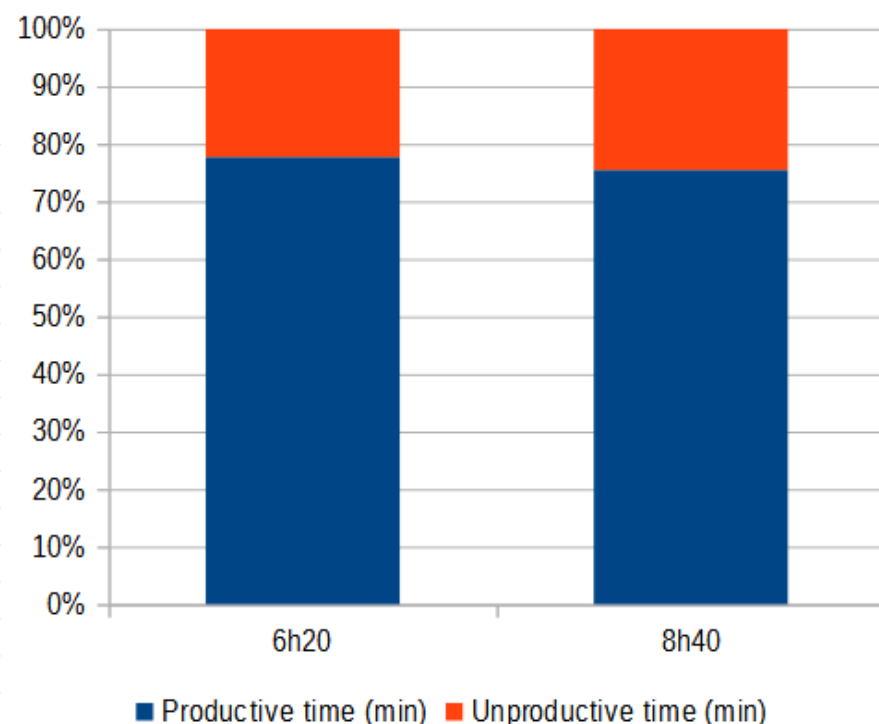
Cases volume T1 X T2

	Agents	
	T1	T2
	30	20
Prod/Hour per agent	7	7
Prod/hour total	210	140
Non escalated	70	0
Escalated	140	140

Total cases %	100,00%
Escalated cases%	66,67%
Non escalated %	33,33%

	Current cases volume by team /hour	Current cases volume by agent/hour
T1	210	7
T2	140	20

33%

67%

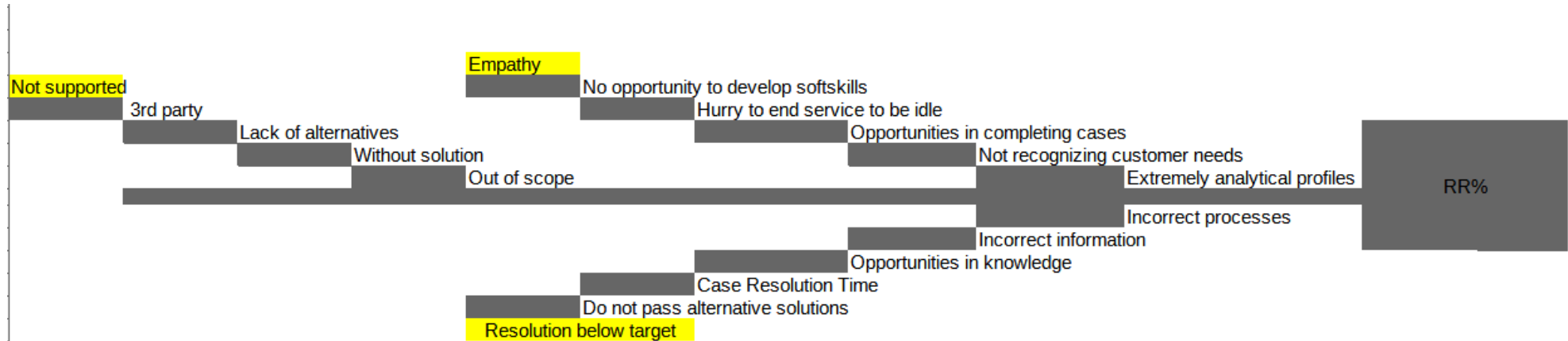■ Escalated cases%   ■ Non escalated %
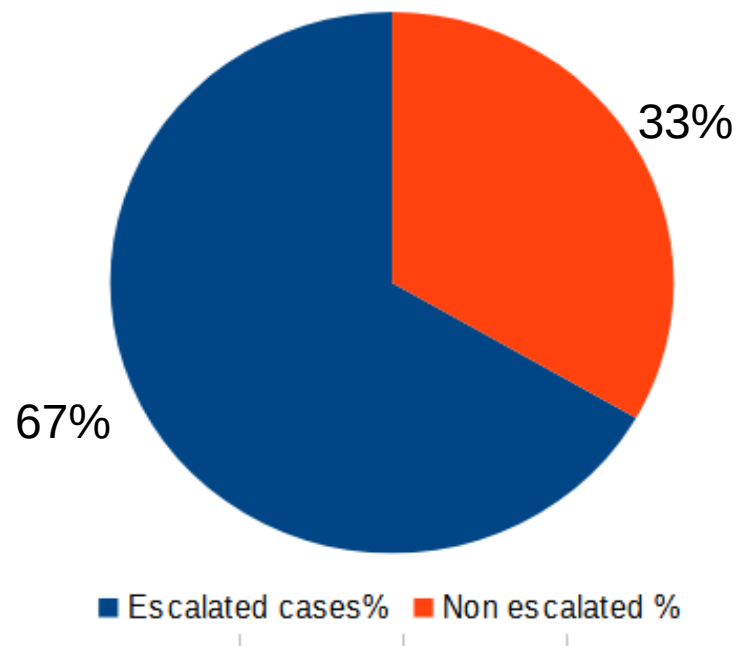
Per hour

DMAIC – Analyse
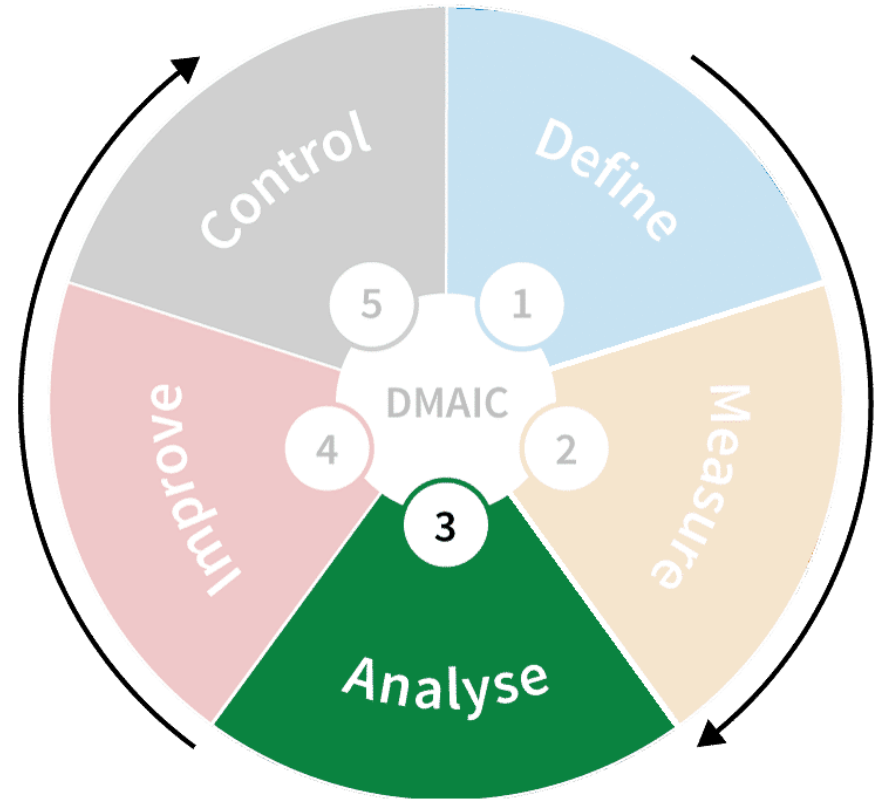
Ishikawa - Resolution

Main Impacts in RR%:
- Empathy: Need to develop softskills, analytical profiles that do not show recognition in customer emergencies, only in solutions, mechanical messages in conversations, low rates of transfer to telephone (C2P)
- Low Problem Solving: Opportunities in knowledge, use of tools and lack of alternative solutions
-Not Supported: Situations without scope, situations without solution.

Ishikawa – Low CSAT
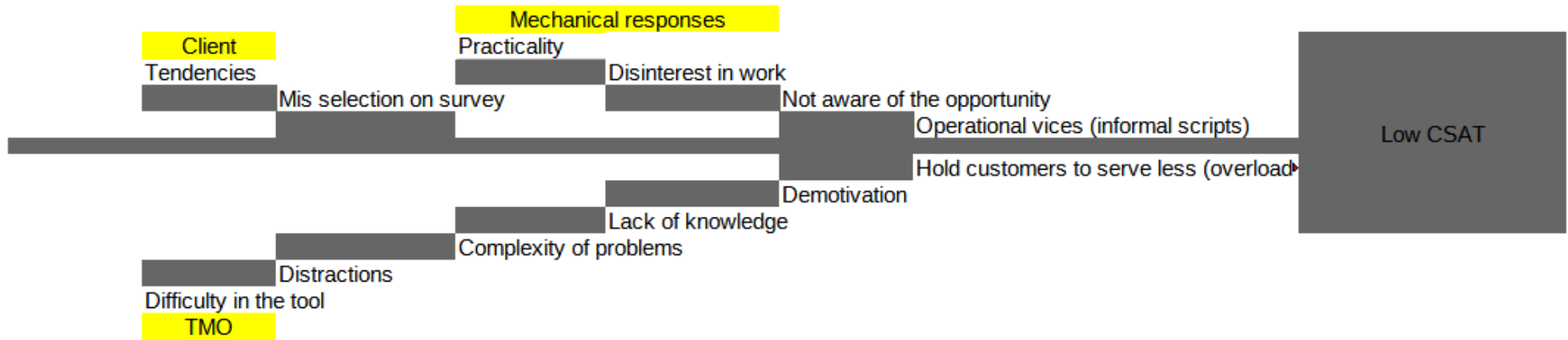
Main Impacts on CSAT:
- Mechanized responses: For practicality and convenience when typing, lack of interest or lack of stimulus for creativity, Lack of feedback or unproductive time (much later)
- Distractions: Side conversations, undue breaks
- High resolution time: Due to waiting time in the transfer or excessive demand in the volume of customers, difficulties in handling the tools
- Client: Tendencies, non-cooperative, wrong survey response

Ishikawa - TMO
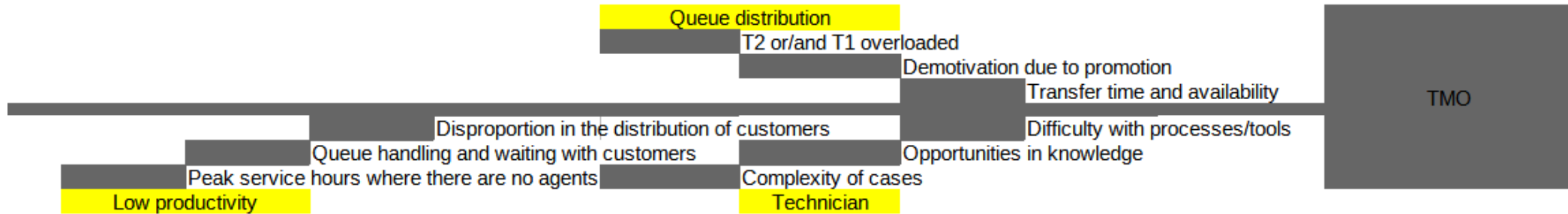
Main Impacts on BMT:
- Queue distribution: Disparity between demand and flow of service types (information X Resolution)
- Long standby times during transfer
- Disproportion in the number of agents (20x30)
- Cases that require more investigation time (complexity)
- Personal demotivation of agents due to the scenario distributed among tiers.
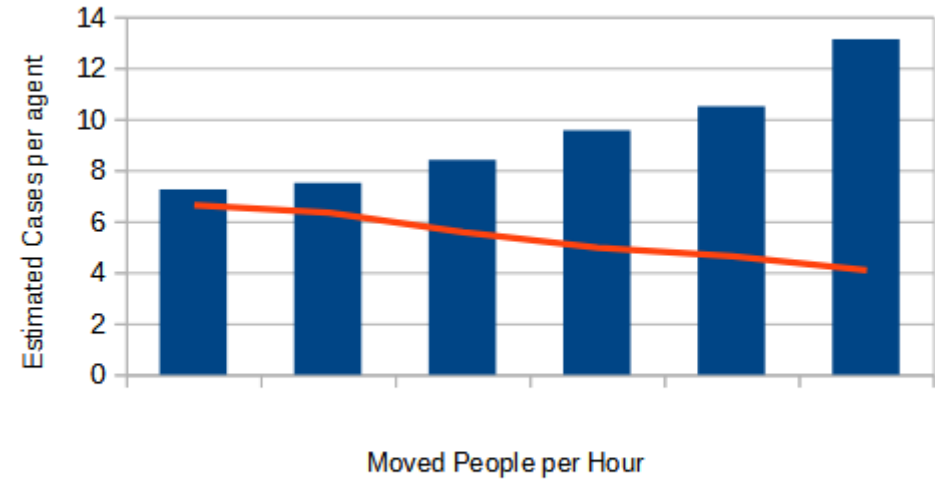
DMAIC – Improve
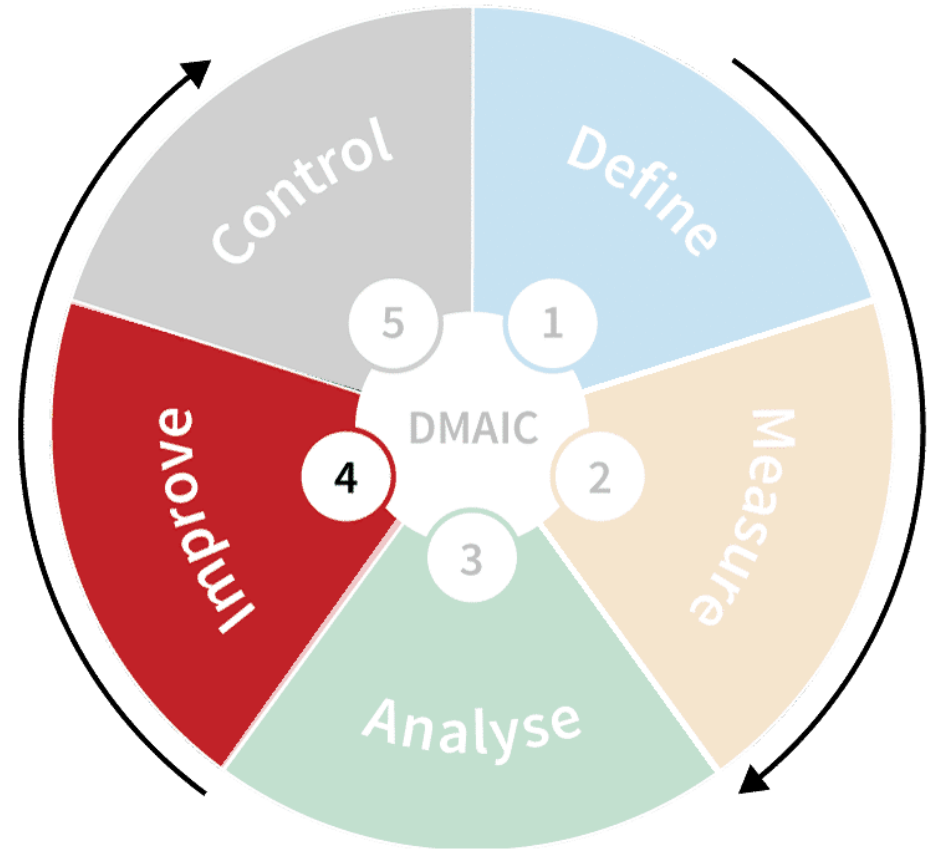
Goals	Target People	Increase/ Decrease People	Moved people from total agents %
67 % agents to be T2	34	14	28%
33% agents to be T1	16	-14	

Based on current proportion of cases between T1 xT2 hour in average (slide 10)

Moved People by Wave (non bilable)	T1 Estimated Cases Volume per agent during the moving agent/hour	T2 Estimated Cases Volume per agent during the moving agent/hour
1	7,24137931	6,666666667
2	7,5	6,363636364
5	8,4	5,6
8	9,545454545	5
10	10,5	4,666666667
14	13,125	4,117647059

Impacts per hour during the move


Moved People per Hour

Estimated Cases per agent

█ T1 Estimated Cases Volume per agent during the moving agent/hour
─ T1 Estimated Cases Volume per agent during the moving agent/hour

Empathy:Agent Pallet's Softskills

	Requirements		Soft Tools		
Comunication	Assurance		Assure the Customer		
	Personalization		Adaptation to the customer		
	Active Listening				
	Effective Comnication		Recognize urgences		
Investigation	Probing		Issue Confirmation		
	Rephrase		Positive Words		
	Investigation				
Knowledge	Internal Tools Use		Recapitulation		
	Information		Aditional Assistance		
Conclusion	Case Closure/Transfer		Survey Pitch		

Based in Quality Glossary Requirements, improve softskills strategies, in a sequential step by step, to improve better customer experiences, and improve CSAT
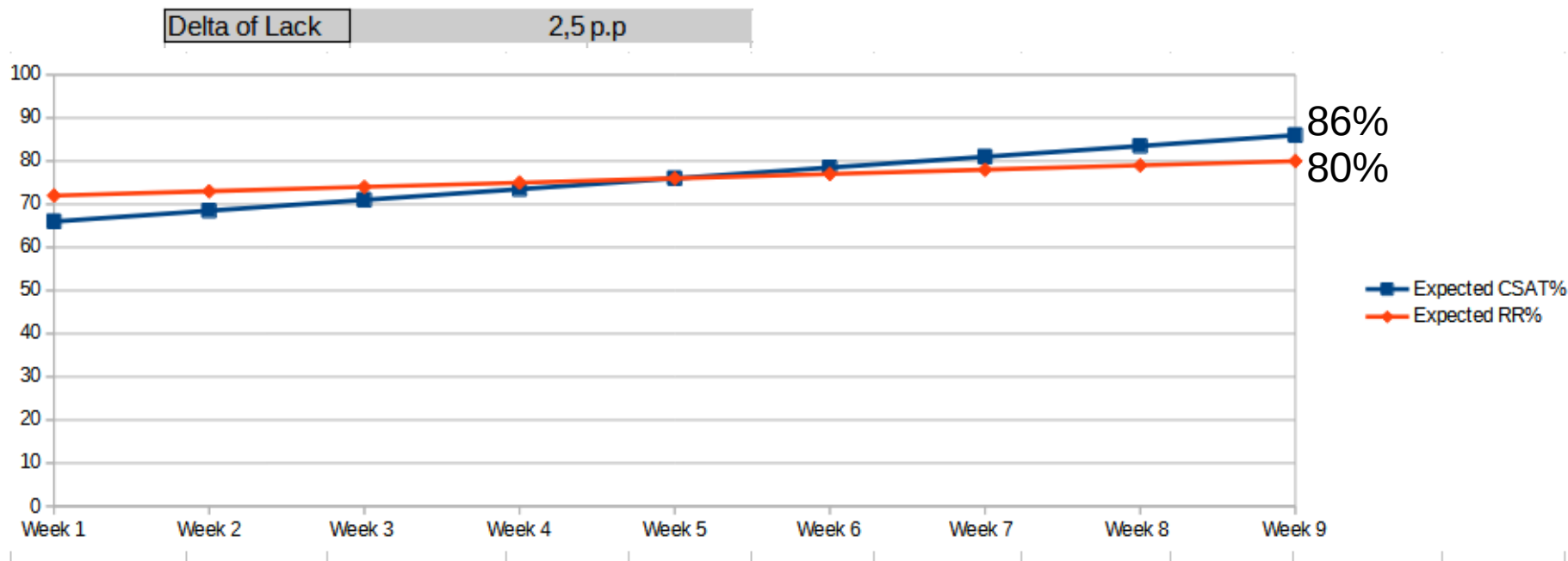
Empathy:Agent Pallet's Softskills
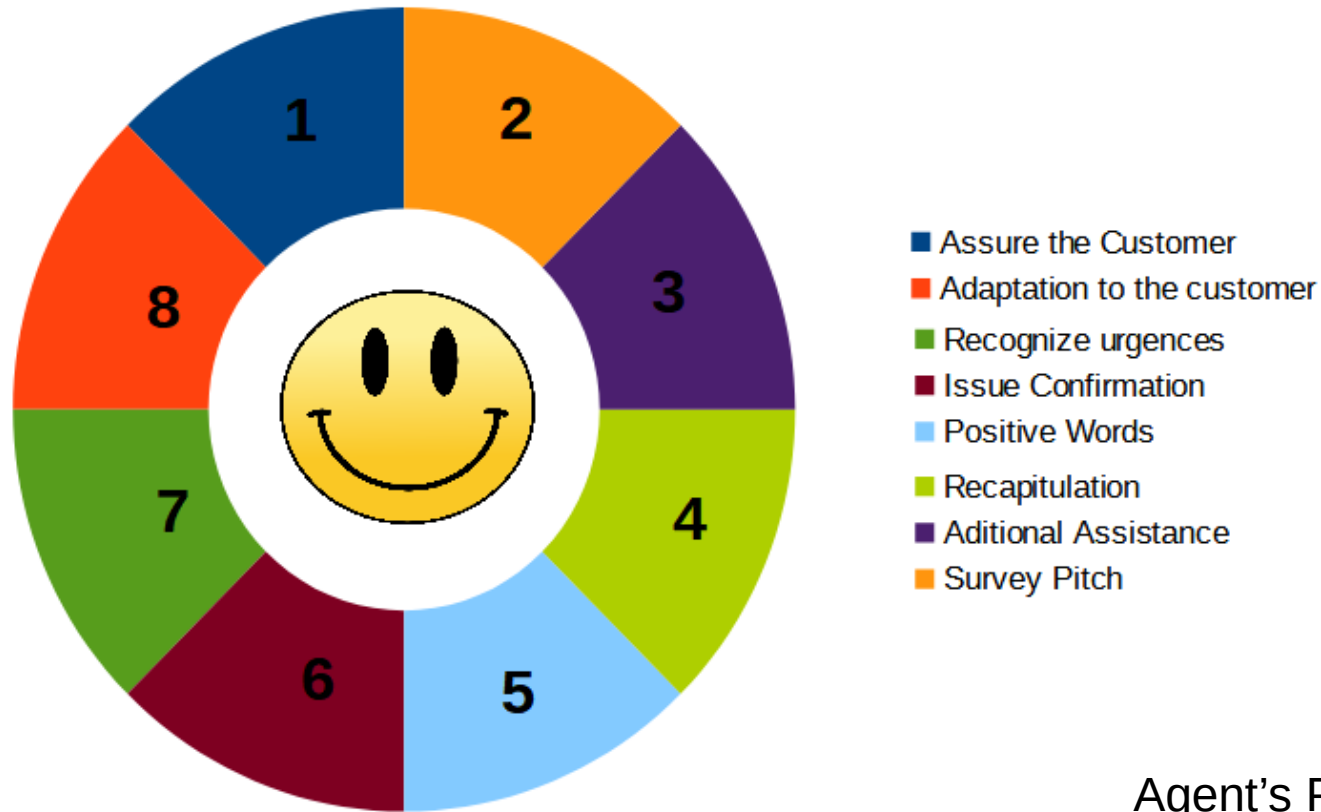
Agent's Pallet Example

CSAT : Actions Improvement

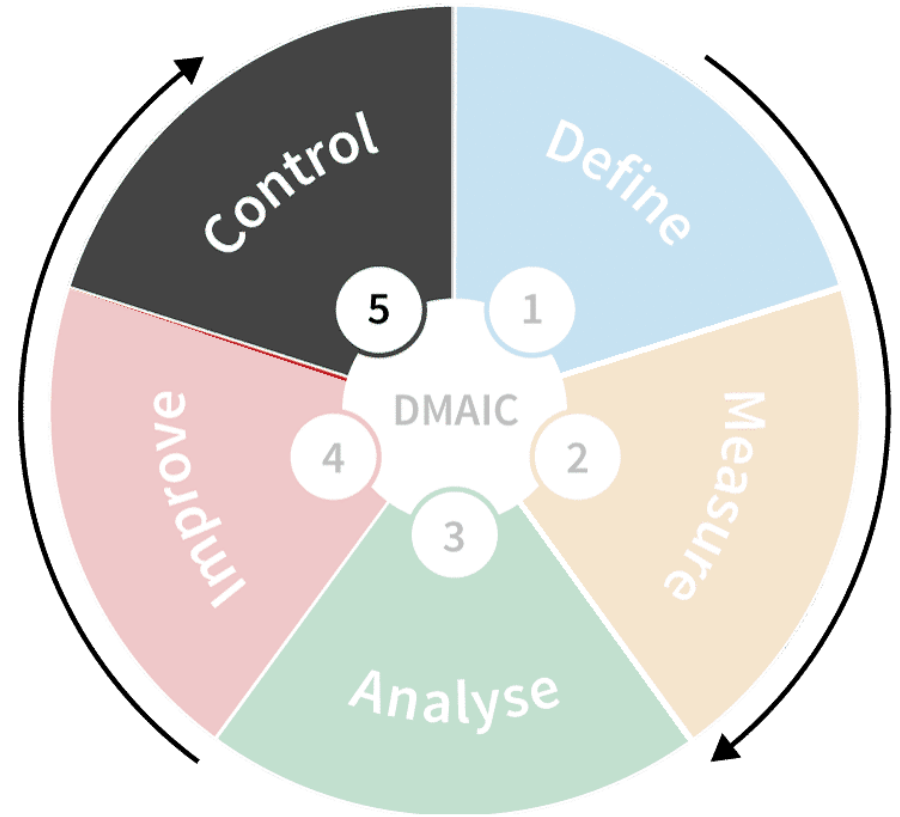| CSAT Expectations		RR% Expectations	
Current Result%	66	Current Result%	72
Goals%	86	Goals%	80
Delta	20	Delta	8

Delta of Lack	2,5 p.p

With the proposed actions, we expect a gradual increase in results, correlating CSAT x RR% over 9 weeks to the objective result:

86%
80%

Proposed Actions

Areas	RR%	Empathy(CSAT)	TMO
Actions	Reduction of TMO by most efficient division of tiers	Agent Pallet's Softskills	New Tiers Distribuition
	Improvement of Empathy	Empathethic Templates	Reduce Holding transfer Time to T2
	Implementation of KB as madatatory use (QA monitoring requisite)	Low holding time	Better Time balance beteween cases x agents
	Set expectations to the customers about the resolution case	Motivational Improvements (campaigns)	More Tenured People to T2 to complexity problems solve
	Improve alternative solutions	Knowledge Refreshes	Gradual transition of Agents from T1 to T2

DMAIC – Control

Control: Actions to Measure and Control

Events	Actions				
Montlly Calibration with QA team	1h30 per Month by shift(day, night)	Score generated from a gauge	Assertiveness >90%	Recovery calibration (assertivenss <=90%)	
A common group to alignments and doubts (communication channel Product X Vendors)	e. : Workplace, Teams, Zoom,Beedoo, Telegram, WhatsApp	Communication, Banners, Informatives, Quizzes			
A common group to alignments and doubts (communication channel QA X Operations)	e. : Workplace, Teams, Zoom, Telegram, WhatsApp	Communication, Banners, Informatives, Quizzes			
Weekly Supervisor Meeting (WSM)	Presentation (Indicators, Training, Results and Goals)	Time for feedback to be completed from monitoring	Analyze Outliers by indicators (CSAT, TMO, RR%)	Adherence to the QA grid	Top and Botton performers Agents analysis
Decision Meeting	Management's Team takes inputs from different areas to define actions				

Thank you!