

Mphasis' BPO solution provides operational excellence for a Netherland Communications, Media, and Entertainment Service Provider



The Client

The client is one of the major service providers in the Netherlands offering cable speeds of 120 MB/s across the entire service area, and was among the first providers to offer interactive digital television on a larger scale.

Objectives

The main objective for Mphasis was to set up a customer support service through an outsourcing model at the client location. The client expectations were on three key levels:

- **Operational Excellence:** Cope with fluctuating levels of work, lower the costs per transactions, and provide high quality services
- **Process Improvement:** To have an experienced professional partner with high expertise on proposing or implementing improvements to processes
- **Innovation:** Implement new working methods and systems which will benefit the outsourcing party

Challenges

Experiencing resistance against outsourcing is a major challenge for many clients in the CME sector. Many outsourcing projects are given a financial focus but there is disappointment concerning quality and flexibility. The increasing complexity of processes, systems, and products posed as a key challenge for Mphasis pertaining to training. Key challenges addressed by Mphasis included:

- Eliminating job complexity
- Training the staff on different processes and systems in the contact center
- Improving the quality and increasing customer satisfaction
- Providing greater flexibility in the work process

MphasiS Solution

MphasiS provided the following solutions:

- **Order entry:** Entry of sales, relocation, and cancellation orders
- **Activity Provisioning:** Taking care of activation and deactivation of services in systems
- **Reporting:** Producing reports
- **Voice Support for Technicians:** Telephone support for service technicians

Every month, MphasiS carried out approximately 125,000 transactions and answered around 12,000 calls. A step-by-step approach was followed by MphasiS for the client to achieve operational excellence which included:

1. Feasibility Study

MphasiS provided a Black Belt Six Sigma consultant to determine:

- The processes which could potentially be offshored
- The risks involved and the controls that need to be implemented
- The improvement options available for the processes to be offshored
- A possible roadmap for the transition

2. Transition

MphasiS and the client invested significant efforts by:

- Contributing to setting up a transition team with members from both organizations at various level
- Ensuring stable and documented processes
- Migrating processes “as-is” to MphasiS to propose improvements based on experience
- Conducting management reviews systematically at strategic, tactical, and operational level
- Setting up an operational communication and control framework to monitor reporting, SLA management, and performance

3. Process Governance

The client took a critical view of offshoring to India from governance, operational, IT, and legal perspective as they experienced the common resistance against outsourcing and against offshoring in particular.

Other key focus areas included:

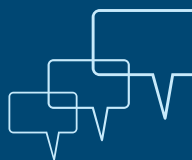
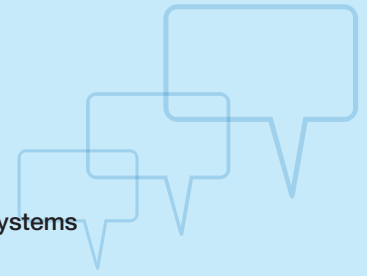
- **Process Improvement:**

MphasiS used the LEAN and Six Sigma methods to generate process improvements. An analysis was made by MphasiS of certain cases which it could not handle directly and was sent back to the operations center. Excel macros were created for certain activities to eliminate backlogs because of fluctuating workloads, leading to a saving of 0.5 FTE.

- **Innovation:**

The partnership between MphasiS and the client led to innovations such as:

- Development of new tooling for workflow management
- Separation of transactions from interaction
- Offshoring model used by different departments at the client location



Business Benefits

The partnership with Mphasis enabled the client to focus on customer contact, while also carrying out transactions effectively at low cost. The methodology that Mphasis used to gain an understanding of outsourcing the processes was adopted by the client to initiate process improvement. Some of the benefits accrued by the client were:

- Customer spent decreased by 40% and customer satisfaction rose by 24%.
- Flexibility in the processes led to drop in averaging processing times allowing the client to cope easily with fluctuating order volumes.



ABOUT MPHASIS.

Mphasis is a \$1 billion global service provider, delivering technology based solutions to clients across the world. With currently over 41,000 people, Mphasis services clients in Banking and Capital Markets, Insurance, Manufacturing, Communications, Media & Entertainment, Healthcare & Life Sciences, Transportation & Logistics, Retail & Consumer Packaged Goods, Energy & Utilities, and Governments around the world. Our competency lies in our ability to offer integrated service offerings in Applications, Infrastructure Services, and Business Process Outsourcing. To know more about Mphasis, log on to www.mphasis.com

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