

Lean Six Sigma Green Belt Project Storyboard

Project Name: Product Support Improvement	Start Date: 08/03/2017
Project Leader: A N Other	End Date: 01/09/17
Project Type: Process Efficiency	Industry: Telecoms (Product)

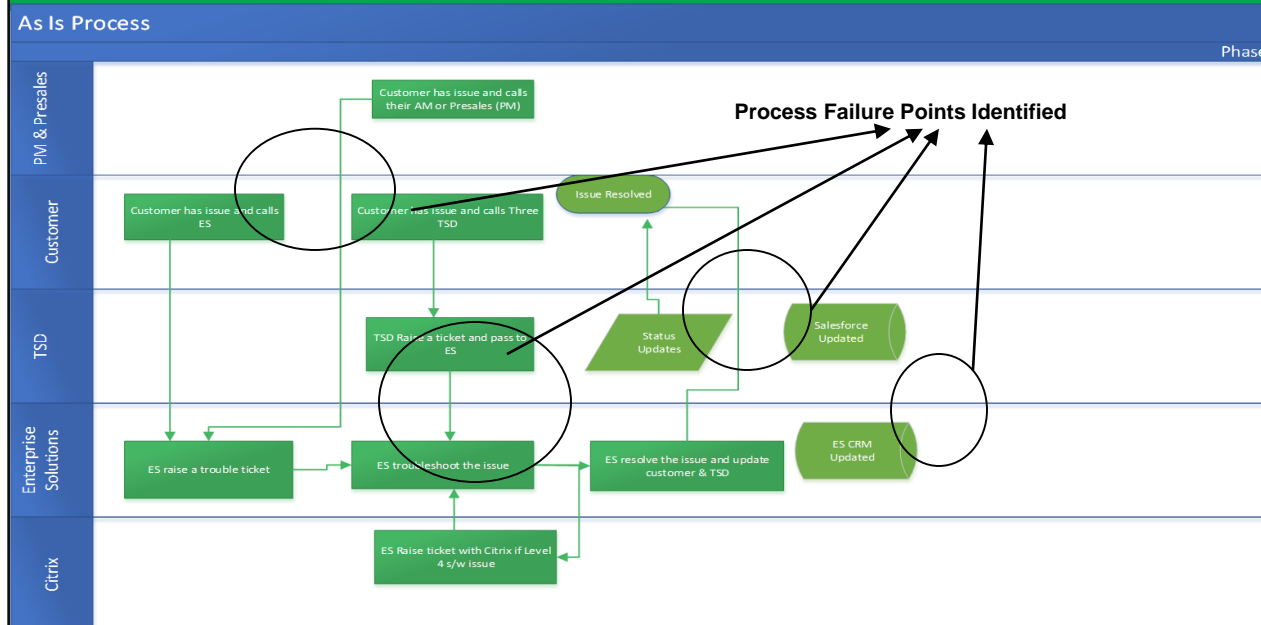
DEFINE: PROBLEM / BASELINE / GOAL

Problem Statement: There is poor Customer Experience in the after sales support for X Product, resulting in a loss of confidence in the product by Sales and Customers and increased costs (i.e. margin loss) to our third party support vendor.

Baseline: 45% of total tickets went through our Technical Services Team (TST). On average only 7% of all tickets were fixed by TST (data from June 16 – Feb 17).

Goal: To ensure all calls go through TST rather than directly to third party and that 60% of tickets are resolved by TST.

MEASURE: PROCESS / EXPERT KNOWLEDGE / DATA

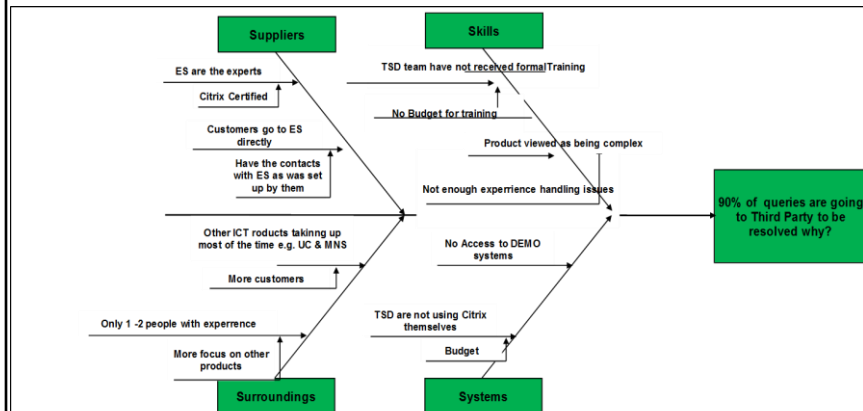


Waste analysis completed using TIM P WOOD.

Data collection plan was finalized.

Quick wins identified was to route all calls via TST (i.e. no options available other than direct routing) and commence weekly tracking of tickets to baseline As Is Process and Performance

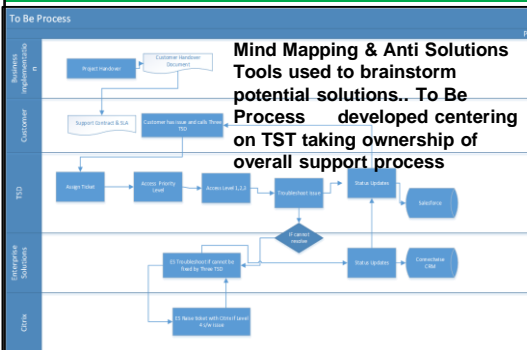
ANALYSE: DRIVERS / ROOT CAUSES / VITAL FEW



A Cause and Effect Fishbone was used to explore causes. Cause Screening and the 5 Why's tool was then used to establish and prioritise root causes.

This allowed the Team to focus in on those areas to address as part of the Improve Phase.

IMPROVE: INNOVATION / IMPLEMENTATION PLANNING



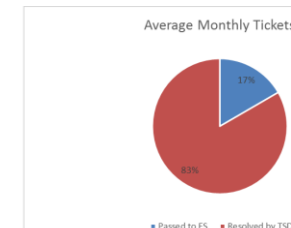
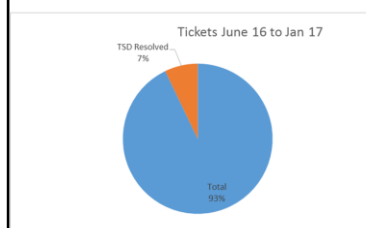
Tool	Recommendation	Action	Owner	Deadline	Status
Demo System	Give TSD access to Citrix Xenmobile Demo system	Organise access/logins to the demo system.	Product – Carol	26/06/17	Complete
Training	On the job training between ES and TSD	ES spend 1 day per month in TSD offices and visa versa	TSD – Stephen	26/06/17	Complete – ongoing
Training	Get a couple of the TSD team certified in Citrix XenMobile	Secure budget for training. Establish best training course and organise for 2/3 people to attend	TSD – Stephen/Marc	26/06/17	Complete
Documentation	Document each customer's solution and make available to TSD	Get copy of existing documentation in place from previous support partner. MJ Flood. Store centrally	Product – Carol TSD – Stephen	26/06/17	Complete
Gate process	Have clear handover to support in the form of handover document and Customer Facing Support doc.	Implement process change whereby	TSD – Stephen Bus Implem – Damien	26/06/17	Complete
Communication	Monitor tickets closely and share learnings week to week	Have weekly status with lessons learned from previous week calls	Product – Carol	26/06/17	Complete
Communication	Inform existing customers of support details	Send a e-mail to all Account Manager to be sent to existing customers	Product – Carol TSD – Stephen	26/06/17	Complete
Reporting	Develop regular reporting on tickets and SLA	Request reporting from salesforce	Product – Carol	26/06/17	Complete
Salesforce	Capture SLA in salesforce	Request change to update s/f with SLA	Product – Carol	26/06/17	WIP

The Main Actions implemented were

- Capturing scripted solutions for the big hitters per the Pareto
- Deployment of more of the Citrix functionality across TST Team and complete targeted cross training using Best Practice examples
- Formalise and agree on Internal and External SLA

The Improvement plan was mapped and Force Field Analysis used to identify the main obstacles to implementation.

CONTROL: RESULTS / SUSTAINING



The % of tickets resolved by TST has significantly increased meeting the project goal of 60%

- Achieved 83% or 10 per month
- Data for results July & August 2017

Based on this a savings of €1000 per month will kick-in effective, October 1 2017.

A number of ongoing controls per the Control Plan were devised and implemented to ensure continued success.