



Ian Peacock (Nova Incepta) with a classroom of technicians

As fault reports were brought under control the drop in customer satisfaction levels was arrested and the operator was able to go on to double his fixed line DSL business from 0.6 million to 1.2 million in less than one year.

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Lack of training is often identified as the key reason for poor network performance

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Nova Incepta helps reduce Global Telecoms Operator's repeat fault rates from 40% to 4%

The introduction of new world-class Training and Assessment Programme up-skills repair technicians to accredited DSL standard

International telecoms engineering consultancy group Nova Incepta has helped a Global Telecoms operator to substantially improve its Repair Service to fixed line DSL customers. The operator was experiencing extremely high and growing levels of fault reports - of which a staggering 40% were repeat faults – and did not understand why. With Nova Incepta's help, repeat fault rates were reduced to just 4%, helping the operator to retain and grow its fixed line DSL customers from 0.6 million at the start of 2008 to 1.2 million by the end of 2009.* [Source: CITC - January 2010]

Background

An aggressive sales and marketing campaign was underway to encourage over four million fixed line customers to subscribe to DSL Broadband services – and with some success.

The DSL Repair Service, however, was struggling to cope with the growth in business and, with many new customers requiring connection on a daily basis, the situation was likely to worsen. Customer satisfaction measures were registering a significant dip and there were a number of credible new competitors with 'broadband-friendly' networks who were preparing to enter the market. The operator turned to Nova Incepta to investigate its creaking broadband repair operation.

The Challenge

Nova Incepta was brought in to take an overall look at the operation in order to understand and analyse the reasons behind the high daily fault rates, which had grown to 2,000 per day in 2008, in particular the staggeringly high repeat fault rate figure of 40%.

Nova's role was also to design a workable, cost-effective, business-wide solution and to programme manage the delivery of the solution into the operator's DSL Repair Service Operation nationally across the three main regions.



Ged Turley (Nova Incepta) completes a final assessment with a technician

The Solution

Nova Incepta began by undertaking and analysing a comprehensive audit of the existing processes, procedures and systems. The key findings, presented in the Nova Incepta 'Broadband Breakthrough' report included:

- technicians were not equipped with suitable testing equipment
- they lacked knowledge of DSL engineering and repair techniques
- technicians were being overloaded with fault tickets on a daily basis
- existing processes were based on POTS repair and did not involve the customer installation
- technicians lacked customer-facing skills.

Nova Incepta then devised a "Customer Satisfaction Training Programme" (CSTP) that addressed all of the findings. This was delivered to 430 existing and new front line DSL repair technicians and also to a number of the operator's own Trainers in the three key regions – with outstanding results. Key elements of the programme included:

- DSL tester evaluation and recommendation
- new equipment roll-out
- a three-day classroom course (12 students per course)
- individual field training
- individual final assessment
- weekly reporting to senior management
- management and Trainer training, enabling transition into the operator's BAU work-stream
- a supporting communications programme including a DSL guide and engineering best practice information cascade.

The Results

The results of the Customer Satisfaction Training Programme were startling. Of the technicians trained, 92% made the transformation from POTS to accredited DSL repair technicians. The lessons of the training programme were 'fast-tracked' into the operator's busiest Service Repair Centre and repeat fault percentages dropped to 4% after only two months.

As fault reports were brought under control the drop in customer satisfaction levels was arrested and the operator was able to go on to double his fixed line DSL business from 0.6 million to 1.2 million in less than one year (between April 2008 and March 2009).

Nova Incepta Associates Ian Peacock and Ged Turley led the delivery of the CSTP programme. Both agreed that this had been a most exciting and rewarding project, not least, according to Ian Peacock: "because of the smile on the faces of technicians when they pass their final assessment."

It was, of course, rewarding also because of the tangible business benefits to the customer within less than year of the programme. Ged Turley concludes: "This was quite simply a matter of experienced telecoms professionals getting their sleeves rolled up, having a look at a problem - and then fixing it."

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