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## Improving the Operational Efficiency Using Global Mobility Software with Reference to Avoidable Contact

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### **Abstract:**

*Nowadays, the clients call the organization from time to time even after the clients tell their requirements to the company. The client listens to what the employee of the organization says but repeatedly calls back. Due to this factor, the amount of customer contact time with the customer is too high. There may be a lot of valid reasons why the clients call back. Research says that services will have to make a good amount of contact with the customers for high service quality. Since this organization is an outsourcing company, there is scope for reducing the level of customer contact if the processes are done effectively. In this aspect, the aim of the company should be to contact the customer at the beginning and at the end. The mode of documentation done by the outsourcing team for legalization is the typing of details of clients and other necessary information in a MS Excel spreadsheet. By this, the company cannot monitor the status of the documents very clearly. The entire process and documentation are manual in nature. So the company has put a lot of effort to automate the process and thus the organization is developing internal software to optimize its operations and work more efficiently. Moreover, the company is finding different ways to reduce the time taken for the process.*

**Keywords:** customer contact, optimize operations, automate, internal software

### **1. Introduction**

The need for improving operational efficiency of the outsourcing legalization team. Market studies have shown that the customer service exposure is a crucial component of operational efficiency. The traditional contact centre strategies that were focused on maximizing operational efficiency, reducing costs and contributing to revenue goals are being expanded to reduce customer interaction. Automation can improve the processes in the company and technology can provide faster and better customer service. Hence, it is necessary to customize the software for the company's needs.

### **2. Review of Literature**

Paul H Selden, December 1998 - in 'Sales Process Engineering- An emerging quality application' says customer service plays an important role in an organizations ability to generate income and service. Mittal, Vikas & Huppertz, John W & Khara, Adwait in 'Customer Complaining- The role of strength and Information' says that "One good customer service experience can change the entire perception of a customer who holds towards the organization. As often unnecessary and valueless customer contact is frustrating for the customer. The Guide National Indicator-14 of the UK Govt. has given the guideline, "Reducing avoidable contact-Minimizing the proportion of customer service that is of no value to the customer."

Janet Collander, OBE chair of local government delivery council says that time is valuable to everyone and the concept of avoidable contact has obvious benefits in terms of improved customer satisfaction and efficiency.

Extract from 'Metropolitan Borough Council Briefing Document' says "Reducing avoidable contact is not about avoiding our customer, but it is about reducing the need for the customer to contact us because we have failed to deliver a service of information."

Gerald Powers, Cabinet office, Delivery and transformational messages, UK Govt says "In order to obtain data on avoidable contact an organization has to start collecting management information and this information has to be service specific (segmented). He continues that the performance management framework aims to provide a means for organizations to monitor performance in service delivery and compare performance with peers. It also aims to establish performance management and process improvement as an embedded part of service delivery.

### **3. Objectives**

The objectives of the study are the following:

- To analyze the customer contact level of the outsourcing legalisation team with special reference to avoidable contact.

- To improve the operational efficiency of the outsourcing legalisation team using Global Mobility software.

**4. Research Methodology**

A questionnaire is prepared regarding the customer contact levels after the first contact and before the final contact of delivery of the document. These contacts are both incoming and outgoing through E-mail and telephonic contact. The frontline staff covered is 16. The questions are kept as simple as possible. As it is very difficult for the staff to record data during the course of work, it is planned to collect the data at the end of the day. The questionnaire had also to be reworked many times. The options of (0-5) calls, (0-15) e-mails etc. are made for ready compliance.

This questionnaire was also sent to the other branches of the company – Hyderabad, Delhi, Chennai and Mumbai; and follow up action was taken to get the responses.

**5. Analysis**

As the questionnaire has options with a range, it is necessary convert the options into the number of calls and emails. For the analysis of the number of calls and emails, both incoming and outgoing, the researcher has taken the average of each option ticked by the employees. For example, if the option is 1-5, the researcher has taken it as 3. If the option ticked by the employee is 31-45, then researcher has taken it as 38 and so on. But in the case of the options ‘46 and above’ and ‘16 and above’, the researcher has taken it as 50 and 18 respectively, even though it may not be the average of it. It is a grey area where the researchers have no control on it. The tables depict the number of times employees have ticked a particular option. The graphs show a pictorial representation of the same.

Here it is seen that, for customers seeking a legalization request, the average number of incoming calls is found to be 31.5-32. This value is calculated by dividing the total incoming calls by 10 days. In the same way, all the remaining average number of calls and emails are calculated accordingly. The values for other branches are taken for one day only. Calls and emails from branches are a necessary part of business and hence ignored for study.

After getting the average number of calls and emails, the researcher has found the number of emails and calls per employee. The tables of the average number of incoming and outgoing calls and emails are depicted from Table 1 to Table 10. The figures of the same are depicted from Figure 1 to Figure 10. The consolidated table and figure are depicted in Table 11 and Figure 11 respectively.

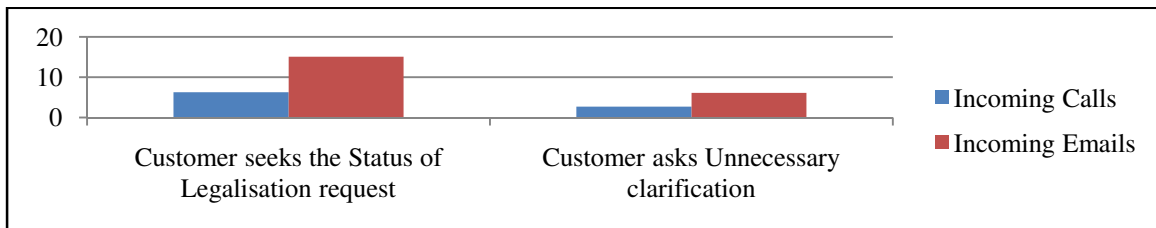
**6. Branch Analysis**

*6.1. Bangalore*

Total employees (respondents) = 5

	<b>Customer seeks the Status of Legalization request</b>	<b>Customer asks Unnecessary clarification</b>
Incoming Calls	6.3	2.7
Incoming Emails	15.04	6.08

*Table 1: Average Incoming contact per employee (Bangalore)*



*Figure 1: Average incoming contact (Bangalore)*

**6.1.1. Interpretation**

The value for each column is tabulated by dividing the total number of respective incoming calls and emails by 5 respondents. The result is the average value of the five respondents.

	<b>Customer Fail to give all documents at once</b>	<b>Customer takes more time to send the additional documents when required</b>
Outgoing Calls	2.52	1.88
Outgoing Emails	7.84	4.64

*Table 2: Average outgoing contacts per employee (bangalore)*

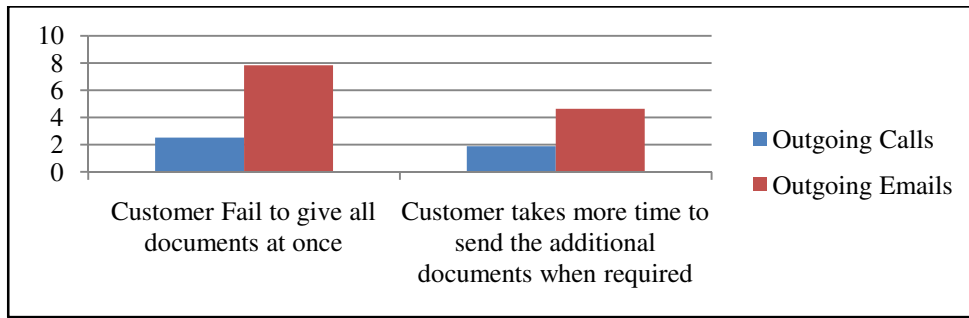


Figure 2: Average outgoing contact per employee (Bangalore)

6.1.2. Interpretation

The value for each column is tabulated by dividing the total number of respective incoming calls and emails by 5 respondents. The result is the average value of the five respondents.

6.2. Mumbai

Total employees (respondents) = 4

	Customer seeks the Status of Legalization request	Customer asks Unnecessary clarification
Incoming Calls	11.75	6
Incoming Emails	16	4

Table 3: Average incoming contact per employee (Mumbai)

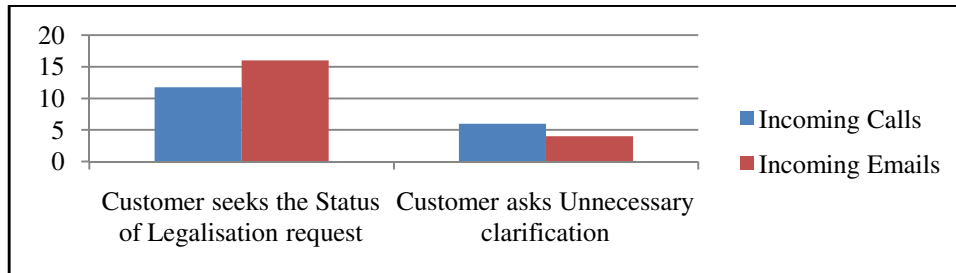


Figure 3: Average incoming contact per employee (Mumbai)

6.2.1. Interpretation

The value for each column is tabulated by dividing the total number of respective incoming calls and emails by 4 respondents. The result is the average value of the four respondents.

	Customer Fail to give all documents at once	Customer takes more time to send the additional documents when required
Outgoing Calls	6.75	10.5
Outgoing Emails	15.5	12

Table 4: Average outgoing contacts per employee (Mumbai)

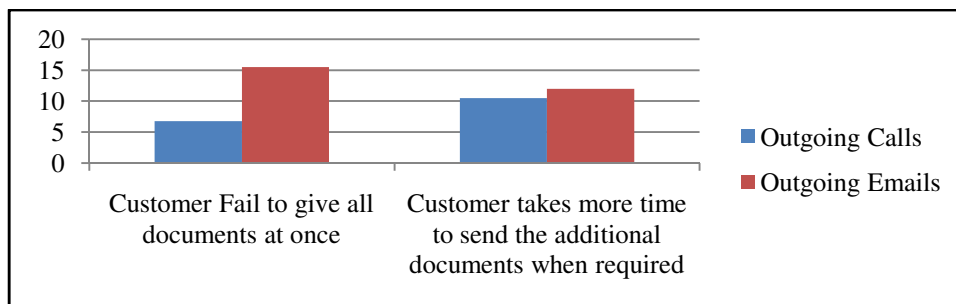


Figure 4: Average outgoing contacts per employee (Mumbai)

6.2.3. Interpretation

The value for each column is tabulated by dividing the total number of respective incoming calls and emails by 4 respondents. The result is the average value of the four respondents.

6.3. Chennai

Total employees (respondents) = 1

	Customer seeks the Status of Legalization request	Customer asks Unnecessary clarification
Incoming Calls	3	3
Incoming Emails	8	8

Table 5: Average incoming contacts per customer (Chennai)

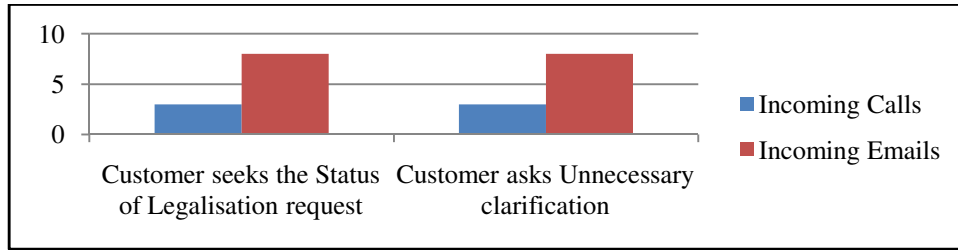


Figure 5: Average incoming contacts per customer (Chennai)

6.3.1. Interpretation

The value for each column is tabulated by dividing the total number of respective incoming calls and emails by 1 respondent. The result is the average value of the one respondent.

	Customer Fail to give all documents at once	Customer takes more time to send the additional documents when required
Outgoing Calls	3	3
Outgoing Emails	8	8

Table 6: Average outgoing contacts per employee (Chennai)

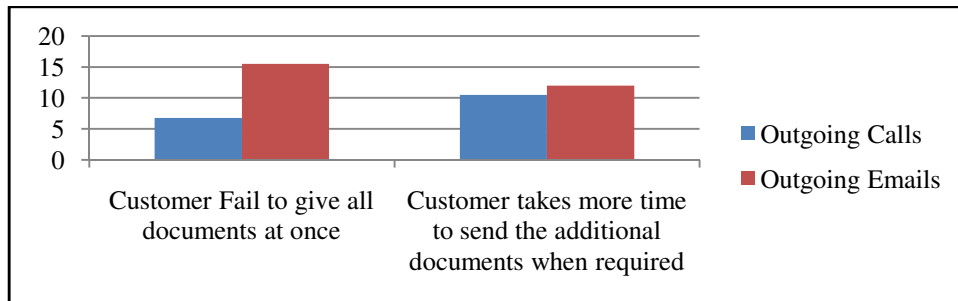


Figure 6: Average outgoing contacts per employee (Chennai)

6.3.2. Interpretation

The value for each column is tabulated by dividing the total number of respective incoming calls and emails by 1 respondent. The result is the average value of the one respondent.

6.4. Hyderabad

Total employees (respondents) = 2

	Customer seeks the Status of Legalization request	Customer asks Unnecessary clarification
Incoming Calls	10.5	6.5
Incoming Emails	16	12

Table 7: Average incoming contact per employee (Hyderabad)

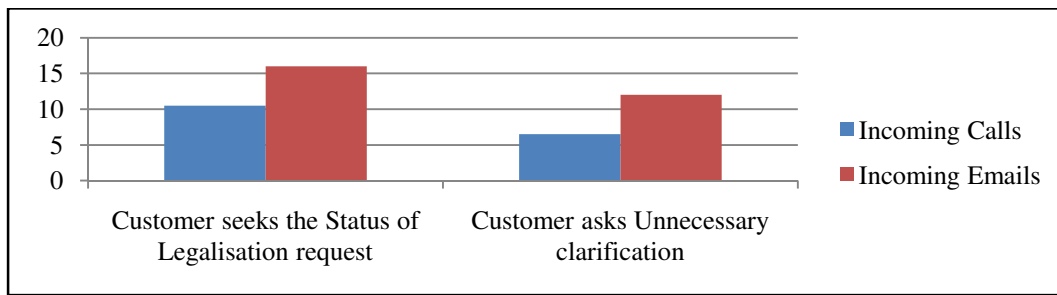


Figure 7: Average incoming contact per employee (Hyderabad)

6.4.1. Interpretation

The value for each column is tabulated by dividing the total number of respective incoming calls and emails by 2 respondents. The result is the average value of the two respondents.

	Customer Fail to give all documents at once	Customer takes more time to send the additional documents when required
Outgoing Calls	6.5	3
Outgoing Emails	16	8

Table 8: Average outgoing calls per employee (Hyderabad)

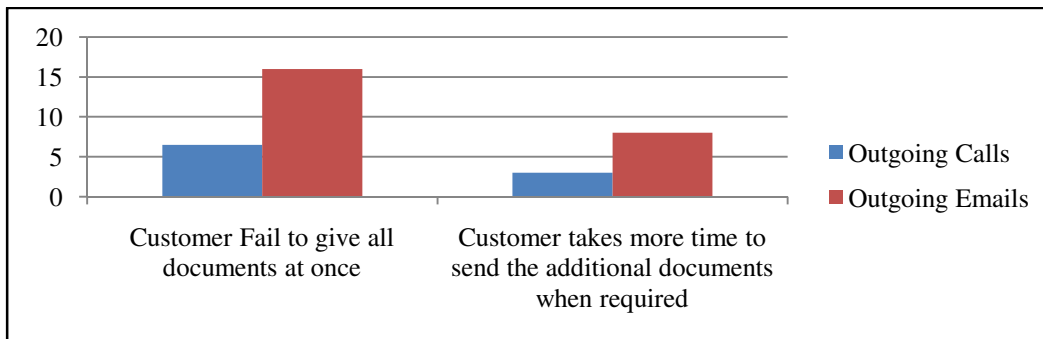


Figure 8: Average outgoing calls per employee (Hyderabad)

6.4.2. Interpretation

The value for each column is tabulated by dividing the total number of respective incoming calls and emails by 2 respondents. The result is the average value of the two respondents.

6.5. Delhi

Total employees (respondents) = 4

	Customer seeks the Status of Legalization request	Customer asks Unnecessary clarification
Incoming Calls	6.75	5.5
Incoming Emails	19.5	8

Table 9: Average incoming contact per employee(Delhi)

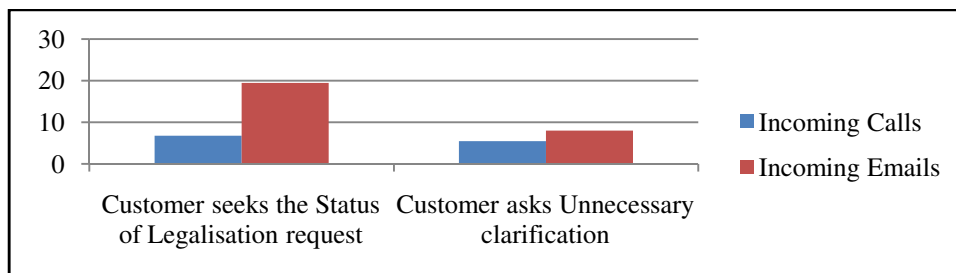


Figure 9: Average incoming contact per employee(Delhi)

6.5.1. Interpretation

The value for each column is tabulated by dividing the total number of respective incoming calls and emails by 4 respondents. The result is the average value of the four respondents.

	Customer Fail to give all documents at once	Customer takes more time to send the additional documents when required
Outgoing Calls	4.25	4.25
Outgoing Emails	19.5	8

Table 10: Average outgoing contacts per employee (Delhi)

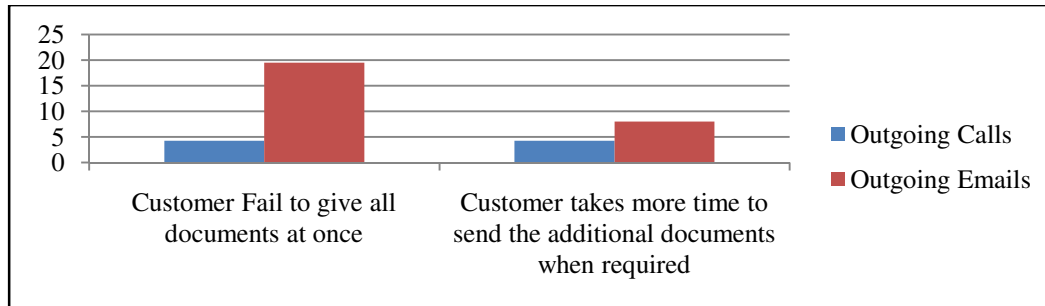


Figure 10: Average outgoing contacts per employee (Delhi)

6.5.2. Interpretation

The value for each column is tabulated by dividing the total number of respective incoming calls and emails by 4 respondents. The result is the average value of the four respondents.

6.5.2.1. Consolidated Interpretation

	Bangalore	Mumbai	Hyderabad	Chennai	Delhi
Incoming calls	9	17.75	17	6	12.25
Incoming emails	21.12	20	28	16	27.5
Outgoing calls	4.4	17.25	9.5	6	8.5
Outgoing emails	12.48	27.5	24	16	27.5

Table 11: Average contact per branch

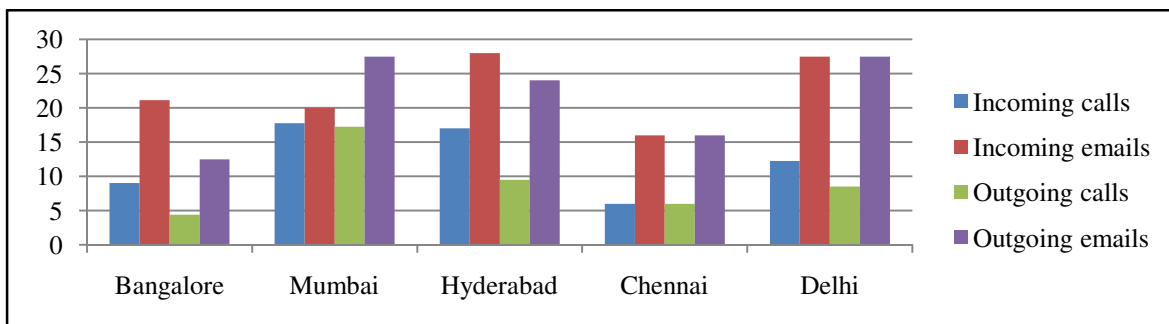


Figure 11: Average contact per branch

6.5.2.2. Consolidated Interpretation

When compared with the averages of all the branches, it is seen that Chennai has the least amount of contact and Mumbai has the most number of contact. Mumbai has the highest amount and Chennai has the least number of incoming calls. Hyderabad has the highest amount and Mumbai has the least amount of incoming emails. Mumbai has the highest amount and Bangalore has the least amount of outgoing calls. Mumbai has the highest amount and Bangalore has the least amount of outgoing emails.

7. Findings

Analysis of the findings the customer contact level show

- A large number of incoming calls and e-mails relate to asking the status of legalisation.
- The calls and e-mails asking for status of legalisation is nearly double than that of asking for unnecessary clarification. Both these contacts can be treated as avoidable contact.
- A large number of outgoing calls and e-mails relate to where necessary documents are not given the first time.

- The calls and e-mails where time for submission of document is asked are relatively fewer.
- Both the outgoing calls and emails are treated as necessary work of the staff as a part of business
- There is delay in getting the service completed due to collecting the documents from the clients for the second time.
- There is escalation in time and resources devoted on the cases where customer contacts are made a second time.
- The above results of the Bangalore branch are confirmed by the results of the Hyderabad branch which show a similar pattern regarding avoidable contacts
- The result of the Chennai, Delhi and Bombay branch confirms the large number of avoidable contacts. But the number of contacts asking for status of legalization is equal /nearly equal/ nearly to number of contacts asking for unnecessary clarification respectively.
- There were more amounts of calls and emails which we term as avoidable contact. It is reduced drastically after the introduction of Global Mobility portal

The findings of the new version of the Global Mobility portal are

- It is modular than the current version
- It is granular than the current version
- The employees can track the order in the new version of the portal
- In the new system, the billing team can only download the invoice and not by all the employees or key point of contacts.
- The order related emails are available at the order page itself. The employee can view the emails in the portal. Currently, the employees use MS Outlook to send emails.
- Order timeline can easily view and maintained and it is useful for the employee to generate orders and reports.
- The employees can know where the current location of the document is and can find ways to reduce the time taken for the entire process by making strategic decisions.

## 8. Suggestions

The suggestions for the customer contact level can be summarized as

- Given the complexity of the process across PAN India, it is advisable to have standard operating procedures at least state – wise for a better efficiency.
- Common information data base will enable all the support level staffs to have access on latest procedures and information across PAN India.
- Pro-actively inform customers on the foreseen delay based on the past experience. This will set the expectation of the customer.
- Briefing call with the customers or client will enable them to understand after sending the process and other details in the email. This will enhance the level of customer service, which will lead to high satisfaction level and word of mouth communication.

The suggestions for improving the portal are

- Give an email/ SMS status to the customers on the delay/ progress of the documents
- Automated weekly/monthly reports getting generated and triggered to the clientele.
- Suggest having all the expenses updated in a portal against the case and it is approved by the respective managers. Also, the finance team to have fixed a limit to book the expenses against the order for better controlling.
- Overall Operation efficiency can be increased by automating the invoice generation post-delivery of the documents to the client.

## 9. Conclusion

In order to remain competitive in an increasingly competitive world, businesses must boost operational efficiency wherever possible. Streamlining communication with customers by understanding on the basis of evidence can improve and simplify our processes. Interacting with customers efficiently and knowledgeably helps to keep them satisfied. However, both the company and the customers have limited resources and want to interact as effectively as possible. This project has helped in measuring the avoidable customer contact and the reasons for it. By repeating the best practices, we can avoid a lot of guesswork. Moreover, it enables employees to stay focused on productive work related to business. And that helps to keep the business competitive.

The introduction of automation creates value and helps in the customer experience and linking an IP communication system to a CRM solution is a good way to enhance customer communication. ERP provides an integrated view of core business processes in real-time, using common databases maintained by a database management system. So, by the updating the Global Mobility portal, all the employees will be able to work more efficiently and improve productivity and as a result take the operational efficiency of the organization to the next level.

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