Activity Scenario – Project Charter

Overview Background

Clearcalls Ltd. is a well-known telecom company operating in India. Known for its friendly and efficient service, the business of Clearcalls has grown by 200 % since it started operating in India three years ago. The company had established a niche for broadband internet service that it provides to urban homes. With a current Net Revenue of $ 200 Million in the last financial year, Chris Tomkinson, CEO of Clearcalls Ltd., is working with his management team to look at opportunities for expansion.

The establishment's primary customers are urban office goers using their broadband internet service. Customers either walk-in to retail outlets, or have sales agent from Clearcalls to complete the application form for new broadband connections.

Clearcalls processes the requests, and have their Service Affiliates at different locations to install connections at the customers residences. The process involves manual activities at both Clearcalls retail outlets, and the Service Affiliates offices to install the connection.

Clearcalls has built its reputation based on providing value to its customers in terms of following:

- Speed of Service

- High rate of consistency

- Competitive installation fees

- Least documentation

- Wide variety of plans & payment options

- New services and products introduced frequently

Current State

Over the past 3 months the revenues started to drop by 20 -25% compared to the previous year. There also seems to have been some employee attrition. Mr. Tomkinson has received some escalated complaints from celebrity customers relating to bad service and wrong billing. Moreover, JustmakeCalls, and AnytimeNet, two formidable competitors have set up their broadband service lines and will be opening over the next two months.

Clearcall Management conducted an VOC study and gathered following verbatim for customers:

- Installation Process is inconsistent!

- Service has become extremely poor

- Quality of service down

- You guys always have wrong billing and that too late!

- Why can't you install a new connection by at least next day evening if we request today morning?

- How come you can' install a connection in 30 hours?

- I could go and hand over the cheque at your retail outlet instead of using the pick-up service

- Very slow installation!

- I hate calls to check address when I have provided everything in application form and that too after waiting for so long

- Do you laid underground cables after we request for new connection?

- If you cannot install a new connection in 30 hours, no one will come to you

- If you have online payment facility, why don't you accept application forms online?

- Your installation rates are so high and you service is so low?

Based on these verbatim, they concluded that the primary metric (Project CTQ) to be addressed through the Six Sigma project is Turn Around Time (TAT) for installation.

Some key roles currently included are Clare (Sales Agent), Sunil (Service delivery) , Julie (Manager), Alex (Service Delivery Manager) & Tony (Service Affiliate in-charge).

Following are the departments that are involved in the installation process :- Retail stores that receives application forms, City office that scans the forms to central back office. In central back office, there is a processing team, approver, finance team that upload customer's credit limits, service affiliate management team and the service affiliate (agency) which does the physical cabling and connection work.

Based on the above information, build a project charter including : Business Case, Problem Statement, Goal Statement, Scope, Team members, timelines, business benefits and translation opportunities.

Make necessary assumptions wherever required.