



# Unique Life Cycle Approach from Project to Recurring Process

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Miguel Coronado  
*Executive MBA, PMP*

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# Managed Services - Field Support Operations Requirements

- The experience of last four years handling the Field Support Operations for telecom networks across Africa indicates the workforce has to be;
  - Flexible
  - Experienced
  - With Knowledge

- How can we help them?



# Managed Services - Field Support Operations

## Holistic Understanding

- The ways of working should be redefined building-up a new working model and setting up a professional centre with specific staff, focused on the operational view on ground with good skills.
- From a holistic point of view, the dispatch is a set of tools, processes and governance.
- The objective pursued is to maximize productivity, monitor daily operations and reduce costs.

## Holistic Understanding



# Managed Services - Central Dispatch

## Definition and Mission

Contact point between Front Office Monitoring and Field Technician for all Work Orders related.

- Dispatch acts as a support function for all field activity and ensures that the field forces are routed and loaded properly to maximize utilization and productivity.
- The Dispatch job role works closely with multiple field-based job roles and schedules or adjusts work assignments for field personnel. Dispatch personnel assign and expedite work orders and the field technicians perform the actual tasks.
- Dispatchers will also ensure that WOs are sent to the right recipients.



# Managed Services - Central Dispatch

## What we have done in Lagos (Nigeria)

- As part offshoring plan in Managed Services across Africa, to lead the start-up and project implementation of Central Dispatch for MTN and Airtel in Lagos (Go Live reached 3<sup>rd</sup> August 2015), available on 24/7 with 30 staff on shift rotation attending 300 field technicians.
- Convert the Central Dispatch in Lagos into a hub of work order management to field technicians for MTN South Africa (Go Live reached 3<sup>rd</sup> December 2015) and Anglophone West African countries; Smile Nigeria, Tanzania and Uganda on 1<sup>st</sup> May 2016.



# Managed Services - Central Dispatch

## Benefits

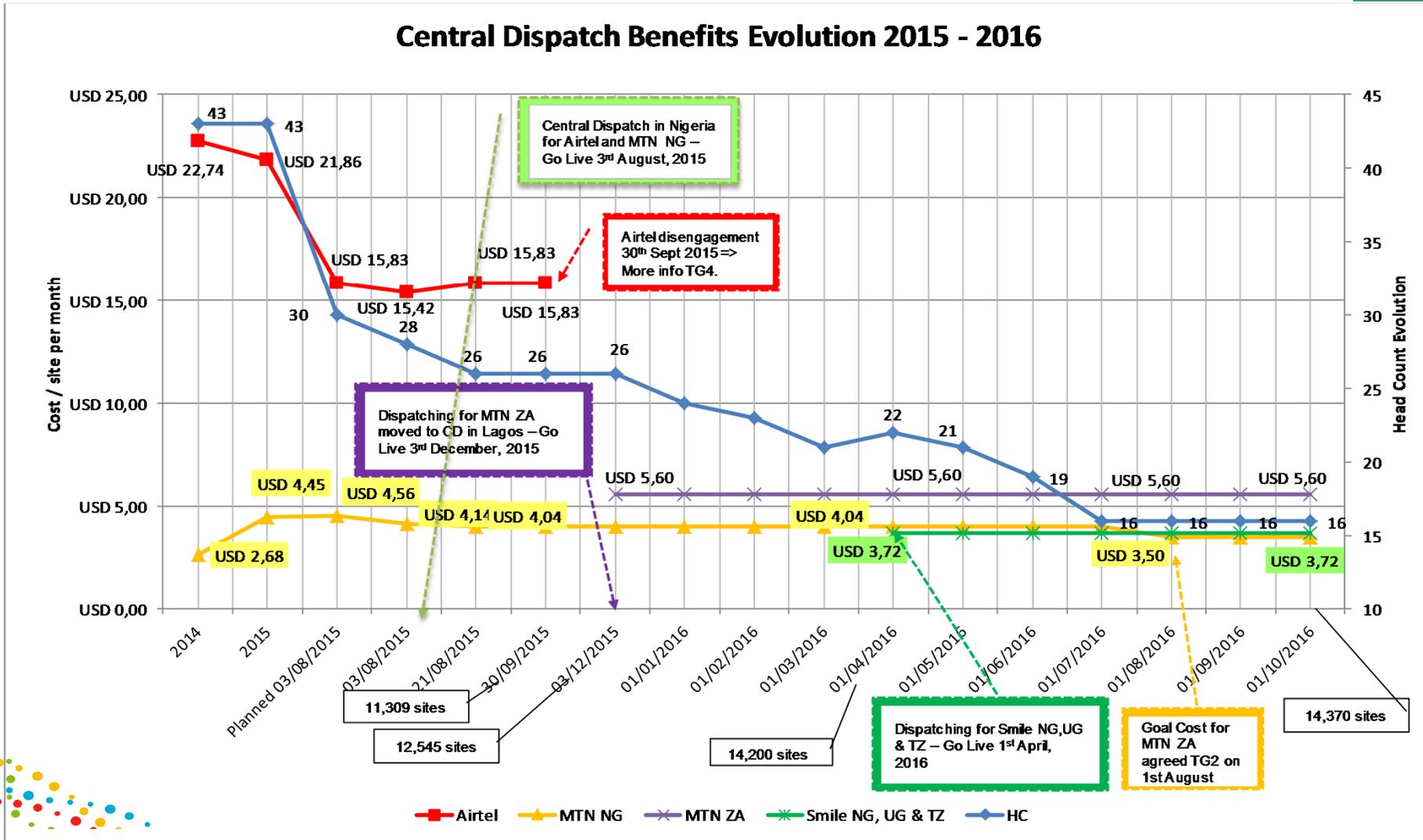


- Consistency in decision making and implementation of policies and methods → *Same Ways of Working across Africa.*
- Eliminates duplication and reduce operating costs of decentralization → *Head Count reduction.*
- Fast execution → *It's quicker to include new customers in a structure created than to create an organization from scraps each time*
- Control and accountability → *A single governance model across Africa assure the data tracking.*

# Managed Services - Central Dispatch

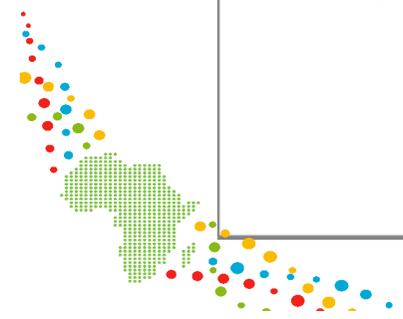
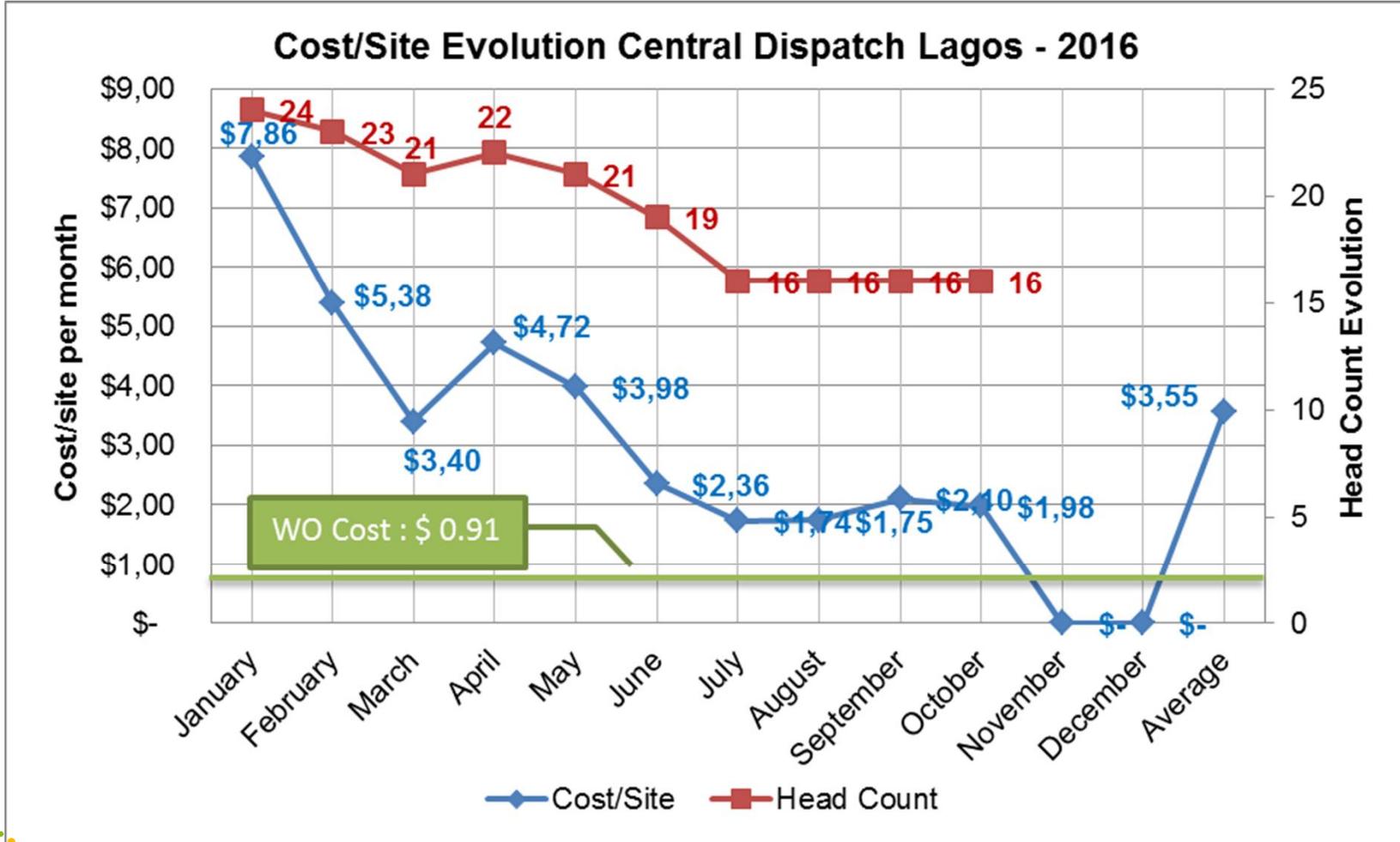
## We have done headcount optimization and cost reduction (1/2)

### Central Dispatch Benefits Evolution 2015 - 2016



# Managed Services - Central Dispatch

We have done headcount optimization and cost reduction (2/2)



# Managed Services - Central Dispatch Findings (1/2)

- We have created synergies between operations by minimizing the number of dispatchers.
- For this we have created a set of processes based on MSTOP – Managed Services Total Operations Practice as;
  - “ Work Orders Handling
  - “ Checklist Dispatcher & Hand Off Process
  - “ Area of Responsibility (AOR) of each Dispatcher
  - “ Escalation Process & Operational Process Instruction.
  - “ Business Continuity Plan
  - “ Job Descriptions
  - “ Behaviour Rules



# Managed Services - Central Dispatch Findings (2/2)

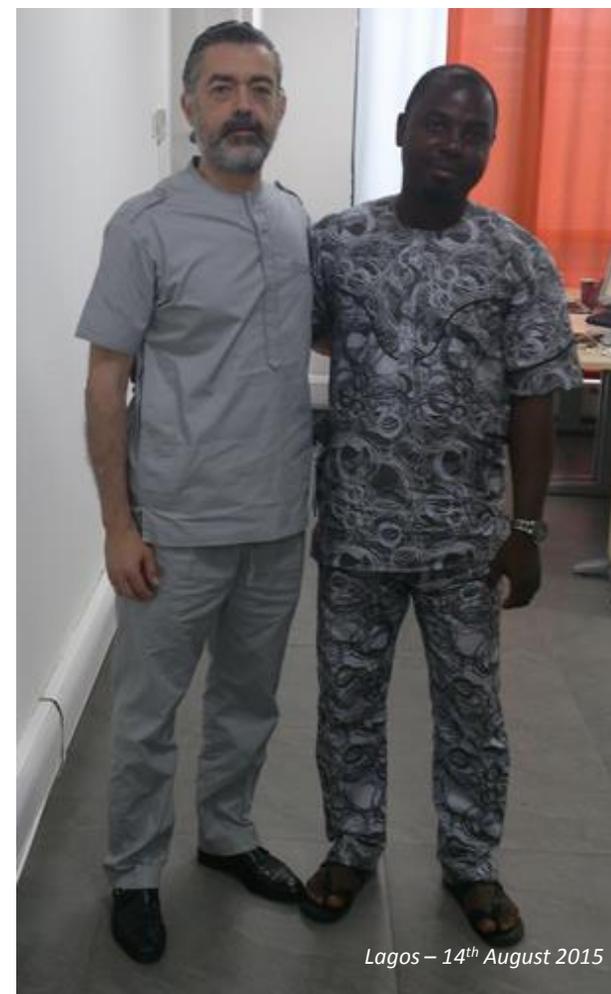


- A way of following the Dispatcher Performance Control has been putting on place with the measurement of:
  - “ Time to Dispatch
  - “ Ticket update and team effectiveness
  - “ Measure of escalation process adoption.
  - “ Corporate core values approach
  
- The Managed Services Chief Operating Officer’s resistances of losing control in activities which in many cases they are not good understood.

Item	Ranking	Name	Surname	# WO Dispatched	# WO Violated	# WO SLA	Fulfillment% Time to Dispatch	Fulfillment% Core Values	Average Fulfillment	Scoring Points
1	1st	Ndudi Mary	Ogoh	739	5	734	0,993	98%	99%	Exceeds
2	2nd	Emmanuel	Nwokolo	620	12	608	98,10%	95%	97%	Meets
3	3rd	Temitope T	Olugbodi	742	40	702	94,60%	98%	97%	Meets
4	4th	Ekene Stephen	Udegbunem	689	13	676	0,981	94%	96%	Meets
5	5th	Chidinma G.	Azodo	752	38	714	0,949	97%	96%	Meets
6	6th	Kevin Kaykay	Egbune	331	9	322	97,30%	94%	96%	Meets
7	7th	AnthonyBassey	Esang	N/A	N/A	N/A	N/A	95%	95%	Meets
8	8th	Chinenyenwa Faith	Iteogu	N/A	N/A	N/A	N/A	95%	95%	Meets
9	9th	Sochi Miriam	Ibecheni	N/A	N/A	N/A	N/A	95%	95%	Meets
10	10th	Babajide	Ademoye	N/A	N/A	N/A	N/A	95%	95%	Meets
11	11th	Taiwo	Adebayo	578	29	549	95,00%	95%	95%	Meets
12	12th	Yetunde A	Aluko	260	17	243	93,50%	95%	94%	Partially
13	13th	Lilian C.	Ezeamuzie	706	41	665	94,20%	94%	94%	Partially
14	14th	Chineze M.	Egbuna	456	42	414	90,80%	97%	94%	Partially
15	15th	Ifeanyi	Okonkwo	N/A	N/A	N/A	N/A	94%	94%	Partially
16	16th	Edith	Opara	750	70	680	90,70%	97%	94%	Partially
17	17th	Oluynka	Ayodeji Akinyemi	311	31	280	90,00%	97%	94%	Partially
18	18th	Ikechukwu C	Okafor	1210	157	1053	87,00%	97%	92%	Underperforming
19	19th	Onyemah	Alexander	67	16	51	0,761	94%	85%	Underperforming



*Starting the 1<sup>st</sup> Project and building up the team!*



*Six months later ... Closing the 1<sup>st</sup> Project!*



# Managed Services - Central Dispatch

## Lessons Learned

MC Talent  
Project Management



Kruger Park - 28<sup>th</sup> August 2016

# Managed Services - Central Dispatch Lessons Learned (1/3): Suitable Enterprise Resource Planning vs. Set of Tools



**Workforce Management (WFM)** is a software package designed to assist large service organizations with managing their field service work force.



**Click Mobile (CT)** is a thick client that is being installed on the PDA.



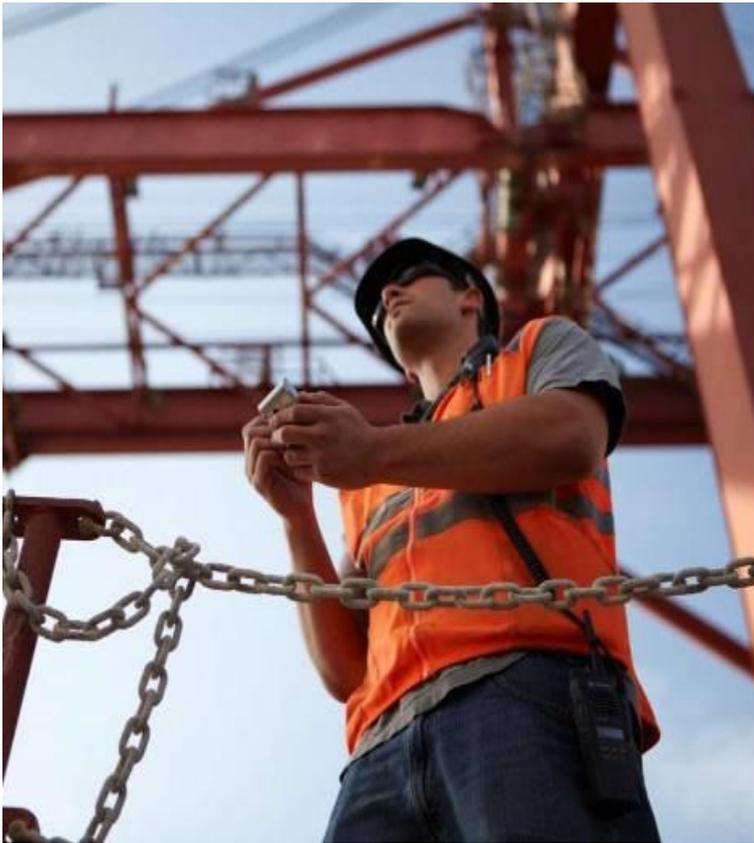
**Service Optimisation Tuning (SOT)** is a Automatic Scheduling of Work Orders to Field Technicians and continuous schedule optimization, as well as, Dispatching of Work Orders to Field Technicians.



**Maintenance Activity Reporting System (MARS)** is a global tool for maintenance operations. Built on a database engine it provides Request Management, Change Management and Trouble Management capabilities.



# Suitable Enterprise Resource Planning versus Workforce Management (1/2)



**Workforce Management (WFM)** is a software package designed to assist large service organizations with managing their field service work force.



It's focus is on efficient planning and control of the available time of the field organization.



Implementing WFM will drive changes in how the organization manage implementation, provisioning, corrective, planned and preventative maintenance across operations and field.



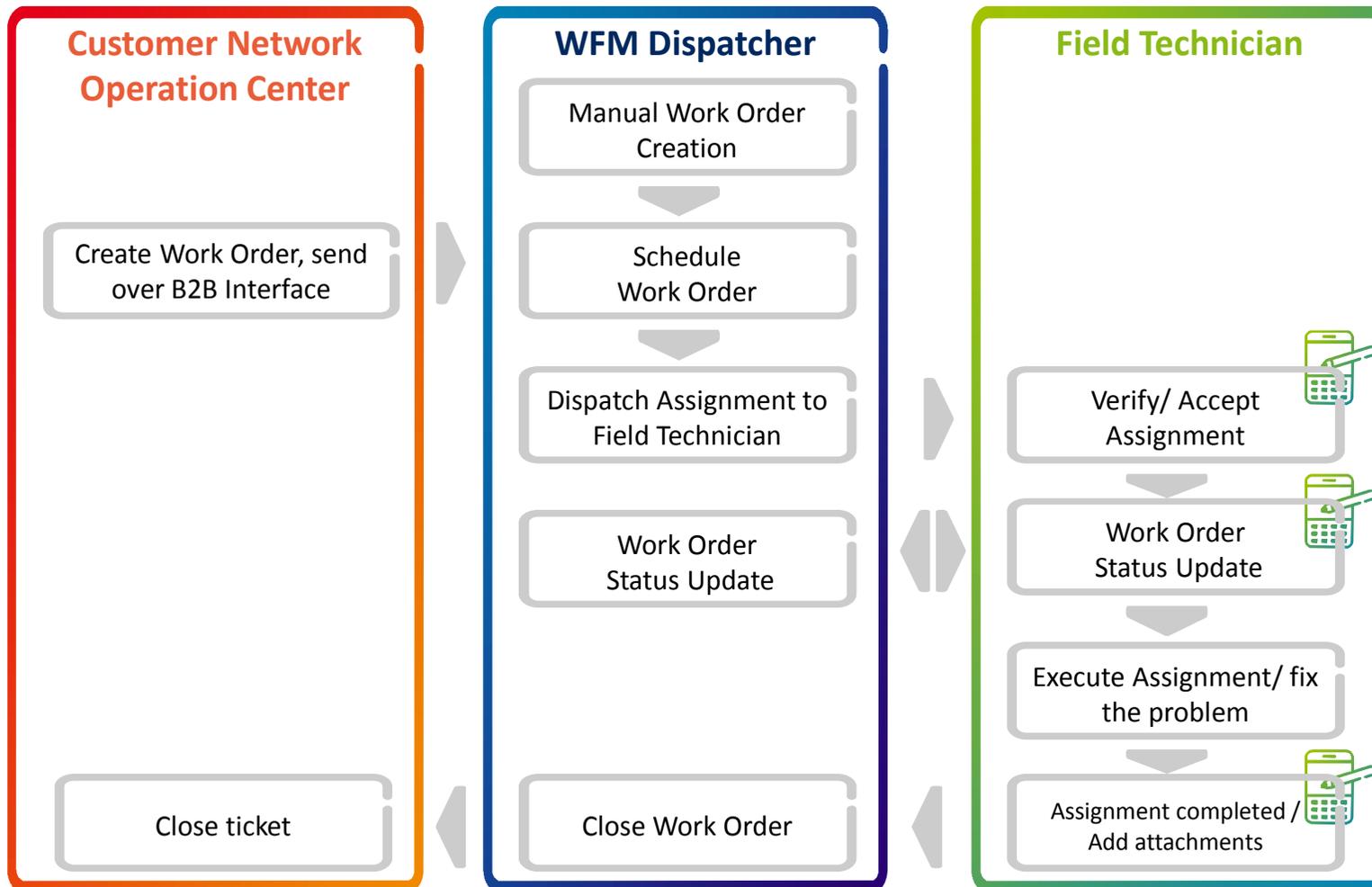
It's a standardized global approach across all Field Operations markets.



It's a core scheduling tool that can be integrated with TM and back to the customer trouble ticketing system.



# Suitable Enterprise Resource Planning versus Workforce Management (2/2)



# Suitable Enterprise Resource Planning versus Click Mobile

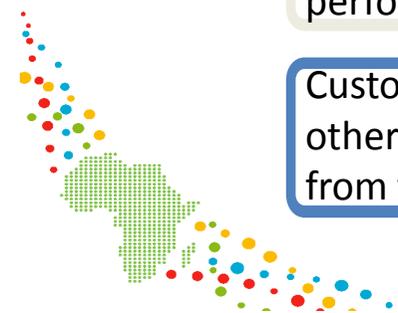
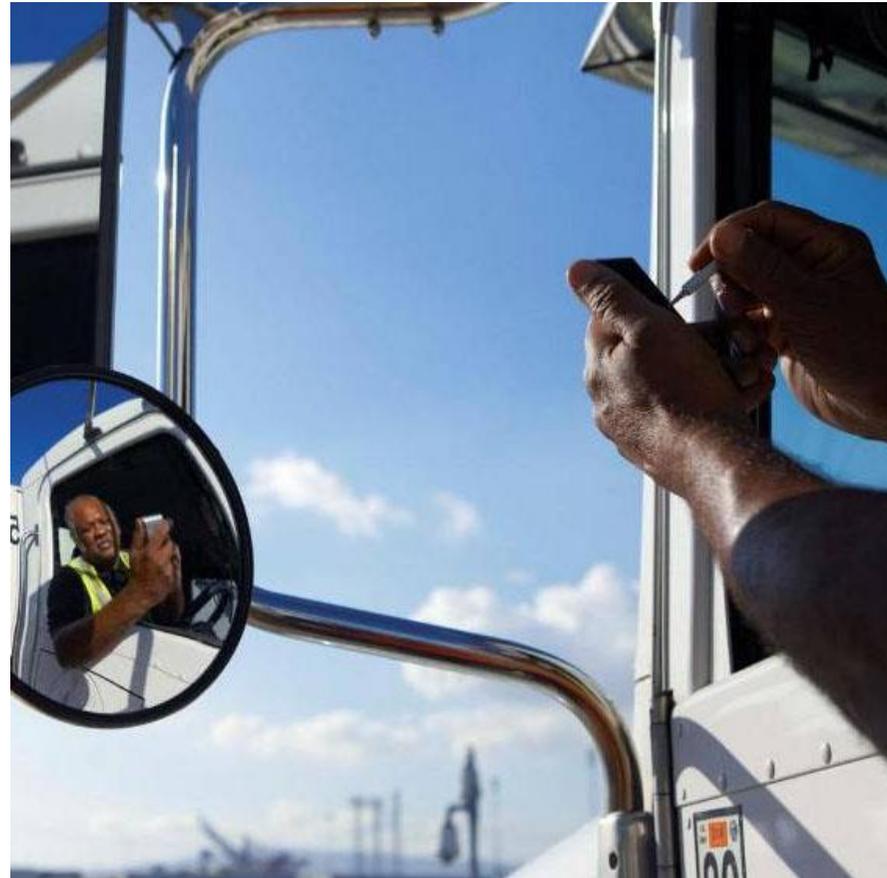
Enables the field force to interact with the ClickSchedule application using a handheld mobile device.

Click Mobile is a thick client that is being installed on the PDA.

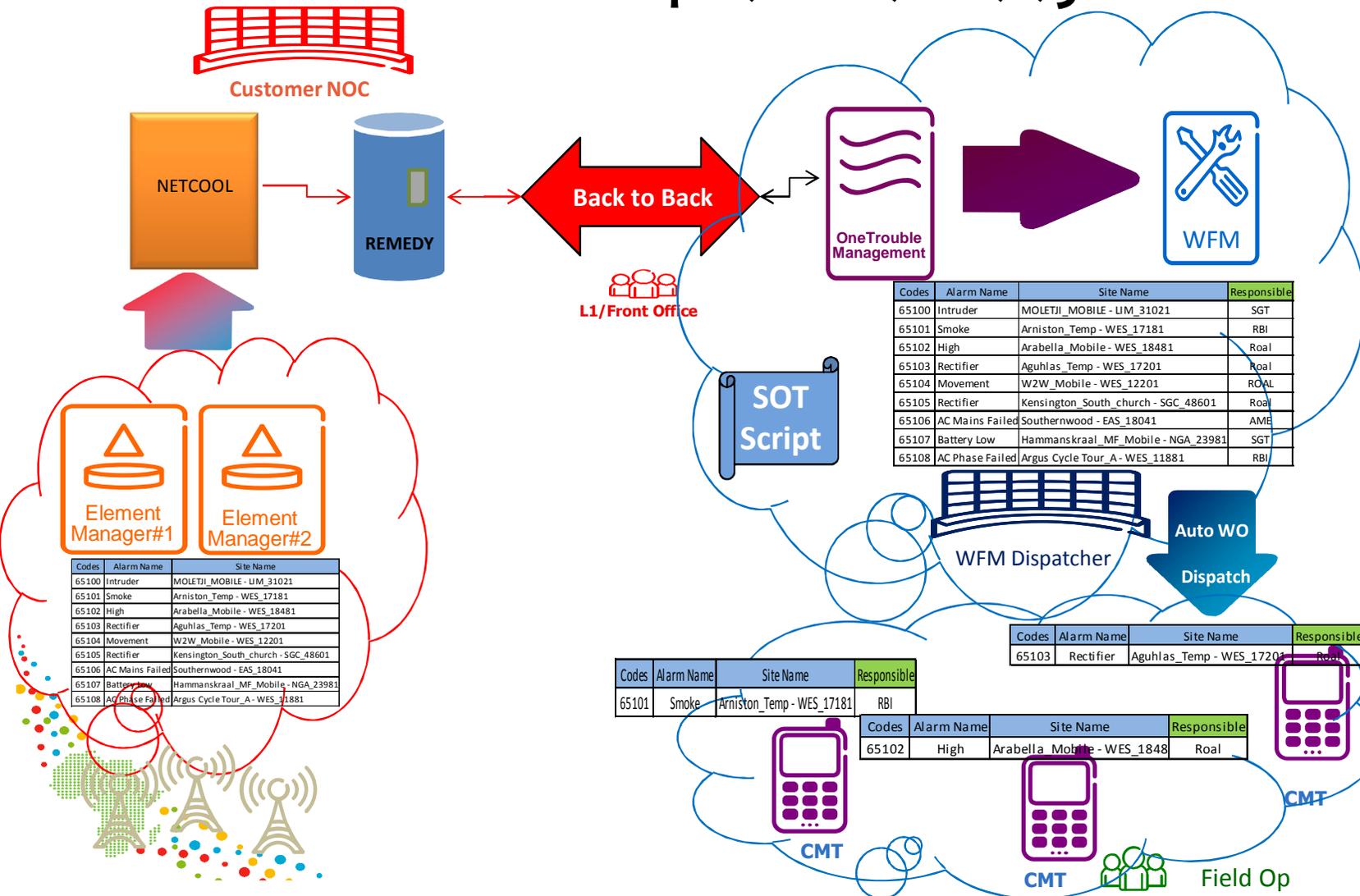
Field Technicians can retrieve information on the work orders to which they have been assigned.

Field Technicians report back progress of the work being performed using Click Mobile.

Customer details, job description, and other data can be accessed directly from the mobile client.

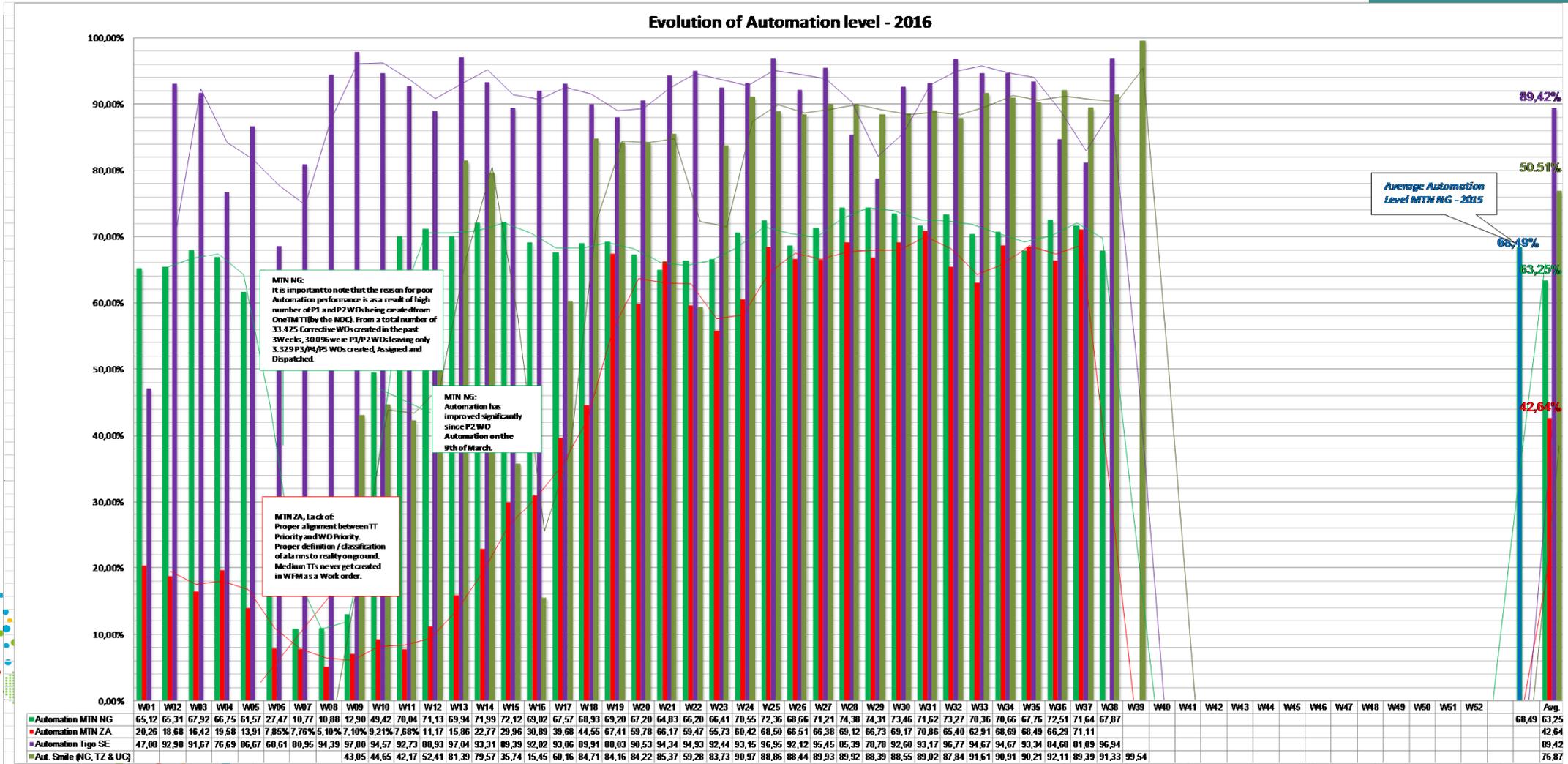


# Suitable Enterprise Resource Planning versus Service Optimisation Tuning (1/2)

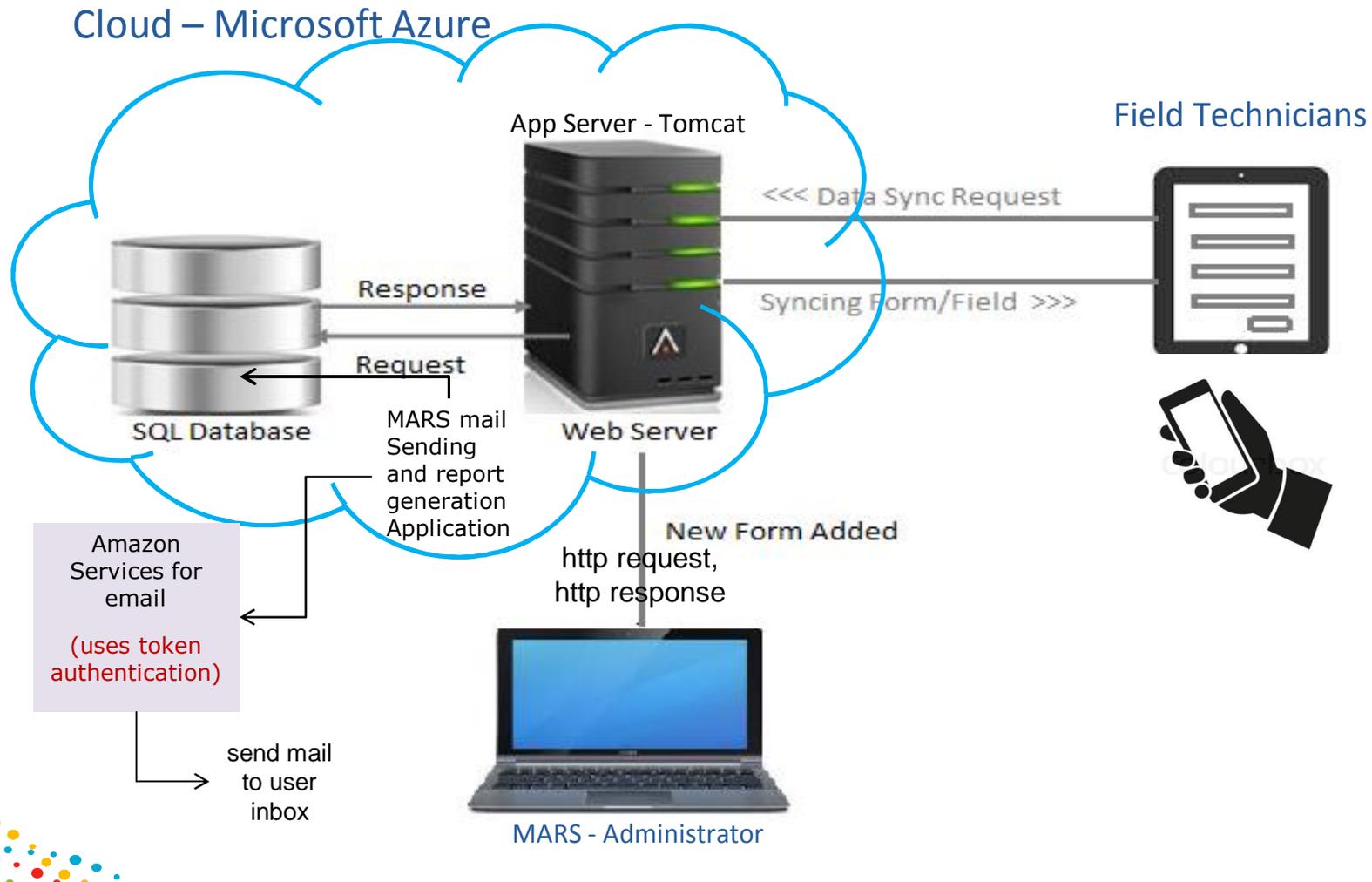


# Suitable Enterprise Resource Planning versus Service Optimisation Tuning (2/2)

Evolution of Automation level - 2016



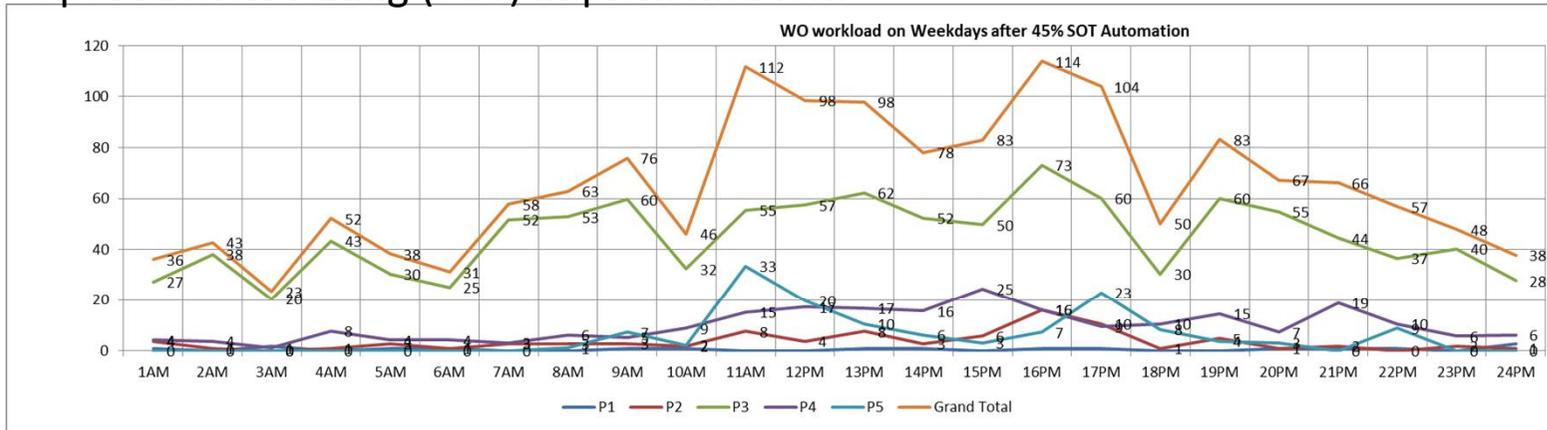
# Suitable Enterprise Resource Planning versus Maintenance Activity Reporting System



# Managed Services - Central Dispatch Lessons Learned (2/3): Perform Proper Dimensioning (1/2)

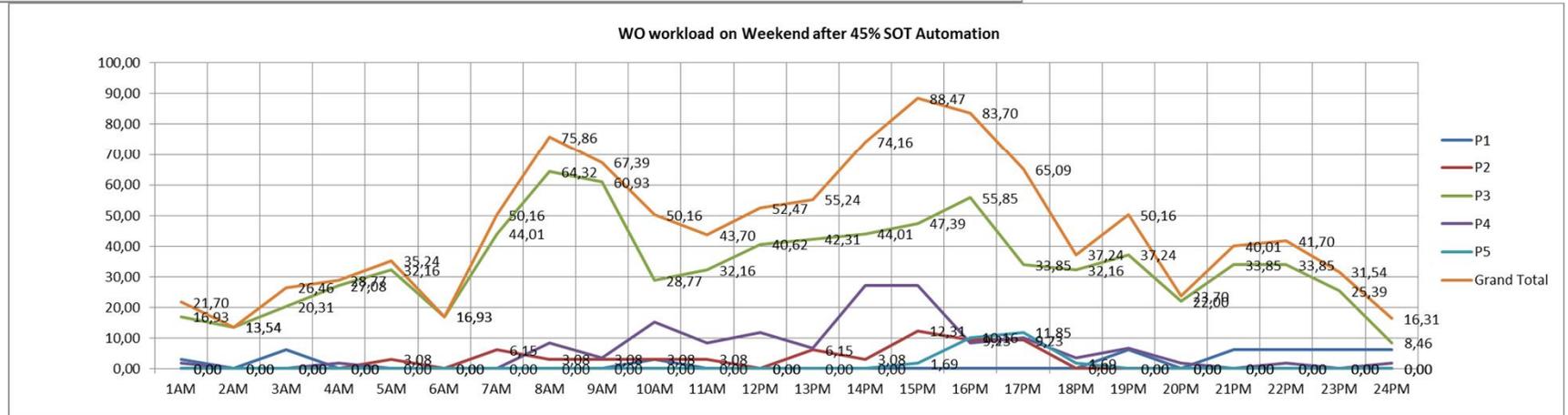


To perform a proper dimensioning of the Central Dispatch, the requirements include the number of WO by priority and timeslot, as well as, the automation level expected by Service Optimization Tuning (SOT) implementation.



	Days	22	8	30		
		Mo to Fri	Sa - Su	Week	Mo to Fri	Sa - Su
		80,00%	20,00%	100,00%		
WO/Month Airtel	14.811	11.849	2.962	14.811	539	370
WO/Month MTN	61.014	48.811	12.203	61.014	2.219	1.525
<b>Total</b>	<b>75.825</b>	<b>60.660</b>	<b>15.165</b>	<b>75.825</b>	<b>2.757</b>	<b>1.896</b>

Field engineer	
Airtel	75
MTN	264
<b>Total</b>	<b>339</b>



# Managed Services - Central Dispatch Lessons Learned (2/3): Perform Proper Dimensioning (2/2)

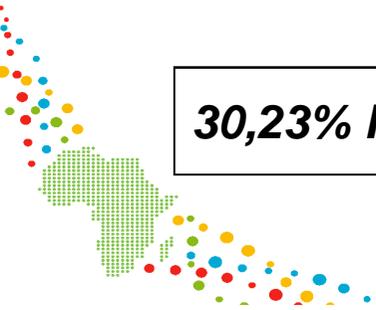


Calculation of Dispatchers required for Central Dispatch - Nigeria - AIRTEL & MTN			
Information about the year			Colour Code
No. of days:	365 days		Cells in yellow are inputs
No. of Saturdays:	52 days		
No. of Sandays:	52 days		Cells in light green are outputs
Non labour days:	4 days		
<b>Total non labour days:</b>	<b>108 days</b>		
No. of Monday:	52 days		
No. of Tuesday:	52 days	→ 365 days in the year	
No. of Wednesday:	51 days		
No. of Thursday:	51 days		
No. of Friday:	51 days		
<b>Total labour days:</b>	<b>257 days</b>		
Legal annual day:	2.187 hours	→ 2.121,39 man hours/year	
Productivity rate:	97%		
Shift kinds			
Handover time No.1:	0 minutes	→ 8,00 hours / day	
Handover time No.2:	9 minutes	→ 8,15 hours / day	
Handover time No.3:	15 minutes	→ 8,25 hours / day	

**There is room to optimize the resources used**

**30,23% HC Reduction - from 43 to 30**

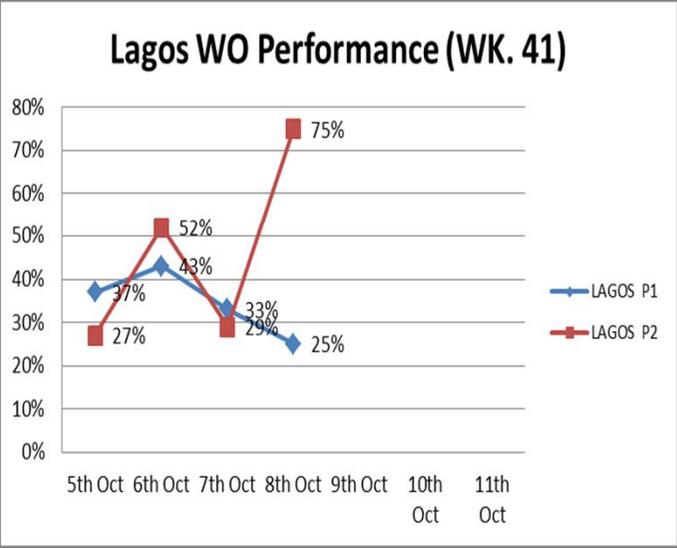
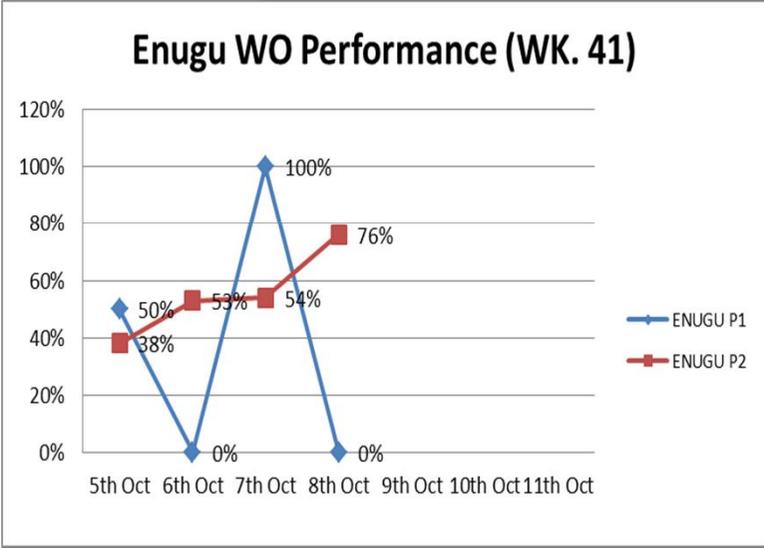
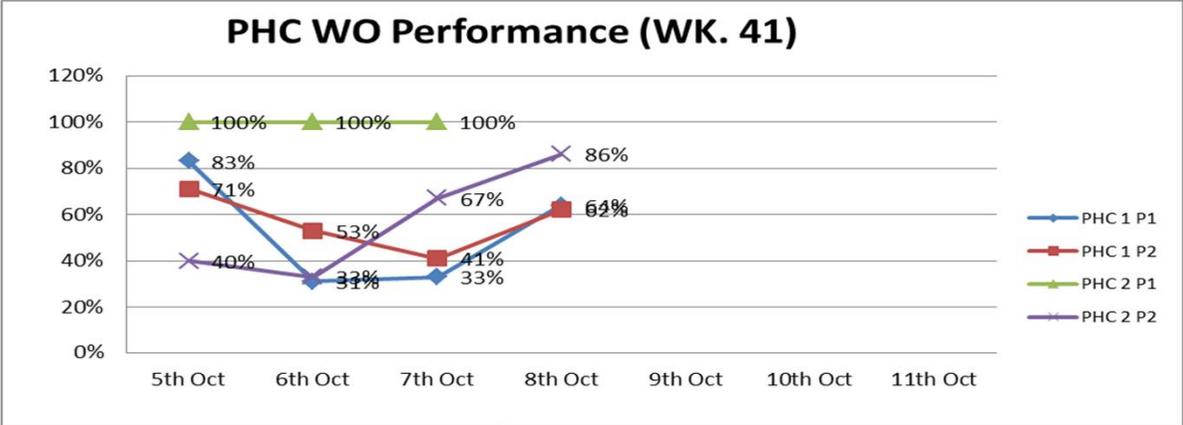
New annual hours:	2.187 hours				
Productivity rate:	100%				
		Current Staff	Reduction		
Dispatcher	24				
Shiftleader	4				Mo to Fr 6 / 6 / 6 Option 2 - 100%
SPOC	2				Sa & Su 6 / 6 / 6 24,48 people
Total	30	43	13	30,23%	



# Managed Services - Central Dispatch Lessons Learned (3/3): System Reporting vs. Dashboard (1/4)



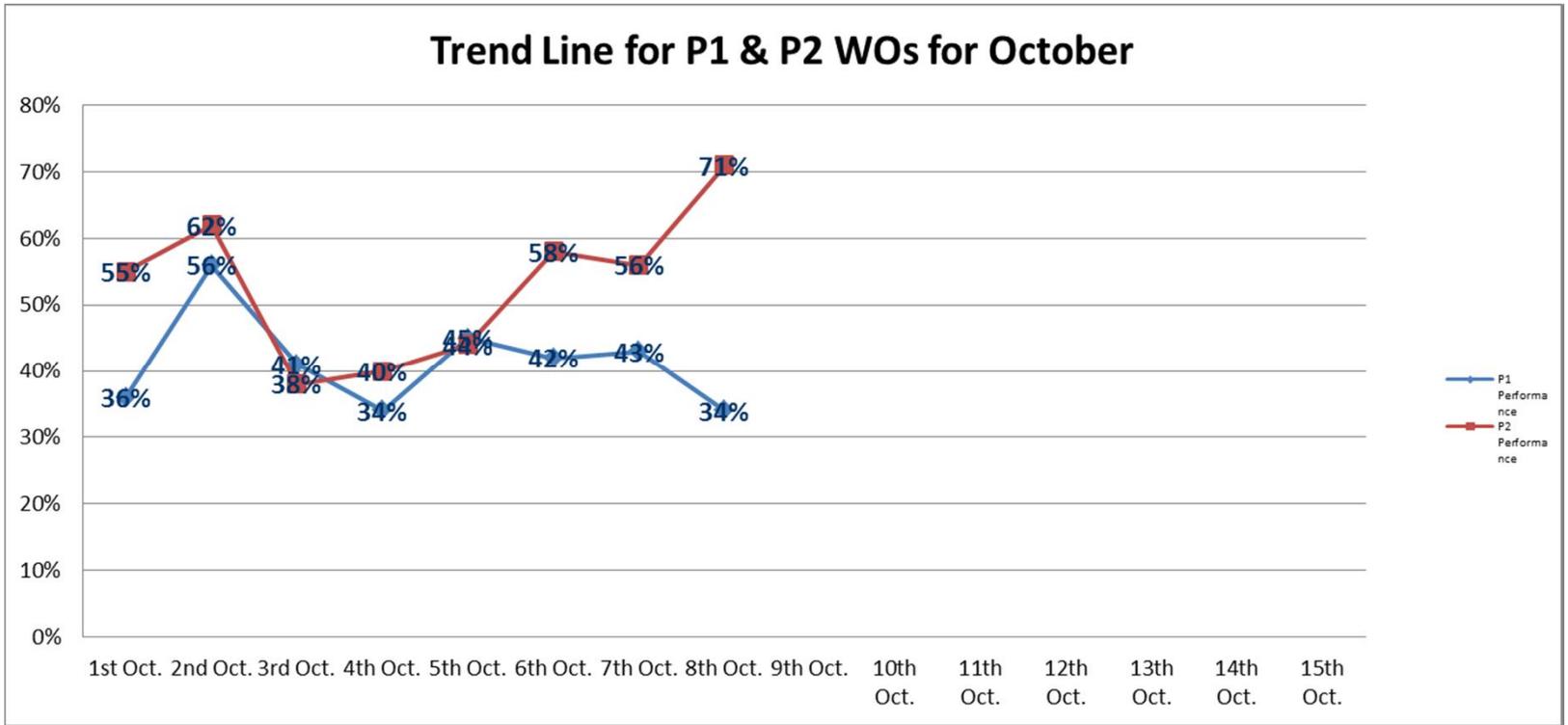
It is very important to create a good Reporting System – Dashboard - in order to analyse trends, workloads and discover operational problems.



# Managed Services - Central Dispatch Lessons Learned (3/3): System Reporting vs. Dashboard (2/4)



WO Performance	1st Oct.	2nd Oct.	3rd Oct.	4th Oct.	5th Oct.	6th Oct.	7th Oct.	8th Oct.	9th Oct.	10th Oct.	11th Oct.	12th Oct.	13th Oct.	14th Oct.	15th Oct.
P1 Performance	36%	56%	41%	34%	45%	42%	43%	34%							
P2 Performance	55%	62%	38%	40%	44%	58%	56%	71%							

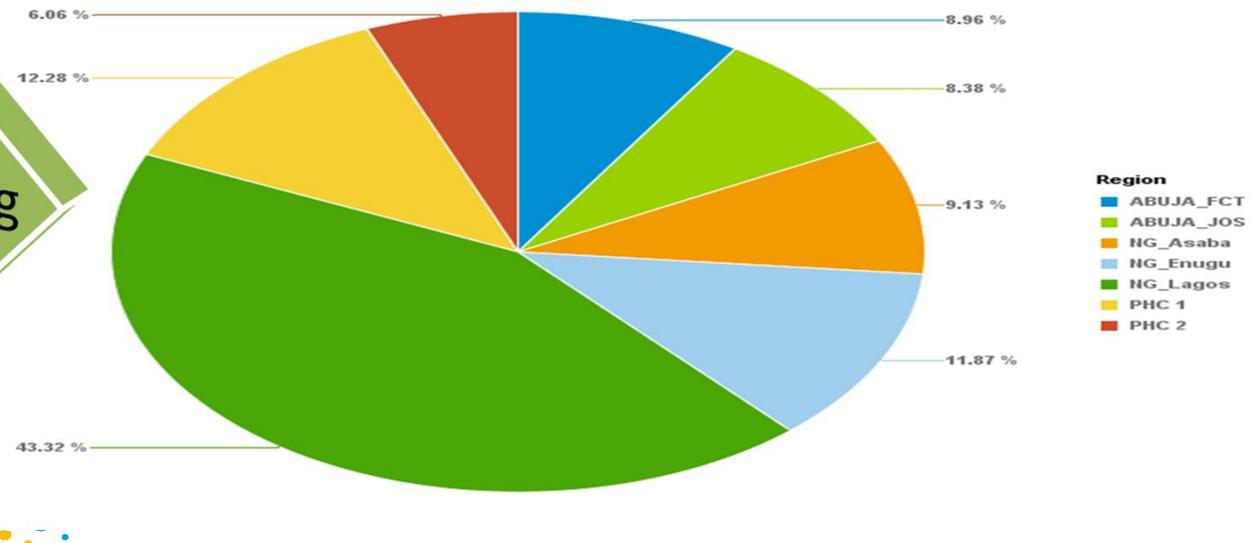


# Managed Services - Central Dispatch Lessons Learned (3/3): System Reporting vs. Dashboard (3/4)



Service Area4	Total Number of Open WOs	Number of WOs That Have Violated SLA	Number of WOs Within SLA	Number of WOs in Waiting External
ABUJA_FCT	108	39	69	17
ABUJA_JOS	101	25	76	9
NG_Asaba	110	32	78	32
NG_Enugu	143	31	112	24
NG_Lagos	522	257	265	140
PHC 1	148	50	98	16
PHC 2	73	15	58	3

Pending WOs Per Region



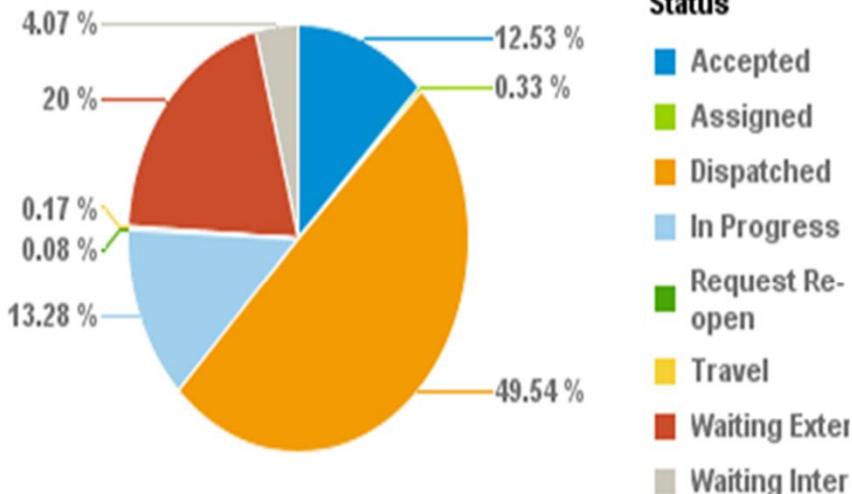
SLA Status	Count
NOT YET VIOLATED	756
SLA VIOLATED	449
<b>Count: 2</b>	<b>Sum: 1,205</b>

Status	Count
Accepted	151
Assigned	4
Dispatched	597
In Progress	160
Request Re-open	1
Travel	2
Waiting External	241
Waiting Internal	49
<b>Count:</b>	<b>8</b>
<b>Sum:</b>	<b>1205</b>

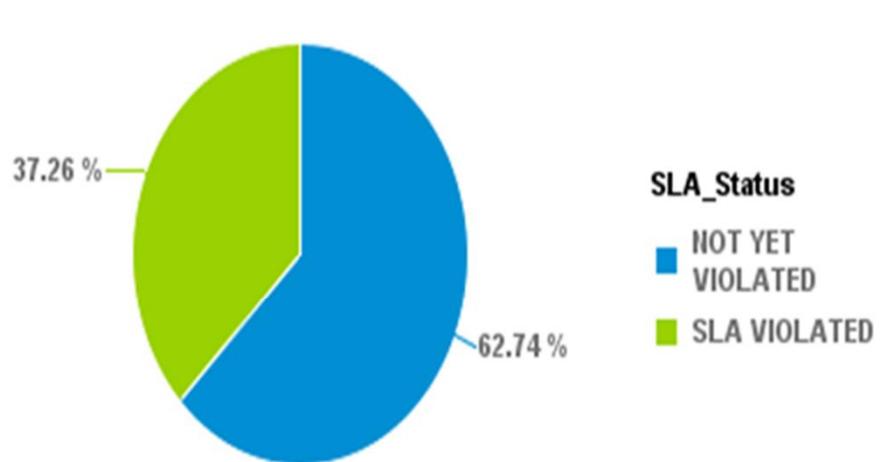
# Managed Services - Central Dispatch Lessons Learned (3/3): System Reporting vs. Dashboard (4/4)



= "WO Status Summary"



SLA Summary Overall



# The way forward

# Managed Services – Central Dispatch

## Next Steps

- Based on the know-how gained in the implementation and organization of the Central Dispatch in Nigeria, a similar structure as hub should be created for all Francophone West African countries.
- As first step the dispatch activities for MOOV Côte d'Ivoire, Togo and Benin should be centralized in Abidjan.



# Managed Services – Central Dispatch Next Steps

## Why is feasible?



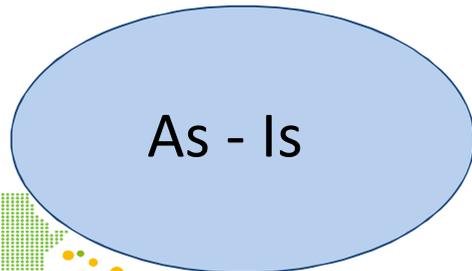
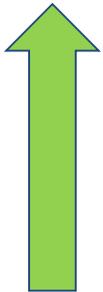
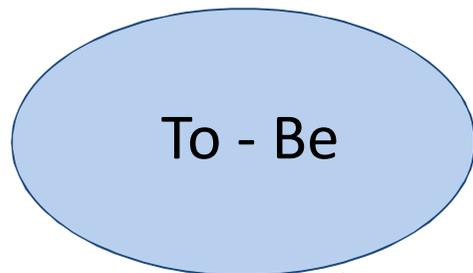
- *Implemented a common blueprint across Africa.*
- *Creation of a solid hub in Abidjan for MOOV customers in western Africa, according to the contract requirements.*
- *Better usage of Set of Tools.*
- *Savings & Head Count.*



1. Dispatch activities in Abidjan with 2 Resources only during 12 hours per working days.
2. During the rest of the day and week end, Front Office in Abidjan will assume the responsibility to dispatch WOs on a best effort basis.

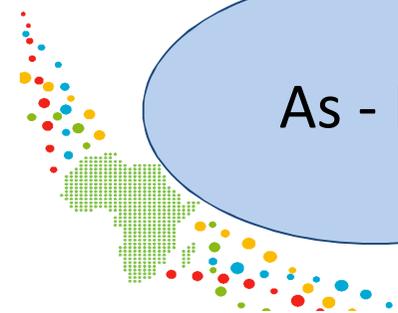


Dispatch activities in Abidjan (3 HC), Benin (5 HC) and Togo (5 HC) = 13 HC.



As - Is

To - Be



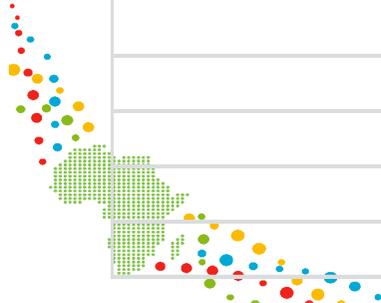


# Managed Services – Central Dispatch Next Steps

## Short Time for Return of Investment

- “ 1.72 months will be needed to return SOT Cost.
- “ 6.08 months will be needed to return Project Cost.
- “ HC savings in Terms of Company will be 8 ARP.

	Dispatch Activities splitted per countries									
	IC	TG	BE	Total	Cost/month					
Initial Situation	3	5	5	13	USD 26,800.14					
	Central Dispatch in Abidjan				Monthly Savings in Terms of Dispatching			Months to return the SOT Cost	Months to return the Project Cost	
Proposal CD-IC	2			2	USD 4,942.39	USD 21,857.74	81.56%	8 HC	1.72	6.08
	<i>Total SOT Cost</i>				<i>USD 37,603.33</i>					
	<i>Project Cost</i>				<i>USD 132,912.70</i>					
<div style="border: 2px solid yellow; padding: 5px; display: inline-block;"> <i>HC Savings in Terms of Company will be 8 ARPs</i> </div>										

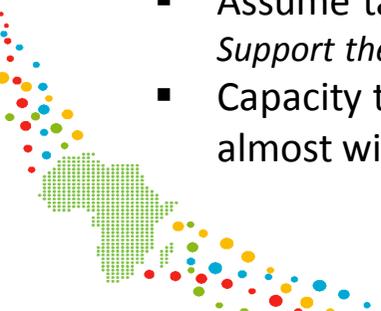


# Managed Services – Central Dispatch Next Steps

## Room to include more Anglo Customers

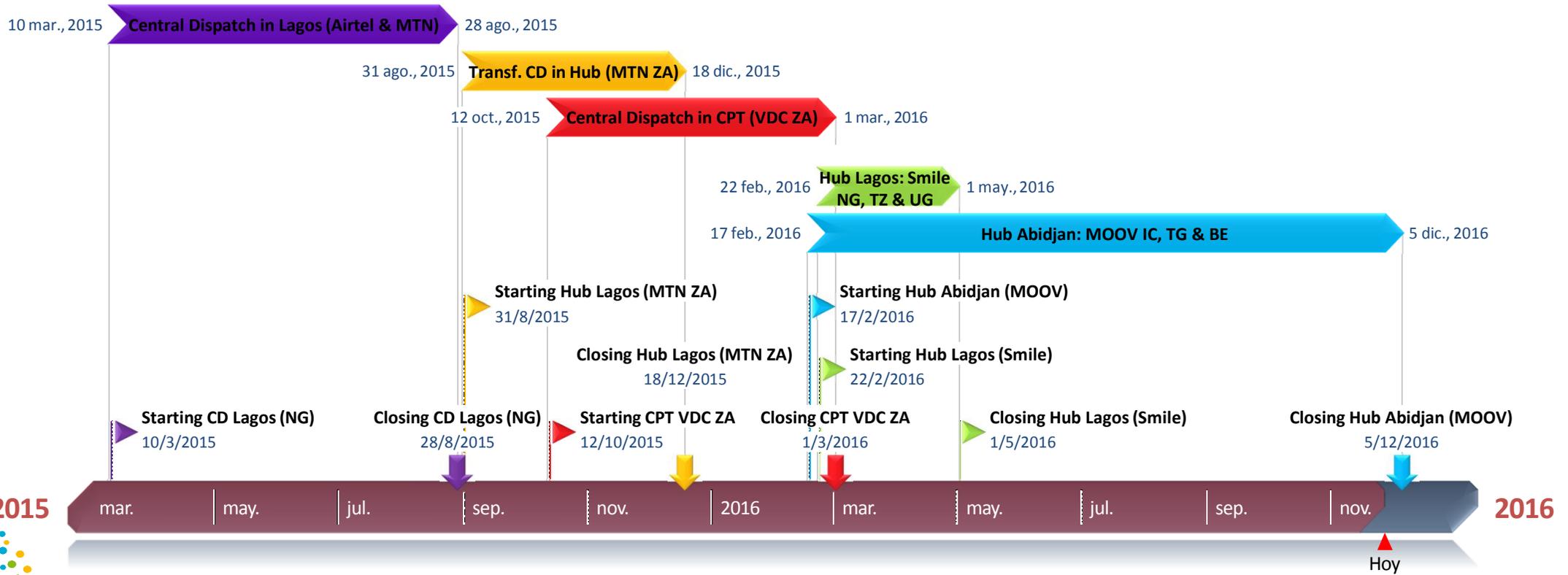
Central Dispatch HC - Abidjan										
Total (Manual & Auto) WO per week				Mo to Fri			Sa - Su			
Mo to Fri	Sa - Su	Total	Automation	Morning	Evening	Night	Morning	Evening	Night	
952	223	1,175	50.00%	0.69	0.37	0.45	0.22	0.33	0.30	
<i>This HC is obtained from HC dimensioning tool. It is not arithmetic addition from total columns</i>				<b># HC (15 WO Dispatched/hour)</b>			<b>2.25</b>			
<b>WO / hour per person</b>		<b>15</b>		<b>Dispatcher</b>						
<b>Legal annual hours:</b>		<b>1,760</b>		Mo to Fri			Sa - Su			
<b>Productivity rate:</b>		<b>97%</b>		Morning	Evening	Night	Morning	Evening	Night	# ARPs
				1	1	1	1	1	1	5.13

- The minimum staff per shift is one dispatcher → Recruit 5 ARPs
- The margin surplus will be used to:
  - Assume task as Team Leader (*Daily accountability of operational KPI's, High level escalation management, Support the Dispatch Centre Manager, Reporting*).
  - Capacity to include others customers (MOOV – Niger, Tigo – Senegal, **Orange – Mali & Cameroon**) almost without HC increase.



# How was the journey?

# Managed Services – Central Dispatch across Africa Time Schedule



# Q&A

**MC** Talent  
Project Management

Miguel Coronado MBA-PMP

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+34 629 124 811  
miguel.coronado@mctalent.es  
Madrid - Spain



# MC Talent

Project Management

