



BE A SMOOTH OPERATOR

Delivering Effective Customer Service

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March 29, 2022

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CANADIAN INTERNET ACCESS

- Most Canadians (94%) had household Internet using fixed broadband connection in 2020
 - 2.2 million don't!
- Geography really matters [no surprise!]
 - only 88% have access in rural locations
- Over two-thirds of Canadians have speeds of 50 Mbps or more
 - only 48% in rural locations
 - Federal objective is reach 95% by 2026

"Access to the Internet in Canada, 2020," Statistics Canada, 2021.

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PROBLEMS IN CUSTOMER SERVICE

- 
- A stylized illustration of a person falling off a cliff. The person is depicted in a falling posture, with their arms outstretched. The cliff is represented by a simple line, and the background is a light gray. The illustration is positioned on the left side of the slide, behind the text.
- Scheduling (or rescheduling) installs
 - unhappy complaints on social media
 - Inventory shortages
 - on trucks, in warehouse, at distributors
 - Poor internet quality for customer
 - geo-location, reliability, speed

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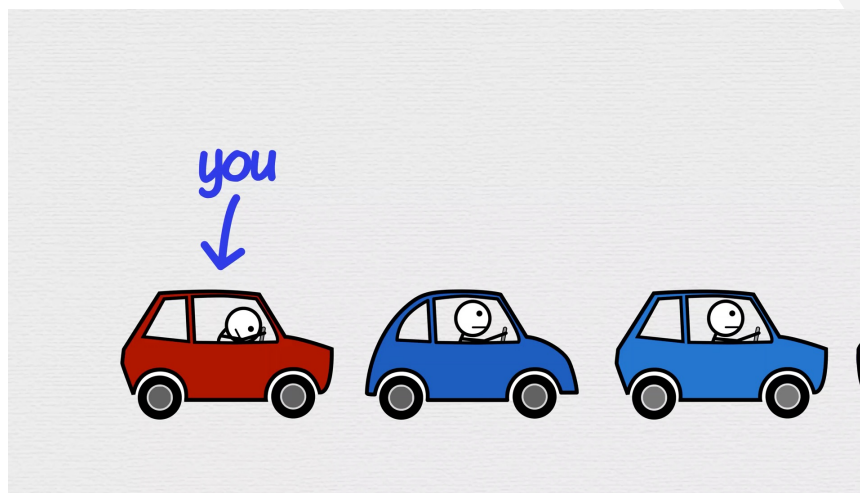
DEFINE CUSTOMER SERVICE

- 
- A stylized illustration of a person falling off a cliff. The person is depicted in a falling posture, with their arms outstretched. The cliff is represented by a simple line, and the background is a light gray. The illustration is positioned on the left side of the slide, behind the text.
- What is the objective?
 - Customer value!
 - timely install
 - done right the first time!
 - flexibility to respond
 - high-quality, reliable connection
 - quick repairs

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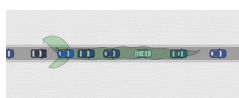
EXAMPLE TRAFFIC PROBLEMS



<https://youtu.be/iHzzSao6ypE>

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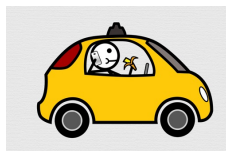
how are
**TRAFFIC
PROBLEMS**
connected to
**CUSTOMER
SERVICE?**



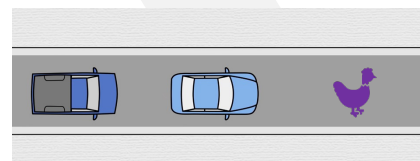
One difficult installation
delays others



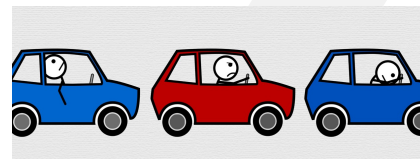
Urgent customer repair
slows others



Customer forgetting
to be home!



Missing supplies
at a customer install



Customer waiting for service

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METRICS FOR SUCCESS

1. Customer wait times

- how long are customers waiting, on average and during peak times?

2. Total service time

- how long from initial contact to new stable service?

3. Productivity

- how busy is each tech, truck or tower?

4. Inventory of equipment & supplies

- do we have too much (higher cost) or too little (creates delays)?

Track and then improve!

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IMPROVE CUSTOMER SERVICE

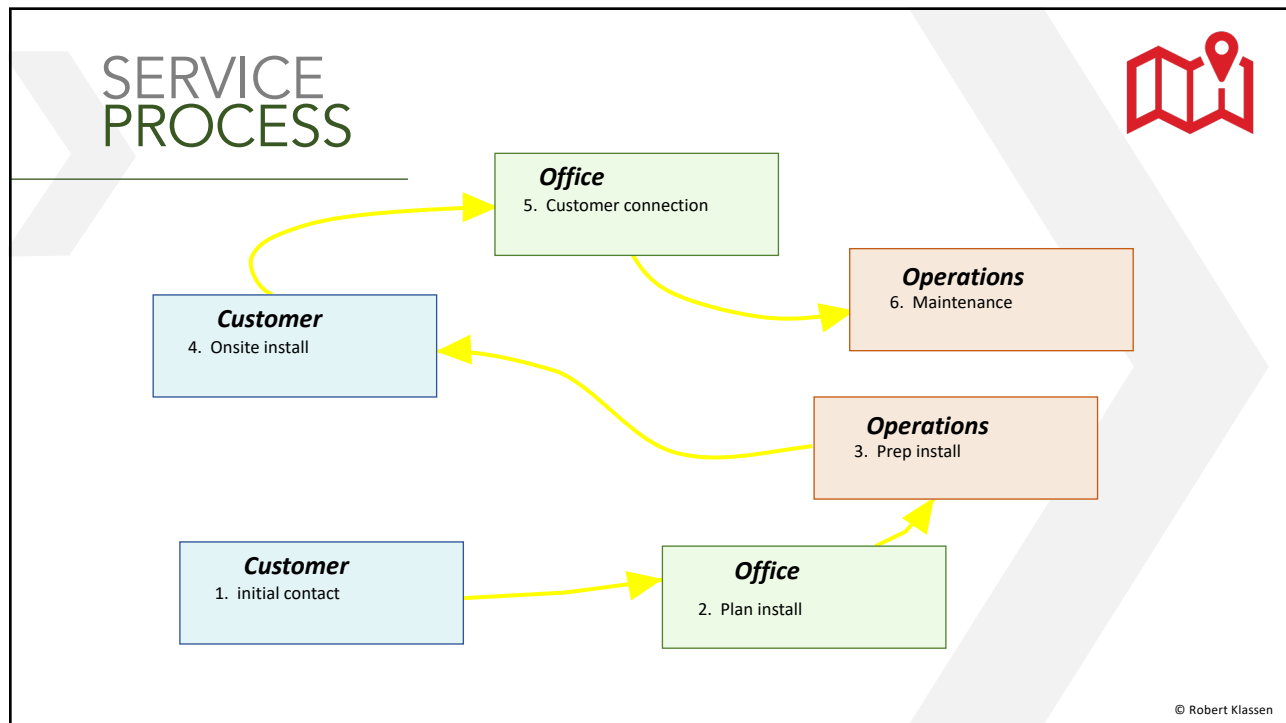
1. Map your service process

2. Key management levers

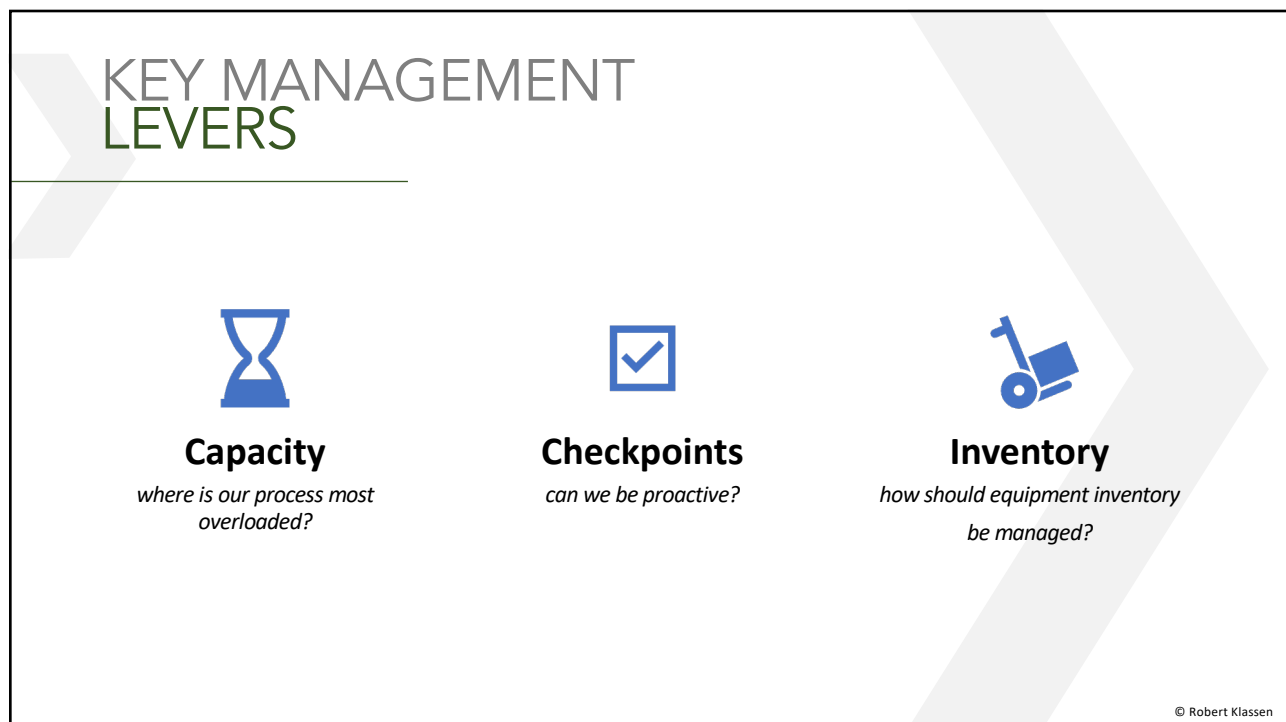
3. Improve process flow

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KEY MANAGEMENT LEVERS




Capacity
where is our process most overloaded?



Checkpoints
can we be proactive?



Inventory
how should equipment inventory be managed?




much like smoothing traffic flows

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A. CAPACITY vs VARIABILITY



- Capacity
 - **Bottleneck:** Look for largest backlog or busiest person
 - e.g., average number of installs our techs perform each day

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A. CAPACITY vs VARIABILITY



- Capacity
 - **Bottleneck:** Look for largest backlog or busiest person
 - e.g., average number of installs our techs perform each day
- **Variability**
 - what is your firm's range for
 - ...customer installs per day?
 - ...time an install requires?
 - ...techs who are sick or absent?
 - ...equipment being available?

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A. CAPACITY vs VARIABILITY

- Trade-off: **Higher Variability** hurts Capacity & Service times
 - must reschedule
 - delay or revisit customer
 - customer complaints
- **Actions?**
 - lower variability
 - e.g., inventory stock
 - create *flexibility*
 - e.g., transfer tech from maintenance to install



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B. SUCCESS CHECKPOINTS

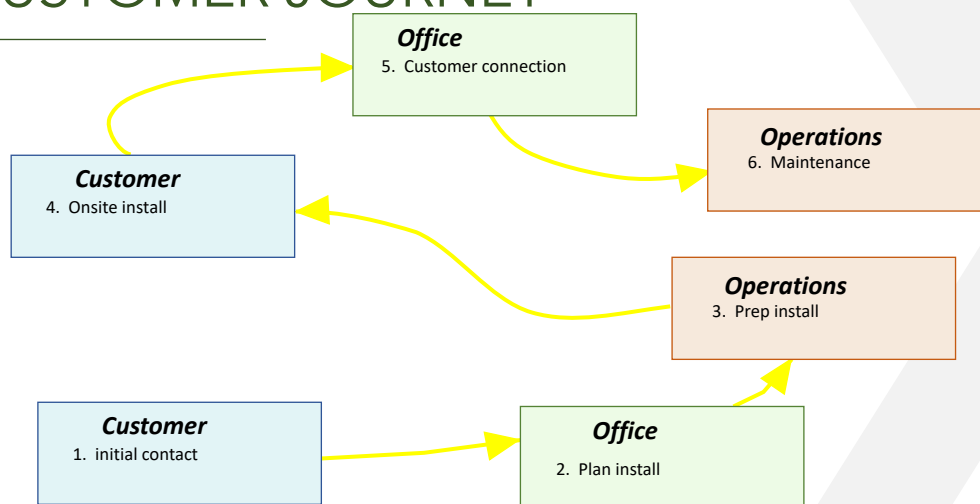


- Decisions or potential failures drive customer rework and poor customer satisfaction
- Carefully dissect our process

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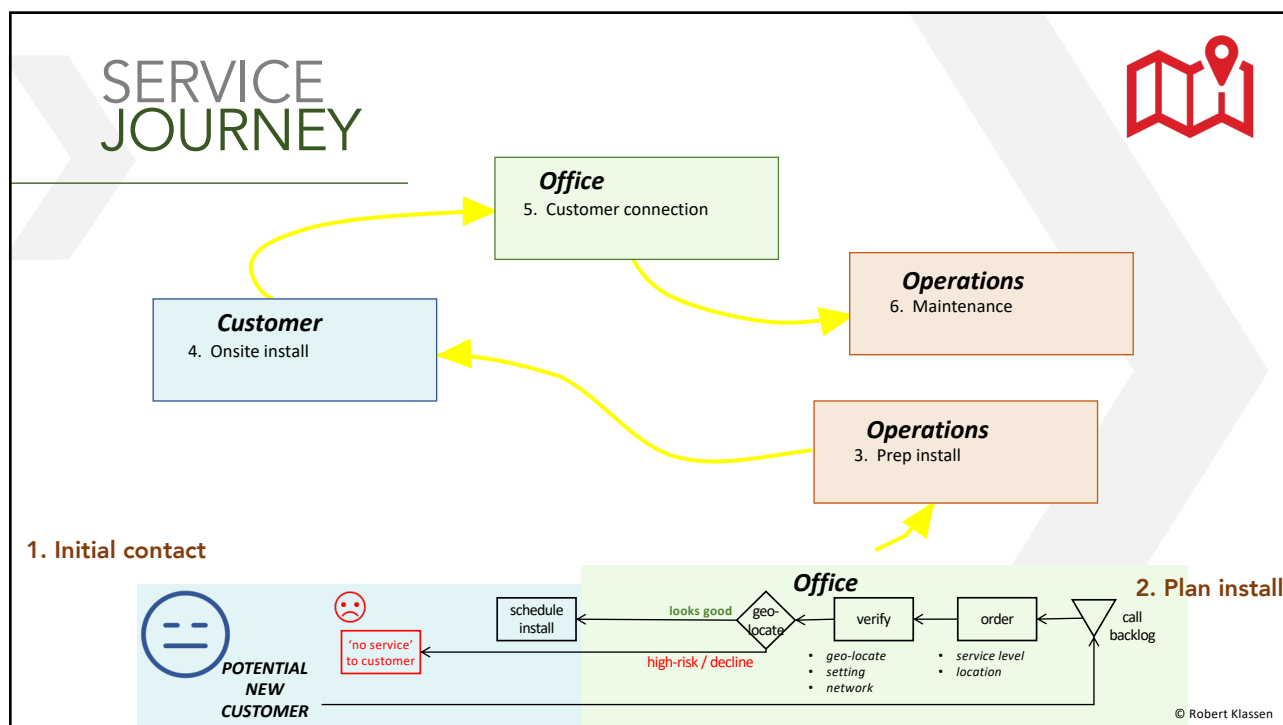
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FROM ~~SERVICE~~ TO CUSTOMER JOURNEY

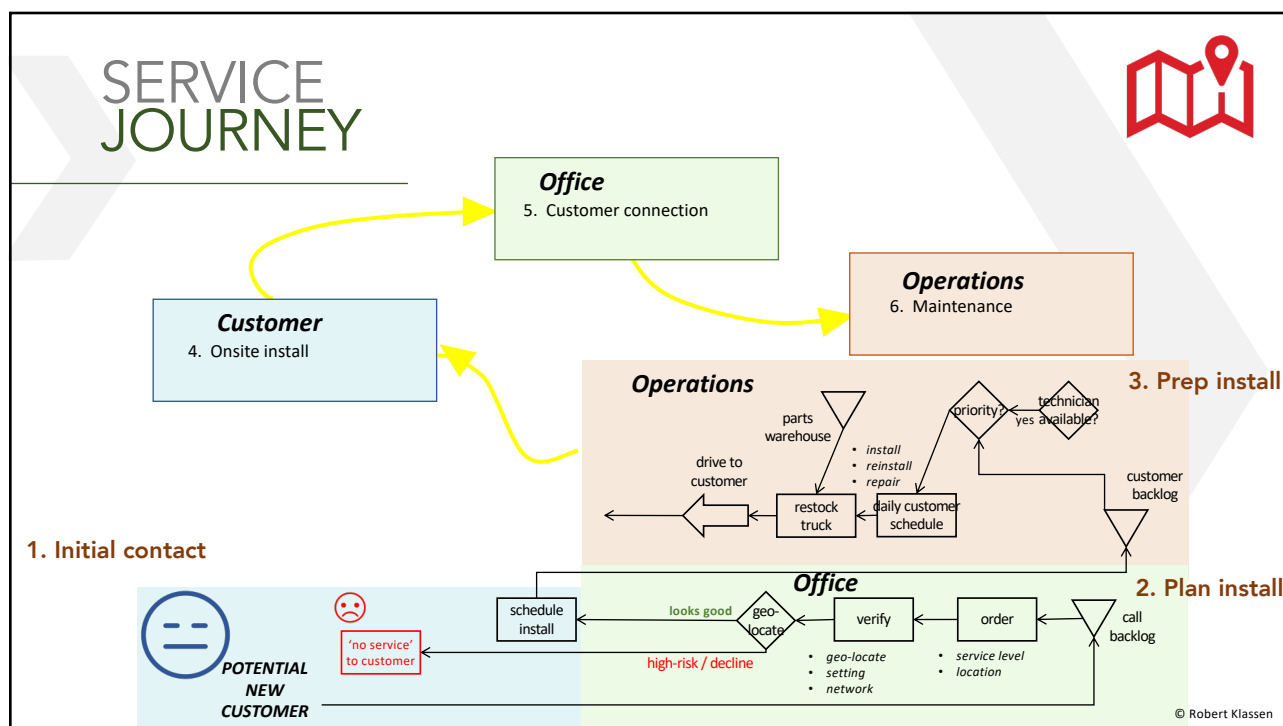


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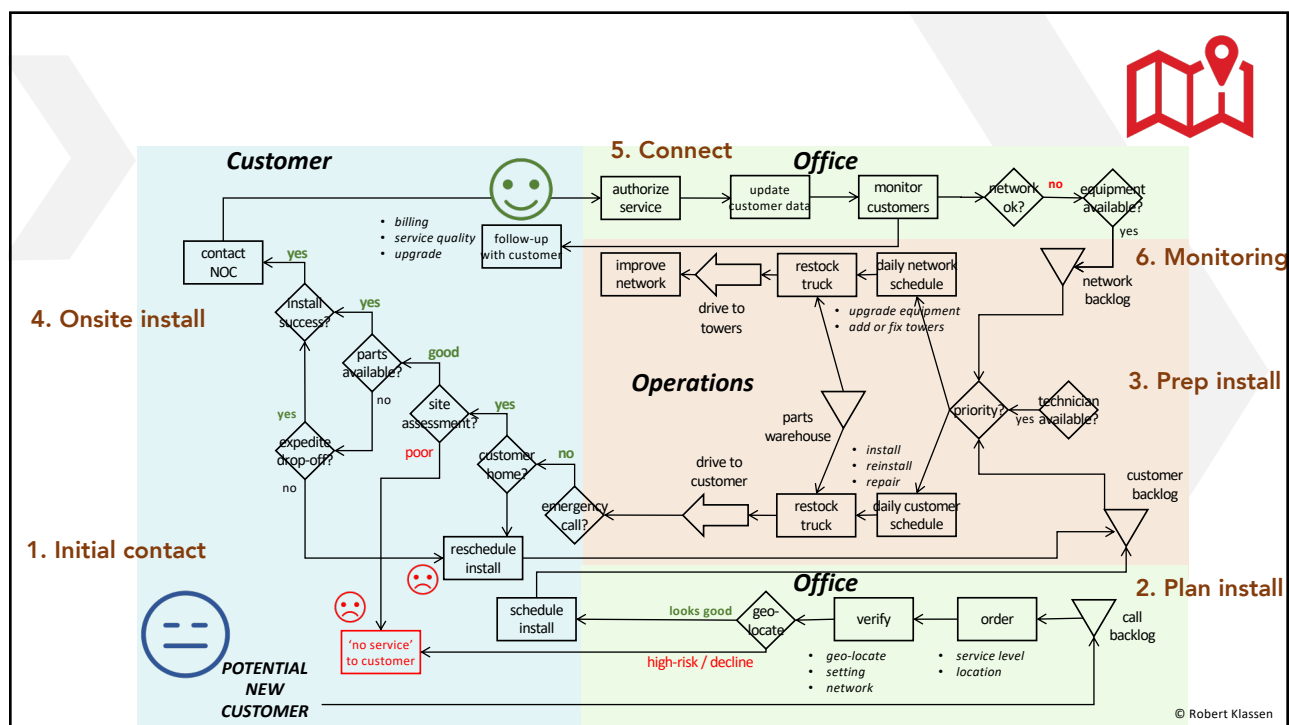
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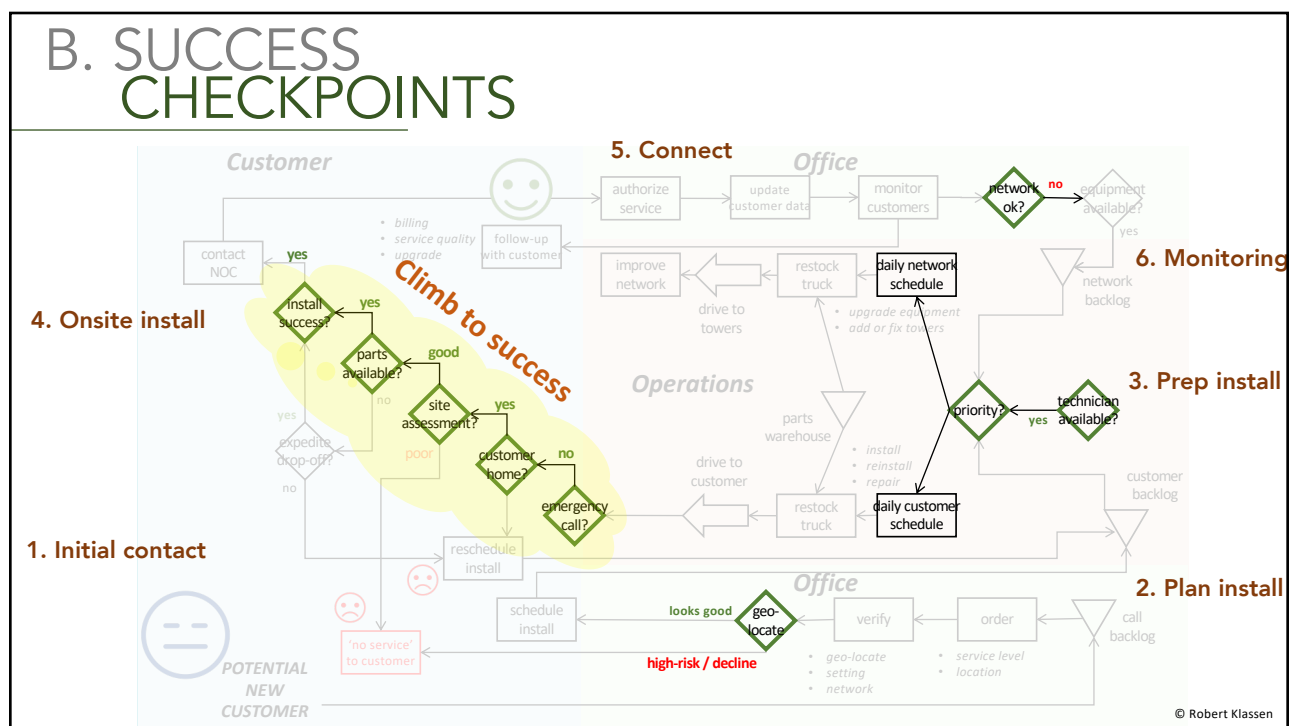
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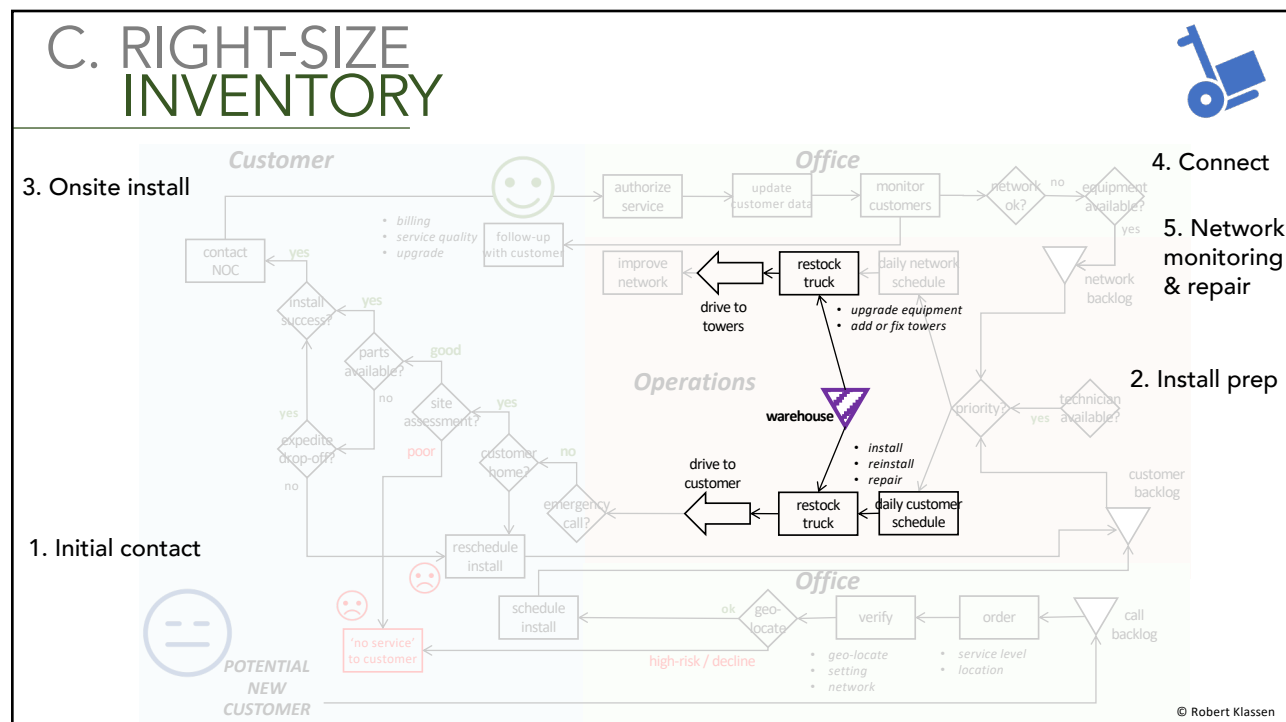
B. BIAS FOR SUCCESS

- Geo-location
 - optimistic or realistic?
- Text customer
 - day before; on the way
- Proactive monitoring of network
 - schedule maintenance based on seasonality, or when extra techs are available



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C. RIGHT-SIZE INVENTORY



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C. RIGHT-SIZE INVENTORY

- Forecasting is always wrong!
 - too much, cost increases
 - too little, customer problems
- Truck restocking
 - who and when and how much?
- Supplier relationships
 - consolidate?

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FROM SERVICE TO ~~CUSTOMER PROCESS~~ JOURNEY!

- Key metrics for the journey: You can't manage it all!
BUT you can effectively manage a few...KEY ACTIONS
 - counter-intuitive:
 - start with reduce variability and create flexible capacity
 - reduce wait times & rescheduling
 - accommodate weather & seasonality
 - improve customer satisfaction
 - cost will fall!

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FROM SERVICE TO CUSTOMER JOURNEY



1. Map your service journey
2. Key management levers
3. Improve process flow

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THANK YOU!

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