

# R Cable y Telecomunicaciones Galicia, S.A.

## Optimizing Field Work Operations with Vitria Operational Intelligence

As the leading provider of mobile, television, and Internet services in the Northern Spanish state of Galicia, R Cable y Telecomunicaciones Galicia, S.A. (branded 'R') strives to balance delivering excellent customer service while positioning the company for growth. To support that objective, R determined that the management of Field Works Operations (installation and maintenance services) could be improved to better deliver exceptional service while improving bottom line business results. Making improvements required R to gain real-time visibility across the Field Work Operations processes, understand when processes are in jeopardy, and be positioned to act to correct problems before they impact the customer.

### Business Challenge

A core component of R's business is the delivery, installation, and maintenance of TV, telephony (both landline and mobile), and Internet products and services. This requires a team of installers who are dispersed across Galicia. R's legacy system required manual management of this installer team which was done by a centrally located team of operators. The operators manually managed all scheduling, work assignments, and tracking of those assignments. The legacy system was unable to provide visibility into the operations

thus there was no means of identifying problems as they occurred. For example, installers could be underutilized, completion commitments could be missed, and installer schedules could conflict causing customers to wait for service. In all of these cases, R would not be aware of the problem until either they were notified by the customer or IT created a report. Simply put, there was no single view into the operational processes that provided the high level visibility necessary to optimize these operations.

The specific activities that needed to be addressed were:

- **Manual Assignment Process:** All orders were manually assigned by a large team of operators. No formal assignment rules existed and any perceived rules were based on the experience of the operator and lost if operators left the company.
- **Lack of Automatic Alarms / Warnings for Operators:** Issues such as an installer in the field could be unassigned without raising any flags, or a specified end date could elapse without anyone knowing, or installers could be double-booked without warning. All of these issues negatively impacted customer satisfaction.
- **Lack of Visibility:** There was no real-time, high-level visibility via a central dashboard where operators and managers could have an end-to-end view of work orders and installer activities; instead, reports were generated manually by the IT department.

R is a fiber-optic communications operator based in the state of Galicia in Spain. R's mission is to provide all Galician enterprises and households with the most advanced communications services today and prepare them for the next generation of multimedia and interactive services. Today, R offers telephony, broadband, multi-channel television and mobile phone services across Galicia

## Solution Overview

R is utilizing Vitria's M3O Operational Intelligence for Customer Care solution to gain real-time visibility across the Field Work Operations. The Customer Care solution combines M3O, a complete, integrated Operational Intelligence (OI) platform, with pre-built templates designed specifically to solve customer care challenges for services companies. With Vitria's M3O OI for Customer Care solution, R has been able to improve the management and prioritization of work orders, installer schedules, and maintenance requests to ensure customer commitments are met, the staff is fully utilized, and work orders are closed on schedule.

R implemented the M3O OI for Customer Care solution with the objective of improving the efficiency of Field Work Operations. Specifically, the M3O OI for Customer Care solution provided effective governance of the work order management and installer scheduling processes to ensure smooth delivery of installation services and maintenance. Specific goals included:

- Provide a clear view of the entire work order process across the region
- Deliver easily accessible and understandable role-based operational dashboards to business users and operators
- Enable identification of potential process interruptions and take corrective action before they became larger issues
- Deploy a new solution that could easily scale to meet the needs of the growing business

The project first focused on automating key work order management processes to streamline the work order assignment and tracking functions. The architecture graphic in Figure 1 shows how the M3O platform has been integrated within R applications already in place through web-services and how M3O is using the real-time information collected by those R applications in order to automate assignment processes and give visibility on how those assignment policies are behaving.

For example, a new ticket is created in the ticketing system. This produces a new work order, which will now be automatically assigned to the correct installer to the job based upon that ticket information and current location of the installer. Further, as the work order is promoted to different status (assigned, started, cancelled, finished, etc.) by the installer through his palmtop application, this new status is now visible to the operators in real time. This allows the system to know when the installer becomes available for a new job or when the work order has been executed.

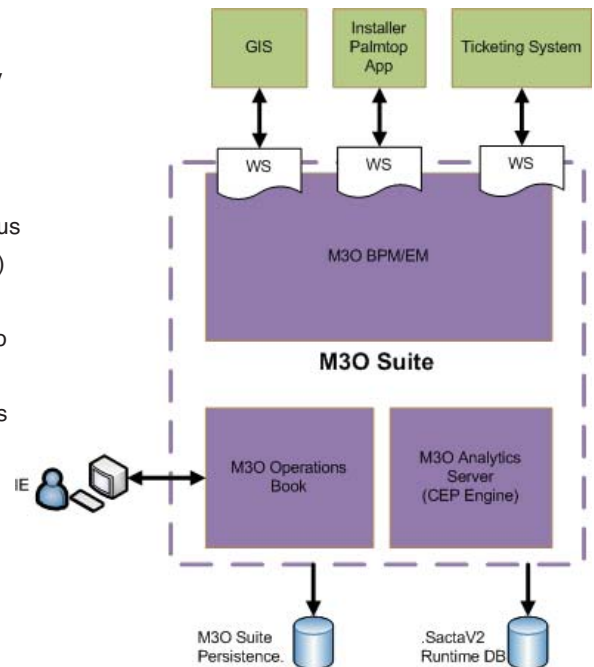


Figure 1 R Cable's internal system architectural Diagram

“Vitria’s on time implementation of the new Field Works Management System has optimized the real-time field works assignments. It results in immediate improvements for R in terms of business visibility & operability and significant cost reductions. Additionally, Vitria’s M3O Operational Intelligence Solution natively integrates with our underlying infrastructure which was a key factor for us and for the new projects.”

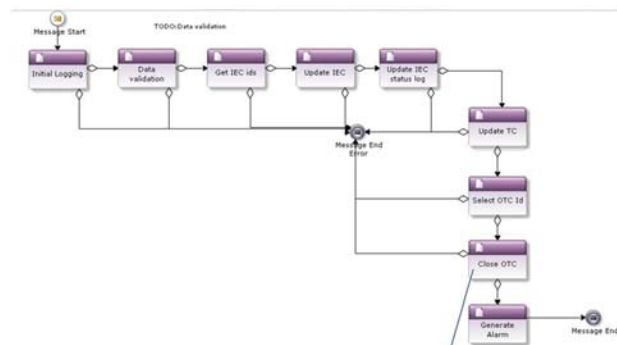
- Manuel Doval  
CIO, R Cable

R has also been able to collect the intellectual capital held by the team of operators and build process rules and assignment policies to support the assignment automation effort. This has enabled R to retain, modify, and enhance the assignment process and prevent knowledge loss if operators leave the company. The screen shot in Figure 2 shows how a work order can be modified, and how action can be taken by the operators using the solution (terminate or cancel the work order or modify the work order information) as required.



Figure 2 shows the work order edition in M3O Operations Book (a component of the M3O platform).

Another key component of the solution is instituting alerts and warnings. Once the processes had been formalized and automated with the M3O Business Process Management Suite (a component of the M3O platform), potential issues could be identified and acted on via automated alerts as shown in Figure 3.



id alarma	tipo	Caja por Defecto	id IEC	Fecha Emisión	Fecha Egreso	Operario	Descripción
02478	16	Caja por Defecto	0241151	2020-04-10			Las capacidades necesarias para el IEC 0241151 no pueden ser cumplidas por ningún equipo asignado a...
02479	1	Caja por Defecto	0240117	2020-04-10			No ha resultado en IEC de soporte para el TC 0240117
02480	1	Caja por Defecto	0240117	2020-04-10			No ha resultado en IEC de soporte para el TC 0240117
02481	1	Caja por Defecto	0240117	2020-04-10			No ha resultado en IEC de soporte para el TC null
02476	1	Caja por Defecto	0240122	2020-04-10			No ha resultado en IEC de soporte para el TC 0240122
02475	1	Caja por Defecto	0240122	2020-04-10			No ha resultado en IEC de soporte para el TC 0240122

As with any business, automated processes do sometimes require manual intervention. This ability to manually prioritize jobs (for example, if a certain installer was requested by the customer) was critical to R. Figures 4 and 5 illustrate the assignment dashboard and how an operator could adjust assignments if required.

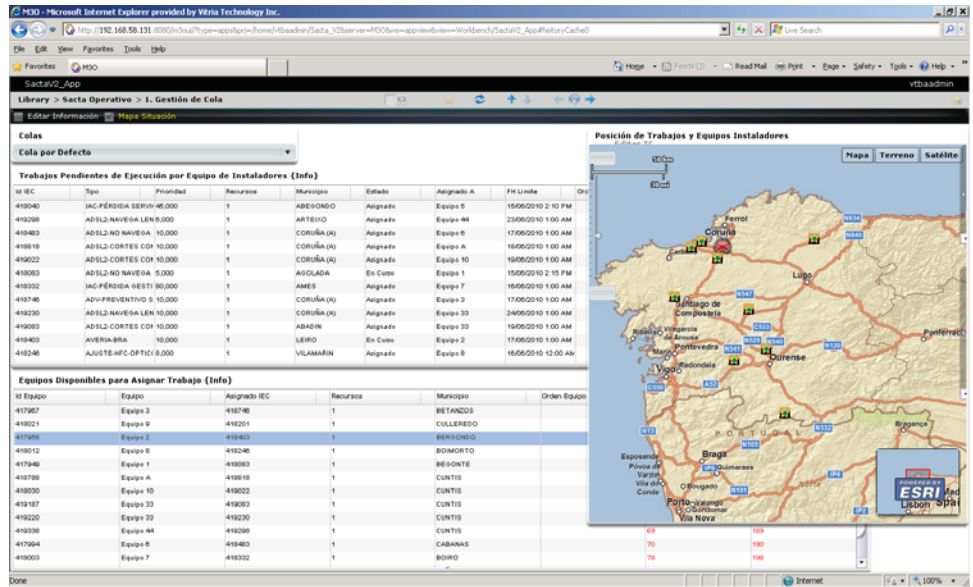


Figure 4: Manual assignment, prioritization and cockpit implemented on Operations Book and integrated with GIS in order to receive real time installer location

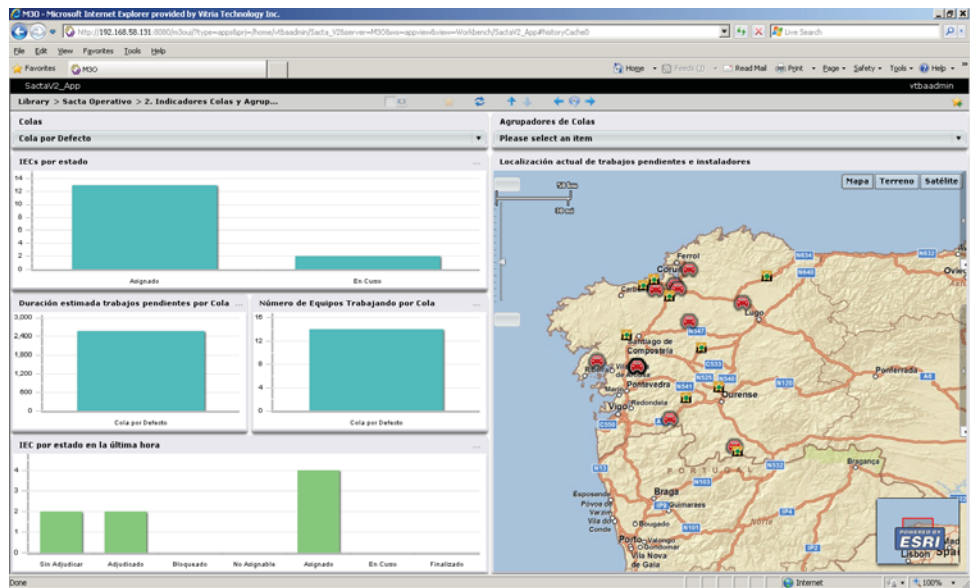


Figure 5: High Level Cockpit

This Operations book page shows some charts giving a high level view of how the system is behaving (number of work orders by status, activity in the last hour, number of installers currently working, etc.)

## The Results: Streamlined Systems and Greater Control

With Vitria's M3O Operational Intelligence for Customer Care Solution, R has gained visibility across all Field Works Operations, insight into the status of the activities, and is now positioned to take immediate action if issues arise. Vitria's unified software platform was deployed with results delivered rapidly by a team of three Vitria consultants. All key project goals were achieved, including:

- Work Order Automation eliminated the need for manual intervention to assign incoming work orders to the correct installer
- Gained real time visibility of work order status and job progress to enable services to be completed on time and within Service Level Agreements (SLA) thresholds
- Notifications of potential issues triggered automatically before the customer is impacted enabling the central operator to take immediate action
- M3O provides a complete view of the status of work orders and possible bottlenecks (such as too many jobs in a queue) to operators, managers, or installers

## Benefits

Throughout this deployment, R began to obtain business benefits that will continue to support their mission of delivering exceptional customer services. The results included:

- Reduced field work labor costs by automating work order assignments
- Optimized field work assignments by assigning jobs based on process rules and real-time information
- Minimized latencies by identifying potential issues prior to deadlines being missed
- Improved productivity of operator team by focusing manual attention on key activities that could not be automated
- Gained greater control and visibility on how field work orders are being completed
- Increased control and visibility into how Service Level Agreements (SLA's) are being met, with real time notification of SLA jeopardy situations
- Increased installer utilization, thereby reducing costs and employee downtime
- Improved overall customer service levels

## Deployment Summary

- Vitria M3O Operational Intelligence Suite
- Vitria Professional Services to implement



### **About Vitria**

Vitria Technology, Inc. is the industry's leading Operational Intelligence company. Our innovative Operational Intelligence solutions empower customers to analyze business activities in process and take real-time action. The result is better decisions when they matter most—before opportunities have faded or problems have escalated. With a rich heritage as a pioneer of BPMS, Vitria's award-winning solutions provide the backbone for many Global 2000 companies' mission-critical business processes. Vitria has customers in North America, South America, Europe, Asia, and Australia.



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