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We believe that every person with an eye for innovation and responsibility towards the society as an important stakeholder to our business. In this world of growing inter-dependency, transformation is not the realm of a single person or entity. While competition fosters innovation, there are certain areas of business that transcend competitive dynamics. These are the areas where collaboration is of utmost importance. With this as one of our guiding

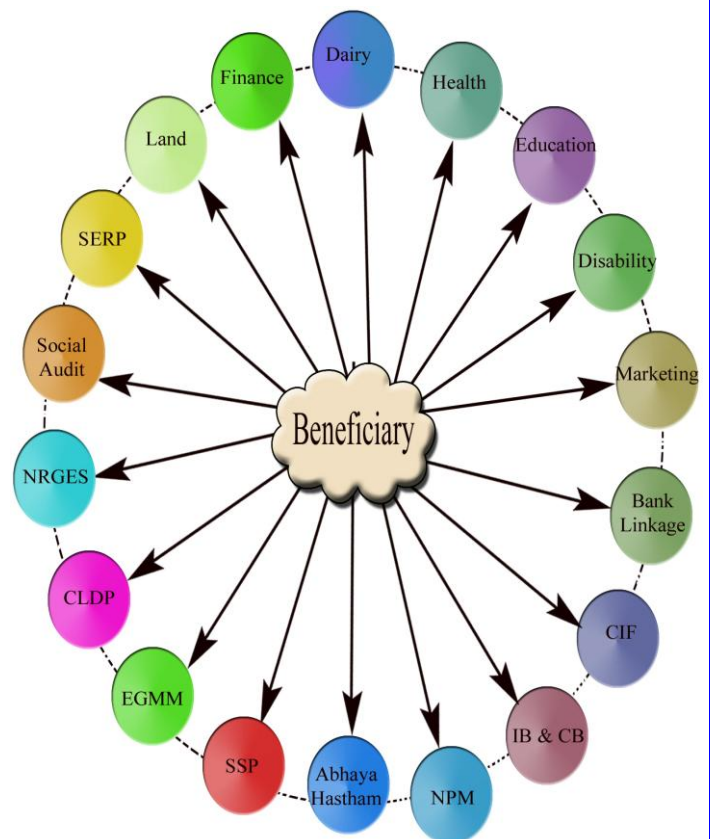
business principles, we have taken a decision to put our best practices in the public domain for the benefit of our “innovative stakeholder”. The following case study is an attempt in that direction. We have made a small tradeoff by losing a bit by letting out some of our business secrets but contributing significantly to the business landscape through such gestures. Read on and enjoy! Enter the world of collaborative competition.

## End-to-end inbound call center solution

eGramIT has demonstrated excellent capability in executing call center projects in which we have helped clients create baseline data useful in strategic, tactical and operational decision making. One of the recent success stories extremely relevant to the points in this proposal is that of eGramIT's contribution to the Department of Rural Development (Government of Andhra Pradesh). Following segments give a logical view of our efforts in assisting the Department in creating the baselines and streamlining operations pertaining to the multitude of citizen welfare schemes.

### As-is process

- Decentralized grievance handling
- Manual coordination between functions and functionaries
- Limited beneficiary information
- Escalation information
- No tracking mechanism for complaints
- Limited communication between beneficiary and functionaries
- Limited beneficiary communication
- Manual work flow mechanism to close complaints
- No mechanism for status of redressals
- No service levels between officials
- No escalation procedure
- Limited communication about redressals to officials
- Limited broadcast messages to officials
- Duplication of effort
- Concentrated workload leading to delayed decision making
- Limited scope for analysis as no real time information
- No centralized contact information about functionaries
- Poorly defined complaint management workflow



Decentralized operation leading to lack of baselines

## Re-engineered process

- Centralized grievance management system
- Online redressal leading to faster resolution of grievances
- Improved coordination between functions and functionaries
- Equitable distribution of responsibilities
- Highly effective online escalation mechanism
- Notification system thru emails and SMS
- Automatic generation of complaint receipt and redressal letters
- Streamlined follow up mechanism leading to faster resolution\*

\* RD = Rural Development Department



Reengineered process with firm baselines

## Baseline creation highlights

In this unique project, we assisted the Department of Rural Development in creating a number of baselines. Our analytics team worked closely with the Department over a period of 6 months covering the state of Andhra Pradesh to create the following baselines and analysis reports that went into streamlining beneficiary grievance handling mechanism which hitherto were decentralized with no internal service levels defined:

- ⊕ Complaint / call volumes analysis
- ⊕ Function wise call analysis
- ⊕ Geography wise call analysis
- ⊕ Complaint wise call analysis
- ⊕ Trend analysis
- ⊕ Service level definitions for complaint management
- ⊕ Creation of beneficiary database
- ⊕ Defining the organizational structure for managing complaints
- ⊕ Centralized contact information
- ⊕ Categories and sub-categories of complaints
- ⊕ Problem severity baselines through prioritization

## Outcomes of the base-lining exercise

As already mentioned, the benefits of such an exercise are manifold and we could demonstrate the following benefits to the Department of Rural Development:

- ⊕ Increased beneficiary satisfaction
- ⊕ Improved time to redressal
- ⊕ Well-defined role play leading to functionary satisfaction
- ⊕ Analysis reports rolled up to the apex level leading to better policy making
- ⊕ Reduced cost of managing operations
- ⊕ Highly evolved service levels

## Snapshots of the baseline exercise

Partial details of the data can be viewed at <http://rdcallcentre.ap.gov.in/gotoFirstPage.do>. Following screenshots give an idea about the effort and the effectiveness of having baseline data, especially for large operations involving crores of beneficiaries.

