

SIX SIGMA APPLICATIONS ON CALL OPERATION PROCESS: A STUDY OF THE ATTENDANT CONSOLE

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ABSTRACT

The study was conducted at the Attendant Console at one of the Hospitals in India. The call operations process at the Attendant Console was considered for the same. The Six Sigma technique is applied at the Hospital level for improving the effectiveness of the call operations. It is achieved by reducing the number of returned calls and the holding time at the Attendant Console. The Attended Console receives many calls daily for the service. All calls are handled centrally by the call operator/s at the Attendant Console and connect to concerned individuals or Departments in the hospital. Many customers had complained about long waits when they were calling for the service at the hospital. This study deals with hospital's inability to answer the customer calls effectively. The Attendant Console receives approximately 1400 calls in a day. The call operators spend their 25200 seconds in holding the call and 1260 seconds in handling the returned calls. The study finally helped to reduce the total holding time by 14000 seconds and also saved the time due to zero returned calls by 1260 seconds which resulted in overall improvement of call operation process by 21.8%.

KEYWORDS: Six Sigma, Pareto Chart, Ishikawa Diagram, Attendant Console, Holding Time & Returned Call