

REFA Consultancy Service

REFA – time studies in Customer Care Centres

On behalf of T-Online International AG (TOI) the Management Consultancy Organisation **REFA Baden-Württemberg** carried out a parallel measuring of process times in Customer Care Centres situated at four locations of Germany. Three of these locations are run by Outsourcing Service Providers (OSP) by order of T-Online International AG.

The primary objective of the cooperative project accomplished by TOI and the OSPs was the analysis of weighted times required for picking and packing for contract-relevant process steps. Simultaneously a data base was created for a quantitative benchmarking between the locations. Furthermore the possibility of deduction of Best Practices was assured.

So in this project emphasis was laid on the collaborative coordination of the examined processes, the **analysis of the working systems** and of the existing **business process models** and the later time study combined with data analysis at all of the four locations.

Due to the cooperative accomplishment and to the common objective target of the project the project success depended considerably on a consistent focussing on the **methodology of project management**. Here the project communication between all the project partners - TOI, REFA and OSPs – and the project documentation were considered to be particularly important..

The **collection of time data** was made according to the existing process model that used the well proven **REFA-methodology**. This methodology is successfully applied in the industrial sector and as well in the sector of service providing. The spectrum of use of this approach covers small and middle-sized companies and even large concerns and groups. Applying REFA-methodologies ensures the achievement of statistically firm results that are admitted and accepted by tariff law.

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