



verizon[✓]

CLIENT SUCCESS

Verizon's East Coast division for internet and cable television had been trying to reduce its "mean time to repair" number to a certain target for over 15 years. This number represented the time it took for a technician to diagnose a problem, fix the problem, and get the customer's internet and/or tv back up and running. The number had been fixed at a level that leadership had concluded was unacceptable. As a result, they looked to implement a new process that would help them hold each other accountable to solve the problem.

By applying the principles of **SPORT the division reached its goal number in just 9 months.**

SPORT's principles, led to the following outcomes:

- It made transparent to all senior leaders and their entire team membership the importance of this goal and why the goal mattered to the firm's strategic intent.
- Each involved team created two aligned goals that, if accomplished, would drive the achievement of the mean-time to repair number.
- Each team created KPAs to accomplish their goal.

What became apparent very quickly as each team created KPAs to try and move the needle is that what they had been doing before was not the main driver of success. They had thought that the behavior of the technician in the home was the limiting factor. What they learned as all teams engaged was that the biggest factor in success was when trucks rolled without the necessary equipment or tools to fix the problem. Getting repair schedules coordinated with truck rolls in a timely fashion proved to be the key. This insight would NEVER have been found if the company continued doing what it had always done.

In effect, they were shining the light in the wrong place. Once they got collaboration between the scheduling and the truck preparation, they could focus on reducing the time needed to load the trucks with the appropriate materials, which led to much faster turnaround times.

SPORT not only uncovered the right KPAs, but helped the teams hold themselves and other teams accountable to implementing the right actions to collaboratively solve the problem.

