



## Rolling out best practice

Vodafone Ghana increases field workforce utilisation by 70% with Job Manager

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Vodafone Ghana formerly Ghana Telecom, the only telecommunications company which provides total telecommunications solutions (fixed, mobile, data etc). It provides high speed access to the internet, mobile services and fixed lines. Vodafone International PLC successfully acquired 70% of the shares in Ghana Telecommunications Company (GT) for \$900 million on July 23, 2008 while the Ghanaian government retained a 30% stake. Ghana was one of the first countries in Africa to connect to the Internet and it is estimated that over 80% of the population have mobile phones. Telecommunications is a key, fast growing industry in Ghana; it is a vibrant sector with increasing competition.

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#### The Challenge

With over 300,000 customers being served by 150 field engineers in Ghana, Vodafone, as part of its field force optimisation project, was seeking a new, more efficient way of working to improve customer experience and remove wasted time and resources. The field engineers are responsible for fixing faults on current lines and installing new services covering the entire 238,535 km<sup>2</sup> area of the country. The team outlined a number of key objectives that a new system should help deliver. This is as follows:

- Remove manual paper-based processes as communication methods between engineers and back office systems
- Improve visibility and therefore utilisation of engineers
- Control the use of overtime and consequently costs
- Enable certain jobs to become prioritised

#### The Solution

"Vodafone Ghana selected Kirona's Job Manager software and acquired it through Kirona's partner BT, who were also providing related consultancy services and hardware for the solution. We knew we could improve our current processes and provide our customers with an enhanced experience while gaining from efficiencies." Explains Benjamin Apraku, Enterprise Network Operations Manager, Fixed Services – Technology, Vodafone Ghana.

Each of the field engineers was issued with a Motorola MC65 rugged smartphone. It was through this device that they would be sent their jobs for the day and most importantly, update the status of the jobs on site.

The Vodafone team, with support from the Kirona team, integrated the Job Manager software into 4 incumbent systems. The integration was crucial in achieving Vodafone's objectives because it allowed the field workers to complete their status reports in the field on their rugged smartphones and have this information automatically relayed to the back office systems. This ultimately curtailed the need for paper reporting and wasted trips back to the central office.



Increased utilisation rate  
of field engineers by

**70%**

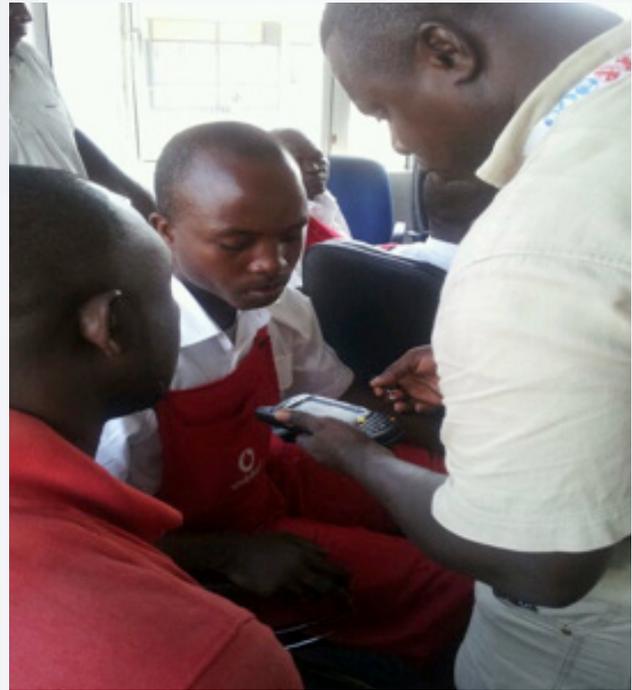
Reduction in downtime from

**12 days**

to just

**4 days**

after implementation.



### The Benefits Delivered

Vodafone Ghana went live with Job Manager in June 2013 and has achieved many benefits from this new system and way of working. The team has regained control of overtime costs as only jobs booked through the system are signed off. This tightened up the process and hasn't left any room for abuse with timesheets. It was impossible to monitor previously without the tools in place to manage the process.

Productivity has improved as engineers are visible all day and as such they spend more time on jobs they have been allocated. Utilisation rates have improved by 70% as a result. Where traditionally field workers completed an average of 4 jobs a day, now they carry out 6 or 7. In addition, the reduction in downtime and the ability to prioritise customers has enabled them to create new service level agreements with their customers which has financial benefits for the organisation.

"We have seen an immediate impact on our downtime because we can now see precisely which engineers are available and prioritise our jobs. Downtime results in lost revenue for our business so for us to cut this figure by 66% is remarkable."

"Our customers are happy because they know that if there is a problem it will be fixed very quickly. At Vodafone our customers are at the heart of every new process so anything new has to have a customer benefit. Kirona has helped us to improve our customer experience and improve our efficiency significantly." Commented Benjamin Apraku, from Vodafone.

### Key Benefits

- Increased visibility and accountability of engineers
- Increased utilisation of the workforce
- Controlled overtime
- Reduction in administration
- Enabled prioritisation of customers

Downtime cut by

**66%**

**"Kirona has helped us to improve our customer experience and improve our efficiency significantly."**

Benjamin Apraku, Vodafone Ghana.

### Speak to us

For more information about Vodafone Ghana project or to discuss any of Kirona's products and services contact us at [info@kirona.com](mailto:info@kirona.com) or **01625 585511**.



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