



## A leading UK Telecommunications provider Restoring a reputation

## Case Study Telecoms

# Transforming operational processes to increase customer service and company profit

**Company Name:** n/a

**Location:** UK

**Sector:** Telecoms

**Function:** Customer Services, Field Operations

**Business Challenges:**  
Improve the customer service for a better profitability

**Consulting Services:**  
Performance Improvement, Change Management

**Capabilities:** Process Excellence, Organisational Effectiveness, LEAN (Organisational Design and Implementation)

### Situation

The Network Services division of a major IT & Telecoms company provides field services (civil engineering, cabling, polling) to a number of local Telecoms operators. Its performance towards its largest customer had deteriorated significantly over recent months and reductions in volume and revenues were impacting heavily on the bottom line. Faced with these challenges, our client decided to implement a major transformation programme to improve service levels, reduce costs and provide a platform for sustainable growth. Celerant Consulting was chosen to help drive the project because of its successful record of delivering operational and behavioural change.

### Approach & Delivery

Celerant's teams began the programme with a Rapid Performance Improvement analysis in the company's Scottish region to provide immediate stability to its major customer and continued revenues to the company. Following this success, they then focused on 4 key areas where operational and behavioural changes were urgently required:

- **Customer Operations:** A highly efficient, centralised National Customer Operations Centre that included all operational processes was designed and implemented.
- **Field Operations:** A 'Right First Time' quality management system was implemented at the front end of the business, reducing rework and increasing their ability to deliver 'On Time. In Full.'

- **Cost Control:** A stringent cost control process, focused primarily on materials and equipment costs, was implemented to reduce inventory and running costs.
- **Business Performance Management:** A comprehensive MCRS® was designed and implemented across the organisation to drive the behaviours that were required for a sustainable business performance.

### Results

Financial benefits of over £5m have been achieved by reducing purchasing spend and centralising customer operations in a single location.

'Right First Time Quality' of over 95% has been achieved across all areas of field operations and our client now delivers upper quartile customer service performance when benchmarked against its competitors.

### Client Satisfaction

The wide reaching impact of the Celerant led transformation programme touched everyone in the organisation, from shop floor to senior management. The client now has a highly skilled, motivated team who are continuing to drive the business forward with increased competitiveness in an aggressive marketplace.

The company's reputation with its customer base is now one of high customer service and flexibility.