



Large United Kingdom Telco Ringing The Changes

Case Study Telecoms

Creating a new 'can do' culture in one of the United Kingdoms largest telco

Company Name: n/a

Location: United Kingdom

Sector: Telecoms

Function: Customer Services

Business Challenges:

Dramatically increase customer satisfaction and reduce costs against a background of Union Resistance and Regulatory pressure.

Consulting Services:

Performance Improvement, Change Management.

Capabilities: Process

Excellence, Organisational Effectiveness (LEAN, Organisation Design & Implementation)

Client Quote:

"You really have had an impact on our organisation. This has been the most successful project in a long time." Director Network Operations

Situation

One of the United Kingdoms incumbent Telecommunications operator, had come under heavy fire from both the regulatory body and the media for failing to improve its delivery and service operations. Now, under new Private Equity ownership, these challenges were matched by a need to significantly reduce its cost base, so Celerant was brought in to help the company improve its Customer Operations Centres.

After seeing the results of Celerant's analysis, this scope was stretched to include all Customer and Field operations in service delivery and service assurance. It was clear that to get maximum results, these two areas would have to be developed simultaneously.

Approach & Delivery

The programme called for a complete redesign but soon came under Union pressure and a significant delay looked likely. To counteract this and start driving immediate improvements Celerant Consulting helped design and implement a 6 month '26 Customer Service Improvements ' programme.

The entire Network Operations area was realigned and reinvigorated, with worker's expertise and experience incorporated in a spirit of partnership.

The programme delivered quick, significant results, achieving the project's 3 year field operations productivity target within a few

months, gaining widespread praise and giving the company and its primary union the faith that the full programme would be successful.

Celerant Consulting then helped drive the major changes by redesigning and centralising the Customer Service Centres and implementing a new MCRS[®] that included daily SICs.

The Field Operations organisation was also redesigned to develop new geographical territories, processes and a MCRS[®] focused on work force productivity and work prioritisation. These changes were then implemented by a nationwide coaching programme.

Results

Cost savings of €15m over 2 years have been achieved within a context of just over €150m annual operating profits.

Due Date Delivery performance now matches the Regulatory target 100% and Speed of Repair performance also complies with the Regulatory target (within 48 hrs of fault notification).

Operating Centres have been reduced from 11 to 4 and our client now benefits from has an improved media profile and brand reputation.

Client Satisfaction

This project has been seen as the most comprehensive and most successful of any project within the company, achieving real behavioural change at in a critical and challenging time.