

Case Study 4

Situation

Major customer service outsourcer with the need to grow revenues over a five year period by fourfold. Need to evaluate competitive forces and understand their key strengths and weaknesses, review the market opportunities, assess the performance of the business against end client expectations, recommend actionable change plans.

Action

- Design of a quantitative and qualitative performance evaluation process to evaluate end client perspectives of expectations and performance of their outsourcer against 21 key assessment criteria and 200 issues.
- Visited each client and facilitated the gathering of performance and expectation data as well as anecdotal feedback.
- Evaluated/undertook an operational audit of each client operational unit within the outsourcer at high level and used the performance evaluation process within the business to assess internal perspectives.
- Compared client feedback with internal feedback and undertook a gap analysis across the 21 key areas of focus.
- Drew up a recommended change action plan against each client and also at an overall level within the business.
- Reviewed the key outsource players within the customer service marketplace and through this competitive landscape highlighted key players, aspiring competitors and opportune markets.
- Ranked and rated the client outsourcer with the marketplace in terms of revenues, seats and resultant performance ratios.
- Facilitated the introduction of an executive coaching intervention at senior level.
- Outlined strategies for entering new market segments and presenting options for consideration by the Board.
- Helped redefine and manage the bid process and oversee two major RFP responses.
- Co-managed a selection Board process for the appointment of several senior level resources.

Benefit

- New bid management process resulting in several major contract wins.
- Business focused on strategic change and growth.
- Business recruited new experience from the wider market.
- Improved knowledge and awareness of market and future approaches to win business.
- Greater understanding of risks, opportunities and threats from competition.
- Improved communication through feedback to end clients of agreed action plans to address gaps between expectations and actual performance identified.