

Case Study 6

Situation

A UAE (based quad play (mobile and fixed telecom, broadband and TV), wanted to outsource and offshore a large element of its customer care operation to a business partner, as opposed to simply a provider of service. It already outsourced several aspects of its service delivery but due to the geographic origins and language requirements of a large sector of its customer base it needed to expand its offshoring activities within a sound commercial framework.

Action

We were involved in a wide range of work for this client, over a nine month period and embodying partner selection, due diligence and operational audit activities right the way through to detailed volumetric modelling and conducting an Interim role, managing all outsourced partners in Dubai, Egypt and India. Specifically, some of our extensive work included (but was not limited to) the following:

- A review of the RFP (Request for Purchase) submitted to potential partners
- Creation of extended question sets to enable a more effective selection process
- Design and implementation of a full set of partner selection criteria, fully compliant with the project governance process
- Providing additional partners from which the client could compare proposals
- Accompanying the client on all partner visits (India) and part of the review group determining shortlist candidates
- Assistance with the pricing arrangements/proposals and subsequent assistance with commercial negotiations and final procurement
- Provision of technical network requirement recommendations and connectivity into India
- A full operational audit and performance improvement plan (with over 100 recommendations) covering people, process, operational issues, environment, systems, technology, management information, reporting and modelling
- Lead role in managing the shortlisted partners due diligence process on client premises
- Interim Director of Outsourced Partners, covering:
 - Operational audit of Egyptian incumbent partner with 70 action points
 - Production of an integrated prioritised action roadmap, matching outputs/recommendations from the operational audits with the overall customer care plan
 - Production of a revised quality monitoring process
 - Development of volumetric models for outsourcing to each partner
 - Recommendations for a new structure merging real time resource management with work force planning to form a wide-ranging command and control operation
 - Development of a highly flexible, interactive and cross functional and cross-geography balanced scorecard
 - Design of a 200 page partner best practice document/blueprint for use within the customer care operations and also to serve as a template for other functions moving to outsourced partner relationships
- Advising on performance improvement opportunities for the contact centre
- Recommendation of revised training processes and modules
- Design of a new accreditation scheme for telephone-based staff

Result

- Successful appointment of an Indian-based outsourcer within a competitive pricing framework
- On time launch of India partner
- Bringing the existing Egyptian partner back on track using our proven audit and performance improvement criteria
- Significant progress in terms of our change management recommendations across the customer care estate – all countries, all partners working to one agenda and one set of values, KPIs and success criteria.