



PROBLEM STATEMENT:

Leveraging industry experts and partners to accelerate transformation.

Client profile

- Australian Advertising Industry
- SMB Customer Segment
- 200k+ customers
- 1500+ employees
- \$600M+ Revenue

Key Team Roles

- Operations SMEs
- Vendor Management SMEs
- Sales & Service SMEs

Business Impact

- Significant labour costs reductions
- Co-location of different teams, enabling faster learning and job readiness
- Improved productivity through cross-skilled teams, improving turnaround times
- Rapid workforce scalability and flexibility to cater for seasonal workload demands
- Economies of scale and quicker recruitment as our partners have large resource pools
- Able to tap into the industry expertise of our partners

OPTIMISE SOURCING MODEL



The client was facing financial and operational challenges while trying to transform the organization and compete in new customer segments. Attempting to introduce a new sales and service model, while managing a large and permanent labour cost base with sub-optimal productivity, resulted in low customer experience outcomes and a stalled transformation.

Approach: Focus on the core and utilise experts for the rest.

Working with the client, our focus galvanized around strategic priorities: protect the core revenue streams while simplifying the business in readiness for transformation. Our analysis identified many inefficient processes which were driving additional costs into the business.

Double (and often triple) handing of activities triggered poor customer

satisfaction, increases in staff churn, and ultimately disengaged employees. As part of the simplification process, in-sourcing, co-sourcing and out-sourcing were identified for key candidate processes and functions, enabling the client to establish a multi-phased approach, uniquely suited to their business.

Strategic initiatives implemented:

- Leverage the efficiencies and expertise of offshore industry partners to tap into a flexible and scalable cross-skilled workforce model.
- Outsource select capabilities in customer servicing, as well as product operations, servicing and fulfilment.
- Total redesign of the sales and service operating process,

- reducing manual touchpoints and increasing the velocity of product fulfilment for the client's customers.
- Established an operating model which empowered Partners to be responsible for training, recruitment and the ramp up/down of staff as required by seasonal demands.

CUSTOMER CHURN

-141

YEAR 3

COST SAVINGS

-\$11M

YEAR 3

ACTIVITIES OPTIMISED

+6

ACROSS PRODUCT,
FULFILMENT & SALES