



#### PROBLEM STATEMENT:

**Consolidate vendor activities to the most cost effective and capable vendor to enable business processes for sales, service and operations to be streamlined.**

#### Client profile

- Australian Advertising Industry
- +\$600M Revenue
- +1,500 Employees
- +200K Customers

#### Key Team Roles

- Project Lead
- Commercial Analysts
- Procurement Specialist
- Subject Matter Experts- Sales, Service Operations
- Customer Team

#### Business Impact

- Completed vendor assessment to deliver the optimal vendor strategy
- Consolidated major vendors for sales, service and operations from 3 to 1 vendor
- Streamlined back of house business processes (service and fulfilment)
- Transitioned front of house service back on shore, driving a significant improvement in customer experience (NPS +20)
- Improved 1st call resolution to 95%
- Delivered financial benefits of \$11M over 3 years

Our client was in the process of transitioning to a stand-alone entity and as part of the Transitional Services Agreements (TSA) they to be completely separated from the previous owner within 18 months of the deal closing. A key component of the TSA was negotiating major commercial contracts with providers of Sales, Service and Operations activities and under current contracts, costs would likely increase due to anticipated rate rises to offset declining volumes and loss previous owner's buying power. The existing services are covered by a range of vendors and rates are based on the number of employees, not on service delivery. The current vendors performance delivery was adversely affecting our client's customer experience.

### Approach:

- Extended existing contracts on the same terms, protecting price by creating competitive tension between incumbent suppliers
- Identified additional activities/capabilities in the organisation that could be outsourced
- Set-up a Request For Proposal (RFP) for all vendors based on our client's existing and new capability requirements
- Assessed each vendor against assessment criteria (customer focus, simplification, flexibility, business continuity, cost effective and improve vendor performance) to determine the best fit for the organisation this included whether the vendor was on a common infrastructure with opportunity for our client to streamline business processes and the ability to distribute workloads in a more cost effective manner
- Worked with the customer team to define the new front of house service model that would create the most optimal customer experience

### Solution:

- Consolidated all back of house service and fulfilment functions, onshore sales support, marketing and training services with a provider based in India
- Identified that to achieve optimal results for customers, there needs to be a dedicated team onshore that is responsible for handling and resolving all customer queries
- Transition front of house services back onshore in Australia to improve customer satisfaction, first call resolution, staff engagement and reduce organisation effort and service delivery time

COST SAVINGS

**+\$11M**

OVER 3 YEARS

REDUCTION IN FTE

**24%**

OVER 3 YEARS

TIMEFRAME

**16 months**

FROM PLAN TO EXECUTION