

# Business Process Transformation

## A Sample Case Study

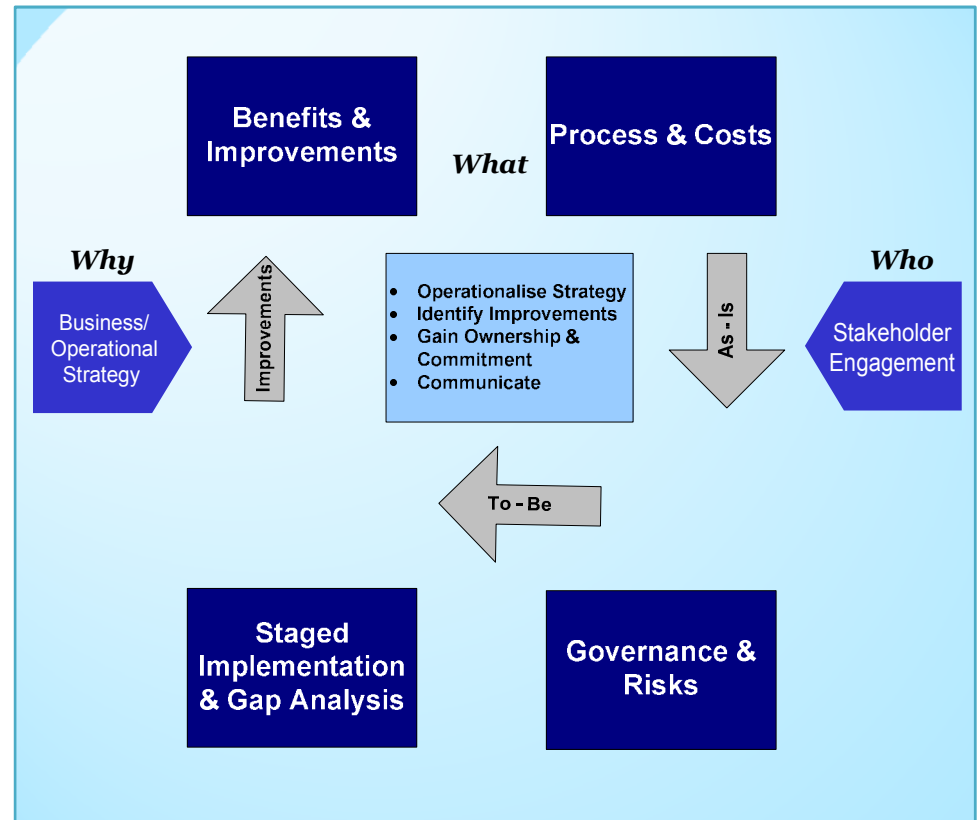
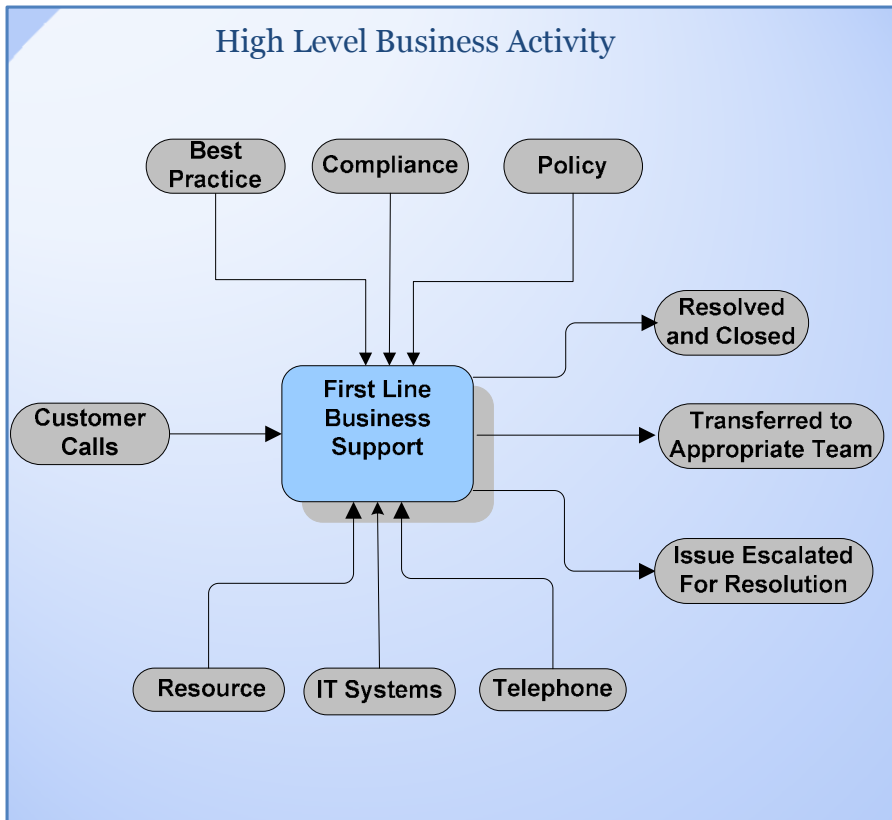




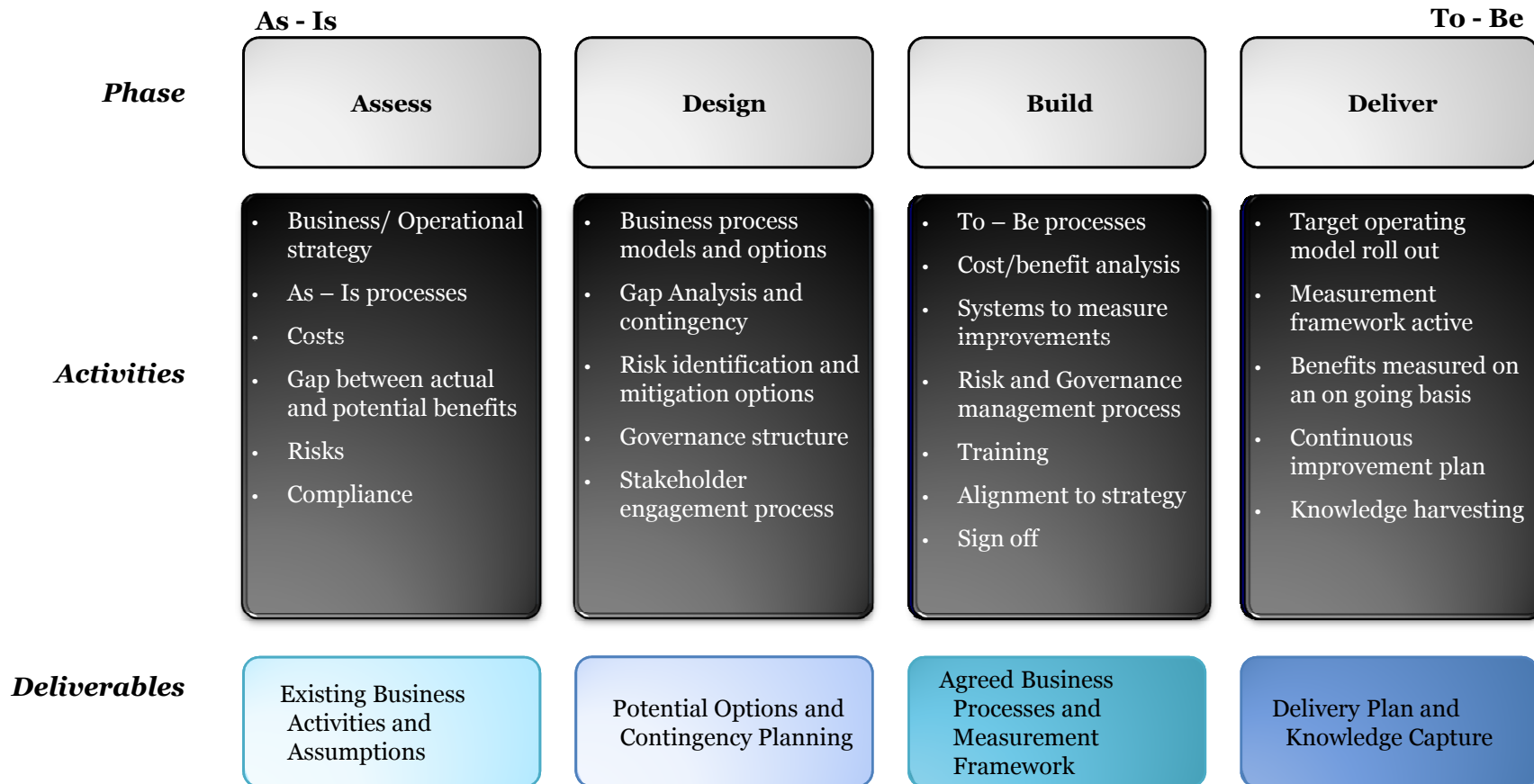
# Background

- AβC Ltd is a leading telecommunications service providers (Broadband, Satellite TV, Telephony services)
- It was formed by the merger of two organizations
- It operates across multiple sites with a client base consisting of large businesses, the public sector, universities and retail consumers
- To standardize business procedures, improve margins and transform the way it operates, the organization decided to offshore its first line business support/handling activity (payments, billing, sales, faults, complaints activities)
- This business process transformation project was part of the efficiency drive for the organization
- The scope included :
  - Analyzing and documenting existing business process activities across the two first line business support/handling sites,
  - Redesigning business processes to meet the target operating models of both AβC Ltd and the off shore organization
  - Gap analysis and contingency management
  - Building a measurement plan

# Business Activity and Drivers



# Business Process Transformation Framework



*Implementation could be in 2 phases – Pilot and Final Implementation*

# Key Challenges

- Limited standardisation of processes (no “As – Is”, rather a “My–Wish” attitude)
- Business processes operated reactively, limited appreciation of costs
- SLA’s not clearly articulated, not operating as a “best in class” unit
- Low Customer satisfaction
- Staff morale low and unhelpful as being made redundant
- Consultants expected to work with staff being made redundant and deliver the transformation
- Project scope and objectives changing to accommodate other activities (e.g. training)
- Transformation to match requirements of ABC Ltd, capability of the offshore organisation and the phased technology roll out



Project Manager



Lead Delivery Consultant



Consultant/Analyst



Offshore Organisation



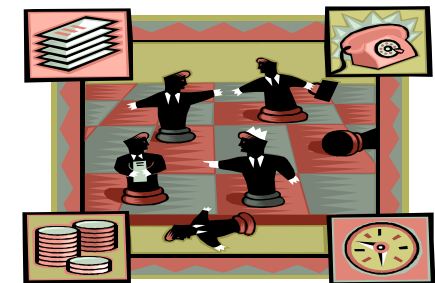
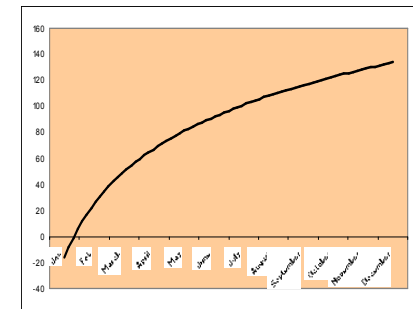
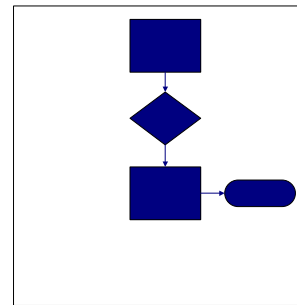
ABC Ltd

# Project Outcomes

## Activities Undertaken

- Clear lines of communication with customer established
- Scoping with change control
- Team engagement with milestone planning and governance structure
- Re establish working relation with customer staff
- One - team approach with single point of escalation and management
- Agreement on sign off protocols
- Clear cost structure
- Delivery with complete buy-in from all stakeholders

## Outcomes



## Lessons Learnt

- Understanding of the customers position and situation is critical
- Having a strong methodology is a good starting point. A one size fits all approach does not work
- It is the small things when overlooked that can potentially have a big impact



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