



A European mobile operator Everybody Wins

Case Study
Telecoms

Aligning outsourcer and supplier requirements to create a win-win relationship

Company Name: n/a

Location: Germany

Sector: Telecoms

Function: Production

Business Challenges:

Improve commercial and functional targets of cost effectiveness / EBIT and quality, on-time-delivery and functionality

Consulting Services:

Performance Improvement, Change Management

Capabilities: Process

Excellence, Business Performance Management (Supplier Management)

Situation

Our client is a mobile operator with a product portfolio that addresses specific segments of the market: teenagers, ethnic groups etc. Some years ago it decided to focus on Sales & Marketing, so it outsourced its network rollout and operation to a large telecoms equipment manufacturer. The initial contract however, did not stipulate optimal performance levels, so results were mixed and collaboration poor. Celerant Consulting was brought in to help change this by defining and implementing mutually agreed SLAs, KPIs and the related management system, taking into consideration the commercial and operational interests of both parties to ensure an efficient rollout.

Approach & Delivery

When the project began, the relationship between the two companies was strained at all levels, so Celerant's experts acted as a bridge to help them:

- Create alignment on mutually acceptable commercial and performance targets.
- Understand the implications of these common targets for the processes and performance management of each company.
- Cascade the new targets to the next levels.
- Determine the changes that would be required both internally at each company and at the interface between them

- Define the commercial framework that matched performance requirements

- Agree an implementation plan for the necessary changes at both companies.

Results

An aligned strategy based on common goals, current issues and available resources and capabilities has now been created.

Transparency of each company's performance is based on an accepted KPI tree and realistic SLAs.

Realistic goals and commercial terms for the roll-out contract and a MCRS © that fosters fact based thinking for effective management of the process have been implemented.

Client Satisfaction

Emotional barriers have been overcome and both companies now work in a constructive, collaborative manner. Specific teams from both companies now act as change agents in their organisation. A common strategy has been accepted, win-win opportunities identified and the commercial consequences of the contract understood through performance simulations.