



Consolidation for Efficiency and Profitability

A Case Study

Situation:

A telecommunications company had grown by acquisition, and now provided service in 9 states. With each acquisition, the company obtained additional call centers including Transaction Centers dealing with setup, billing, service upgrades, and terminations; Problem/Emergency Centers, dealing with out-of-service conditions; and sites that performed both functions. The company knew that managing the 15 separate centers was expensive, but did not know how much they could save through improved efficiencies or through consolidation of the sites.

Problem: Would consolidation of the call centers be cost-effective, and if so, what was the best way to consolidate?

Our Expert Solution:

A team of Amtech Alliance Members used ACD statistics from all 15 centers to prove that 40% fewer agents could handle the same volume of calls from sites. To assure redundancy for disaster recovery, the cost-justified recommended consolidation design included 2 Transaction Centers and 2 Problem/Emergency Centers.

Once the consolidation plan was accepted, Amtech Alliance Members provided the following services:

- Assisted in the selection of sites sufficiently geographically dispersed so that a major storm or disaster in the area of one center would not affect any of the other 3
- Worked with the HR staff to develop a move/retirement/downsizing strategy
- Wrote and circulated RFPs for ACDs, IVRs
- Worked with internal teams to evaluate RFP responses and ultimately selected vendors
- Worked with internal teams and vendors to redesign a network that tied the 4 centers together
- Worked with internal teams to rationalize the different procedures performed throughout the multiple heritages to develop best practices
- Worked with designated managers of the new call centers and the HR staff to develop new job descriptions appropriate to the new best practices
- Assisted with the development of training and re-training of CSRs
- Developed the project plan for phased implementation of the 4 centers
- Project managed vendors to insure compliance with requirements in the installation of equipment

Result: *The entire project was delivered on time, within budget, and provided a cost savings to the company of \$5 million per year. Payback for the project was achieved in 11 months.*