



CASE STUDY

National Print and Digital Directory Provider Serving 300,000 Customers

Achieved
savings of
\$5.8
million

How we helped a national Australian media company develop aggressive but realistic and fair KPI's and targets while offshoring Customer Care –
Achieved significant cost savings both on-shore and off-shore while maintaining full operational view of service provider.

Overview

Client is the Australian operator of the White & Yellow Pages directories, print and digital media, and services over 300,000 customers throughout Australia, from inner city to rural Australia.

Challenge: To remain cost competitive, client planned to off-shore much of its Customer Care operations but needed a systematic approach to transition the work appropriately and optimize remaining on-shore services at the same time.

Goals

- Before off-shoring, the business needed to understand:
- What is the seasonal variability in resourcing requirements?
- What is the cost of error rework to the business?
- What is the process improvement opportunity?

The Program

- Developed KPIs in order to set realistic, fair targets
- Reduced variance in workload between teams
- Tackled backlogs through workload variation reduction and better workforce planning
- Introduced consistent methodologies and measures for monitoring and managing performance, across the business
- Implemented an operational dashboard that shows performance, utilization and workload across operations
- Replaced manual forecasting spreadsheets

Results

- Offshore: Actual benefit of \$4M
- Onshore: Actual benefit of \$1.8M
- Full operational management view of Service Provider performance, daily to annual, team to business unit
- Forecasts operate from Enlighten Forecast engine and justify lower FTE requirements than manual forecast methods, adding continued saving.

