



# Better services with lower OPEX - everyone wins

With Celerant Consultings help, a major telecommunications provider has reduced OPEX by 21% while introducing 20 new services and 30% more new cell sites

## Raising the Bar

Despite having made impressive improvements in annual revenue per customer, earnings, and revenue growth - senior management at a national arm of Europe's largest telecommunications company found the bar had been raised yet again.

Operational expenditure needed to be cut by over 20% to meet the contribution target set by the parent company.

The only way to succeed was through fundamental changes in the efficiency of the operation.

Celerant Consulting (Celerant) was called in to do an analysis of the network operations division, identify the changes that needed to be made, and support the division through the transformation.

### CLOSE COLLABORATION

Celerant consultants worked with managers and staff across the organisation to pinpoint where the most benefits could be gained. Together they identified four

key areas for attention: Management System (Celerant's proprietary MCRS®) for the whole division; fault management; maintenance; and organisational effectiveness.

Individual teams were then set up to drive improvements in each area. Company staff members in each team were guided, trained and supported by Celerant consultants throughout the project.

### TARGETS NOT ENOUGH

Installing a new MCRS® was crucial to success. It was not enough simply to set targets and hope they would 'happen'. This change team recognised that the organisation needed to shift from a reactive, high-growth mode to become a proactive, quality-building enterprise.

The MCRS® provided the means to make that shift. It installed a more coherent approach to performance review.

All the plans, actions, reports and meetings across the division were aligned in one system. As a result, managers were able to quickly spot issues that needed attention and deal with them. Fact-based decision-making became the norm.

To propagate the MCRS® across the organisation and make it part of everyone's daily life, the team

### Results

- 40% reduction in network fault work orders
- 60% Fewer repeat faults
- 100% clear code compliance
- 33% improvement in productivity of field operations

developed a live scorecard system, operating on the organisation's existing intranet.

*"We wanted Celerant because of their track record in similar business challenges, as well as their knowledge of the telecoms industry."*  
Director of Operations



## TO LIVE THE VISION

Improving fault management meant installing more effective processes and getting staff to take ownership of them.

The network operations division's vision was to provide "exceptional first-time customer experience with high availability, transparent network and seamless service delivery from the point of sale".

The improvement team implemented new processes to deal with repeat faults, incidents, network faults and other service areas. At the same time they revised internal service-level agreements so that staff had the means and motivation to live up to the vision.

## HIGHER SERVICE QUALITY

The key to higher service quality in the maintenance side of network operations lay in prevention and planning.

Celerant worked with staff in the maintenance improvement team to introduce more effective routines for preventative maintenance.

Better field resource planning led to better use of manpower. Also, by minimising human intervention in the network's main transmission switches, the team was able to reduce the chances of service interruption.

Significant productivity gains were realised with the introduction of so-called 'grey' switches with semi-automation and minimal staffing.

## RECONFIGURING FOR EFFECTIVENESS

The network operations division was committed to reducing OPEX by over one-fifth in a year when 20 new services and 30% more cell sites were due to come on stream.

It was vital that any reorganisation would ensure the skills base remained intact, the critical business processes were fully supported, and the other improvement efforts were not undermined.

The organisational effectiveness team looked at several options before deciding on a solution that would put specialist staff in more business-critical areas, and reduce the number of management levels (from five to four). Celerant supported the team as they implemented the changes – and the culture shift that accompanied them – across the organisation.



Our Results are  
Front Page News

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"Unlike some consultancies, Celerant work with all levels within the business to bring about change and improvements. We like that hands-on approach."  
Director of Operations