

# CASE: Capabilities Assessment

## Case Study: Telecommunications Company Customer Service Assessment

### Accomplishments

- Audit the customer service operations for their multi-million dollar key customer.
- Immediate implementation of short-term corrective actions.
- Conduct root-cause analysis.
- Recommend and prioritize long-term corrective actions.
- Provide project oversight for our Client's design and implementation project (completed in record time).
- Partner with our Client's resources and their customer to resolve critical issues.
- Our Client's and their customer's feedback were both highly positive of eCameron results.
- Customer now considers our Client a key partner and is awarding additional business.

### Company Profile

This company is a major provider of fiber-based, carrier-grade networking, communications and technology solutions. Based in the USA, it serves large enterprise businesses as well as small and medium-sized businesses in over thirty metropolitan markets across the United States. The company owns and operates its own fiber-optic network and offers data networking, high-speed internet, managed and cloud services, voice communications equipment, and other business services.



### The Client Challenge

Our Client was experiencing critical issues and deficiencies in their Customer Service and Service Delivery organization processes with their key customer. Their customer was very dissatisfied, frustrated, and had initiated punitive actions against our Client if the situation continued. Our Client's resources were aware of numerous issues but were struggling to resolve, resulting in fire-fighting, internal finger-pointing, and no improvement in the situation. The sales account team engaged eCameron to complete an audit, propose solutions, and help implement corrective actions to restore the relationship and retain the customer.

# VISION to VALUE

## Process

eCameron carried out a series of interviews with key Client and their customer's staff to understand the issues and the problem's environment. Major areas of concern were identified, including single points of failure in network, poor internal communications, lack of processes, and lack of documentation.

Given the urgent nature of the situation, two immediate corrective actions were implemented to address the two most serious issues:

- A Service Improvement Team with primary contact was put in place to provide an elevated level of priority, responsiveness and communication to their customer.
- A Client project was initiated to implement a new private network for the customer to address single points of failure and outages. eCameron provide project oversight.

In parallel, a review of interviews, existing documentation, and observations were used to construct a Root Cause Analysis in the form of an Ishikawa Diagram (aka Fishbone or Cause and Effect Diagram). This technique provided an overall analysis of the issues from different perspectives, and a view of the root causes to be addressed.

A Corrective Action Plan was developed, grouping actions into four major areas: People, Process, Network, and Technology. The corrective actions were prioritized and defined in detail in collaboration with internal leadership in Sales, Sales Support, Operations, Engineering, Business Process, and Technology. Ownership and timeframes were agreed and Client teams worked together to implement the new network and customer service improvements for the customer. These actions resolved the situation and facilitated lifting a purchase moratorium, retention of the customer as a long-term partner, and creating a positive reference for future company growth.

Specific deliverables included:

- A Customer Service Audit report identifying root causes and prioritized corrective actions.
- A Summary Customer Service Audit report and presentation, shared with the customer.
- Weekly communication reports for Client and their customer to provide transparency.
- Oversight and risk management of the internal network design and implementation project which was delivered in record time.
- Executive Reviews and Wrap-Up reviews with our Client and with their customer.

### For More Information

To explore your company's options for a capabilities assessment, call or email Todd Williams:

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