

We applied a consistent approach, underpinned by strong change management, to succeed in rolling out a multi-country MSP in a complex environment, enabling us to roll out a cost saving strategy that saved £1m in the first year

Company overview

INDUSTRY: **TELECOMMUNICATIONS**

LOCATION: **EUROPE**

NO. OF EMPLOYEES: **92,000**

MSP: ENABLING VISIBILITY, CONTROL AND ACCESS TO TOP CONTINGENT TALENT

A leading Global Telecommunications company, our client provides a range of communication and IOT products and services to consumers and businesses. They operate mobile and fixed networks in 21 countries and partner in 48 more. Against a backdrop of increasing volumes of non-permanent employees in the workforce the company has expanded its talent strategy beyond salaried workers and has set an ambition to attract and retain top non permanent talent. To do this, they needed to evolve their workforce management programme to create a consistent platform with efficient processes, best in class supply, and technology enablement. The industry is increasingly competitive and so cost control remains a first priority.



The challenge

The client was determined to achieve value generation through cost savings but lacked the structure and the strategy to be able to consistently apply and measure efficiencies. Like many firms in the industry, their history of merger and acquisition, joint venture and partnership meant that different operating businesses had different processes, cultures and level of buy in. The challenge was to create a single strategy that allowed for tailoring per country.



The solution

We build a multi-dimensional global savings strategy in collaboration with our client. It comprised a menu of options from which we could select according to local market maturity, legislation and strategic importance. This was built out into short and long term measures, effectively creating a roadmap for each country.

Critical to the success was openness with the client, who fully shared both their financial data and their HR strategy. By aligning the savings plan to the HR strategy and rooting it in historic financial data we were able to contractually guarantee the savings and to demonstrate how the programme created value for the client. Additionally we built a savings and value dashboard to enable real time reporting.



The outcome

We created a standardised operating process, visibility of performance and full transparency of savings approach with the customer and suppliers, we were able to impact from day 1 of the programme. We standardised payment terms, fee levels, rate benchmark, reviewed and expanded supply chains and provided continuous reporting and monitoring. In this way we generated £1m savings in the first year of operation and fully expect this to increase as the programme reaches maturity.

FAST FACTS

Multi-country MSP

12 countries

800 workers under management

SAP Fieldglass, plus Hays proprietary marketing, verification and reporting/analytics suite

Contract fully rolled out on target

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