



Case Study 3

ICT Operations Model Implementation



Client Profile

- ICT
- Strong brand but in start up mode of moving from delivery from B2C to B2B customers
- Limited resources or capability within existing org



Client Needs

- Set up operations for success
- Provide a quality service to clients to achieve credibility in the market
- Create and implement the operations model to achieve competitive advantage



Solution

- New operating and staffing model implemented
- Process development and continuous improvement on SLA's
- Outsourcing agreements



Benefits

- Exponential revenue growth - the business won the large and medium market of the year award in 2017 based on new and existing revenue growth, EBIDTA, customer satisfaction and retention and employee satisfaction

Set up of the Digicel Business Operations

This piece of work focused on the organization structure required to support the new Digicel Business function. This involved working with the leadership team to understand the business model, growth projections, SWOT analysis and to define a plan for success from a sales and operations perspective. The building of the sales operations model, involved the creation and business case for the funding required for the recruitment, hiring and compensation of the necessary roles to build the organization.

This included the organization model, role definition & objectives for Pre-Sales, Sales, Marketing, Product Management, Service Delivery, Operations & Finance and involved the hiring, induction and training of 20 people into the new business operation over a 6-month period. In parallel, a focus on the activities to be outsourced and a review of the service contractors and equipment providers and agreements were revised or initiated, as necessary.

