

In a margin-restricted market, we modelled the consolidation of four call centres to two for Cable & Wireless, assessing the financial impact of parallel operator service running capacity and delivering a Net Present Value of £4.1 million for just 450 staff.

### Issue:

- After deregulation of directory enquiry's, the market was 50% below expectations.
- C&W were seeking to consolidate 4 locations into 2 with minimised risk.
- C&W needed to realise cash benefits within a 2-4 year NPV ROI window.
- For any consolidation to occur, parallel running was essential to maintain critical 999 capacity.

### Deliverable:

- Assessed people-performance impact for each location.
- Provided facilities risk management and refurbishment metrics for each location.
- Precise modelling of 'what', 'how', 'when' and 'how much' for each location.
- Validated attraction, recruitment, retention, absenteeism, and stress scenario's for each new location.

### Approach:

- Use proven methodologies to assess, validate and support management and financial decisions.
- Create maturity models for each location to offer management summary of potential.
- Model cost impact of recruiting and retaining in unproven out-of-town locations.
- Model risk management of facility disposal.

### Benefit:

- Identified overall Net Present Value savings of £4.1 million for just over 450 employees.
- Identified recruitment improvement plan to reduce training fallout by 20%
- Reduced employment risk in 'talent challenged areas' and identified critical success factors.
- Skill transfer of entire workplace modelling.

