



# Case Study: MSP Transition for Multinational Telecommunication Company

## OVERVIEW

Volt began supporting a subsidiary of a multinational telecommunications company more than 20 years ago.

Through a series of acquisitions, Volt eventually became the parent company's MSP across the UK and Ireland.

Later, in 2019, after witnessing Volt's dedication to customer service (e.g., on-site presence, customized reporting, regular business reviews, executive sponsorship, etc.), efficiencies and cost savings a Volt-managed MSP afforded them, we participated in, and won, the client's RFP for its U.S. and Canadian MSP program, unseating the incumbent North American MSP provider in the process.



## THE CHALLENGE

For Volt, the proposition of transitioning a massive, legacy MSP program from an incumbent was an exciting, albeit formidable, undertaking. Furthermore, because our client leveraged the vast majority of its MSP program's contingent workforce for their own customers' projects, the stakes could not have been higher nor the pressure more palpable, as any failure on our part would have been highly visible with potentially devastating implications to our client's reputation. Some of the most significant challenges included:

- Navigating potential change management issues associated with transitioning a supplier population from one unique and distinct culture to another: the incumbent North American MSPs vs. Volt's.
- Conducting exhaustive and complex supplier optimization efforts that included streamlining the supplier list from 67 to 28, and onboarding four (4) new suppliers in the process, while simultaneously negotiating new contracts with the entire supplier base despite an inflexible MSA (client would not accept redlines).
- Maintaining the pool of active, successful, suppliers, per the client's wishes, in spite of newly imposed rebates of up to 15% (10% in tenure discounts in addition to another 5% based on spend volume).
- Ensuring a successful Fieldglass implementation in the face of a largely manual process due to the fact that the client owned and managed the tool.



## THE SOLUTION

To tackle these challenges, Volt assembled a tenured team of experts to guide the client and supplier base through the transition. To begin our supplier optimization efforts, we exited suppliers without active workers on assignment. This step allowed us to cut the supplier population by 52.8%.



## THE SOLUTION *(continued)*

The result was a lean pool of suppliers who had proven their ability to fill the various roles that our client required. Managing a smaller supplier pool afforded us the opportunity to invest more time and attention on continuous process improvement and supplier mentorship efforts. Additionally, the remaining supplier base gained confidence that they had a better opportunity to fill future orders with fewer firms to compete against.

During the transition, we placed an enhanced focus on customer service and relationship building. A key component of this effort was establishing a cadence of regular meetings with client stakeholders and our suppliers (new and existing) to conduct discovery conversations, set goals and milestones, and assess our overall progress and performance. This customer-centric approach allowed us to mitigate the potential supplier attrition that can occur when moving from one MSP's process and methodology to another. Further, by making efforts to build relationships and understand our suppliers' capabilities and niche areas of expertise, we developed a greater understanding of suppliers' strengths and weaknesses, which ultimately yielded faster fill times and better fill rates.

To address the challenges stemming from the practical mechanics of our client's largely manual VMS process, we worked closely with the client's India-based internal IT team to support the Fieldglass implementation, executing opening and closing ceremonies for all suppliers' existing assignments and work orders, and replacing them with new ones in the tool. Throughout the process, we relied heavily on our extensive and comprehensive VMS expertise to ensure successful migration of all existing assignments.

## THE RESULTS

Despite the myriad of challenges this transition effort presented, Volt relied upon our established best practices, highlighted by our client-centric approach to change management, to exceed our client's expectations and **complete the transition ahead of schedule (less than 45 days) without any interruption to normal business operations.** Since the transition, our client has reaped the many benefits of a Volt-managed MSP program including but not limited to:



Immediate, and sustained, reduction in negative turnover.



Annual cost savings of 7-10%.



Consistently excellent satisfaction survey results, culminating in our receipt of the 2020 Supplier of the Year Award! This top honor is given to the supplier that has the most impactful overall effect on the relationship and profitability.

## HIGHLIGHTS

**"Volt was recognized for providing a flawless transition** of temporary labor workers into a single Managed Service Provider (MSP). An independent managed services provider with a proven 20-year record of helping leading organizations recruit and manage top quality contingent talent, Volt was recognized for its **impressive track record and leading position in the industry."**

*-- Head of Market Procurement for North America*



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