

## **TEMS OPTIMIZATION CASE STUDY**

**CLIENT ~ A Fortune 150 retailer**

### **TELECOM EXPENSE MANAGEMENT CHALLENGES**

The retailer's CIO had an initiative to improve his organizations telecom expense management maturity level by gaining greater utilization out of people, process, and technology used to manage telecom costs. Although a Telecom Expense Management (TEM) solution had been purchased and implemented low visibility into the expenses remained a problem. MacBeth Williams was engaged to examine the people, process, and technology to develop a plan to enhance their management of telecom expense. Key to the review was to determine if the existing TEM systems could meet their requirements or if they needed to scrap the investment and replace the system.

Some of the challenges faced by our client were the TEMS provider being acquired, a painful and partial implementation coupled with subsequent poor account support, and increasing monthly recurring charges for service that did not position the client to meet many of the original objectives.

### **TELECOM EXPENSE MANAGEMENT ASSESSMENT**

MacBeth Williams analyzed the client's internal telecom management processes and the capabilities of the current TEMS solution provider's technology, including the provider's ability to deliver client desired solutions from their platform now and in the near future. Never far from our work was the thinking of what would it take to "save the investment" having the technology and complimenting work-flow processes working correctly. All analyses considered the TEMS provider's projected feature delivery timeframes and any additional work effort required from the client's internal resources.

To identify opportunities for improvements, MacBeth Williams interviewed key individuals within the client's organization including IT (Voice, Data, Ordering, and Help Desk), IT Finance, Corporate Finance, Wireless, and Programming/Development. Our consultants sought to develop an acute understanding of existing procedures, how the TEM system was used, points of frustration with the system, and any initiatives that could further impact the TEM application or its delivery system.

The final step in the discovery process was a series of technology demonstrations put on by the existing TEMS provider. During those presentations the provider put forward their case, in the form of a roadmap, for updating and improving their technology as well as offering their plans for meeting the client's evolving needs and requirements. MacBeth Williams' consultants compared these "new" offerings to current best in class providers to help the client gauge the magnitude of the improvements required to "catch up" with the market.

### **RESULTS**

Based on our comprehensive review, the current TEM application could not satisfy the client's objectives for telecom expense management. The only potential option for the client to "save the investment" was to wait for the supplier to enhance their platform over the next few years. The client's history with the TEMS provider suggested any additional investment in the supplier would likely not result in a satisfactory outcome.

We recommended and the client agreed to initiate an RFP process to procure a "best in class" solution.