

## Ericsson

Winning hearts, minds and productivity



Ericsson is a globally renowned provider of telecommunications equipment and services, enjoying continuous success and steady growth. Ericsson, Hong Kong, is focused on providing the best Telecom and IT services to their customers, as well as developing end to end solutions to expand their markets.

Local management enlisted the services of Renoir Consulting, a specialist in the implementation of sustainable process improvements. Their goal was to enhance the transparency of current performance through more balanced Scorecards, with KPIs that had greater relevance to the local company, allowing them to better define and align their goals and targets.

“Renoir helped me to improve my operations and reduce costs throughout our services areas. I particularly liked the way they worked directly with my Management Team and staff to uncover the issues and directly involve them in designing the Management Control System. Their approach was systematic and they communicated on a frequent basis so that I always knew where we were in the Project.”

**Laurence McDonald President,  
Hong Kong & Macau Ericsson  
Limited**

### Key Results

#### Service Delivery

10% Productivity Improvements  
Cost savings in escalation requests  
Reduced travel costs  
Offshoring work

#### Managed Services

25% Productivity Improvements  
Reduced Backlog  
Communication Matrix

### ANALYSIS

Renoir was engaged by Ericsson to work with their people to design a Management Control System (MCS) and identify Productivity Improvement Opportunities in the following areas: Service Delivery, Client Support, one Key Account Management area and Managed Services.

### PROJECT APPROACH

We worked with 8 Ericsson Taskforce members who were dedicated to the Renoir team 30% to 50% of the time. In addition, we put in place a Management Action Team in each area to partner with us in designing the MCS and finding the Improvement Opportunities.

In the course of conducting brown paper analyses for MCSs and process flows, doing observations and designing Management Tools, we found we were working with a particularly sophisticated and very intelligent client group who were not at all sure that we could add any value to their way of working. Initially we were often referred to as micro-managers and most felt this was a waste of time.

It was through this close partnership with the Ericsson Team of professionals, designing the Tools of the MCS such as Master Schedules and Performance Reporting, as well as introducing additional KPIs, that we were able to win their “hearts and minds” and improve their culture. Those that felt we were there to micromanage came to understand that we were there to help them identify and implement an improved way of working.

## World Leaders in Sustainable Change

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The Project duration was 33 weeks and in that time we fully implemented an MCS and achieved productivity increases of 10% in Service Delivery and 25% in Managed Services. We also went beyond our scope of work by designing a comprehensive RACI matrix (Responsible, Accountable, Consulted, Informed) highlighting roles and responsibilities throughout the organization, streamlining their Costing Model, developing a Contract Management process and implementing interdepartmental meetings aimed at improving communications.

During the initial Project, we were also asked to look at an “off-shoring to China” model, and this exercise was helpful in providing additional benefits.

## THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

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