

One Communications: how integrating new acquisitions enhanced organisational performance

The Challenge

Following the acquisition of five companies across the USA, Massachusetts-based telecoms and internet company One Communications, now part of Earthlink, recognised that a major programme of change was required.

This was a complex task, integrating and aligning operations right across the newly enlarged organisation to ensure a consistently high quality of service delivery. Implementing the new organisational structure was clearly the programme's primary aim. A number of further specific goals included the reduction of operating costs, with a focus on more efficient stock level management, and improving customer relationships by delivering the right services on time, every time.

Better internal communication was another key requirement, to enhance working relationships across the wider organisation (paying particular attention to the sales and finance functions). An additional need was to defuse competition between the organisation's five sales forces and foster a culture of co-operation and mutual support.

The Solution

Vector Consultants' acknowledged expertise in strategy implementation was a key factor in our appointment to help drive and deliver the required change-management programme. A further element was our experience of helping organisations following a recent merger or acquisition to leverage all potential synergies and deliver the full value inherent in the new organisation.

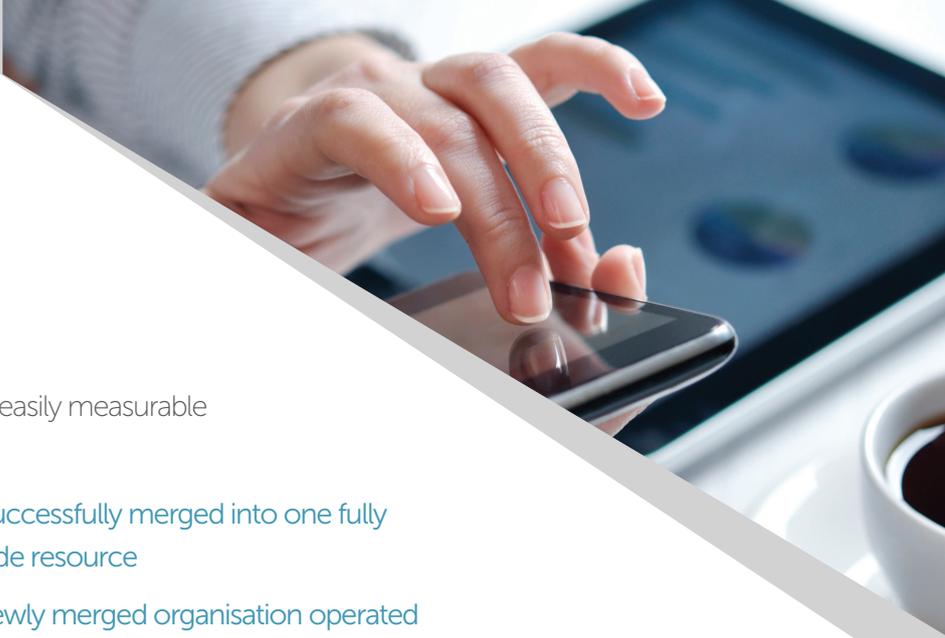
First, we carried out an in-depth organisational scan, which for the first time revealed all the interrelationships between every site, department, role and process within the newly merged company. This gave us the precise blueprint we needed to measure the gap between the current position and the identified business requirements of the organisation.

It was therefore our key tool at the workshop we held for senior management, where we together successfully plotted the route to precisely aligning the reality with programme objectives. It gave us the information we needed to identify and deliver a number of "quick wins", designed to build confidence in the company's new operating model.

Programme delivery then started in earnest, including:

- An organisation-wide management development programme, focused on accelerated and sustained learning and featuring 360-feedback from all participants
- All-staff events to encourage full engagement at every level with programme initiatives; these also featured the formulation of expert teams throughout the organisation, aimed at resolving issues and fine-tuning processes
- Partnering events, designed to break down barriers between and within the finance, purchasing and sales functions.





Results

The results of the programme proved to be easily measurable and highly satisfactory:

- The five competing sales forces were successfully merged into one fully aligned and co-operative enterprise-wide resource
- Managers at all levels throughout the newly merged organisation operated effectively as an integrated group
- The 25% reduction in headcount across the organisation that was enabled by the change programme paid for the project more than 15 times over
- Right first-time delivery improved radically, from 75% to 99.85%, slashing costs and revolutionising the quality of customer relationships
- Stock levels held across the organisation fell on average by £5 million.

Value and empowerment

Following completion of the programme, the client's internal change team successfully took on all responsibility for continuing its work with no need for further external intervention. Not only did this effectively ring-fence the costs of the programme, it also empowered One Communications with a new internal skillset.

To find out more about how Vector Consultants can put you on track to achieve your strategic objectives, call us on

+44 (0)845 658 6617
email enquiries@vector-consultants.com

For more company information,
visit www.vector-consultants.com