



The Client:

Celestica provide a range of global services to the contract electronics manufacturing industry.

Headquarters are in Toronto, Canada. They employ approx 43,000 employees across 30 locations worldwide

www.celestica.com



Service re-design and implementation

The Problem:

Our Client was supporting a European installed base of equipment from a centralised support infrastructure, including Call Centre, repair Centre, spares fulfilment centre and a single sourced logistics provider / integrator and field engineering services provider. Costs were significantly higher than budget and service level was significantly lower than the SLA agreed with the end Client. The task was to design a decentralised support model, utilising the optimum combination of regional and local (in-country) service providers

The results:

The use of in-country service providers reduced the average cost per service event by 32%, and improved service level (on time first time fix) by 18%. Customer relations improved, not only due to the cost and service level improvements, but the establishment of regional teams tied in with the Clients Customer Care organisation structure, and so local relationships improved through better communication and understanding of "local issues" and end-Customer needs.

Our approach:

We started by understanding the existing service model, service providers, country return / repair volumes and cost elements to determine the major cost drivers in the service model. We then looked at the major causes of service failure and which elements of the service chain were responsible. We then segmented the European region in to sub-regions, and developed service SLA's and supporting "Request for Quote's" to lead to the creation of sub-regional service networks, managed by a regional control team.



For more information, please contact us.
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