

International Retail Bank

North American Mobile Communications Spend Management

Business Challenge

As a part of their effort to reduce costs, our client (a global retail bank with over \$73 billion in revenue) targeted their telecommunications spend on voice, data, and cellular services in the U.S. These costs had been escalating rapidly and the processes by which they managed these costs were complicated.

- Employees were using 6 national mobile service providers with 3,600 mobile data devices and 3,500 mobile voice devices all with different types of handsets and all with varying tariff structures.
- Each business unit managed their own cellular services provided to mobile users with their own separate policies and purchase procedures.
- Each business unit negotiated their own equipment pricing and tariff structures.
- There was no monitoring of call traffic trends to identify suitable tariffs that reflect usage patterns.
- There were no best practices in place regarding when to use a corporate cellular device and when to use other forms of communication.

**Reduced mobile
communications
spend by almost
\$1,000,0000**

The Solution

Acumen Solutions was hired to develop a group of approved mobile vendors and to structure a set of agreements that allowed for the highest possible discount without locking our client into commitment levels that were too aggressive.

- Analyzed the corporate usage data that was available and supplemented it with reasonable assumptions to baseline the current usage and spend
- Leveraged the corporate usage data and developed several usage profiles that could be extrapolated to account for future growth
- Provided Strategic Sourcing for our clients by:
 - Developing a series of RFPs to negotiate increased discounts at achievable commitment levels
 - Utilizing “bulk” purchase offerings such as corporate minutes, pooled minutes, and rolling minutes to decrease the number of unused minutes per month

Once the spend and vendor selection was optimized, we developed a series of processes and procedures our client could follow to ensure that they quickly identified exceptionally high usage and could take action to prevent it going forward.

Return on Investment

Using the above supplier relationship management and strategic sourcing strategies, Acumen Solutions helped reduce this clients' \$5.7M spend on mobile services by 15%-20% while optimizing the plans that each person had based upon individual usage patterns. Our client was able to maintain the flexibility required by its mobile users while also proactively managing their mobile communications spend.