

BearingPoint®

Helping TNS drive top and bottom-line performance



BearingPoint helped TNS to restructure its business model to improve client focus and enhance client delivery. The result had an immediate financial impact, with a rise in sales and profit.



“Our processes are now leaner, faster and more profitable. We’ve taken a clear step ahead of our peers in the research industry in terms of both growing our client base and improving our absolute profitability.”

Steve Mitchell, UK Board Director, TNS



About TNS

TNS is a world leader in market research, global market information and business analysis. The company provides market research insight across all sectors, helping to develop precise business plans that help clients grow. TNS is part of Kantar, one of the world’s largest insight, information and consultancy groups.

Challenges

Improving operational efficiency to increase top and bottom-line performance

Over the past decade, challenging market conditions have eroded revenues for large market research companies. In addition, intense competition from established rivals, new market entrants and small boutique firms has further increased pressure on margins.

Leading market research firm TNS needed new ways to differentiate its services in this crowded marketplace. Steve Mitchell, UK Board Director of TNS says, “We are one of the top market research firms in the UK in terms of our skills, resources and experience, but this wasn’t being reflected in our top-line performance. We needed to transform our approach to project development and delivery to differentiate our proposition in the marketplace, and increase our operational efficiency and profitability.”

Key challenges for TNS were:

- Identifying performance issues quickly and cost effectively
- Removing barriers to effective working, both internally and with multiple shared services partners
- Gaining support for business transformation from all key decision makers and agreeing an appropriate course of action
- Designing and deploying a target operating model that could enhance client satisfaction and profitability



TNS needed to increase top and bottom-line performance by improving operational efficiency, working more effectively with shared services partners and enhancing service quality for clients.

Solution

Designing a bespoke transformation strategy

TNS engaged leading consultancy firm BearingPoint to review the effectiveness of business structures and processes. BearingPoint is an independent consultancy that helps companies boost their operations by migrating to optimised target operating models.

BearingPoint began by designing a new target operating model with TNS based on the company’s specific requirements. “No one in our industry has attempted organisational restructuring on this scale before, so there was no ‘black box’ solution available,” says Mr Mitchell. “The BearingPoint team came in with open minds and worked rigorously with stakeholders across the business to help us create a unique, totally customised solution that met our needs to the letter.”

As a first step, BearingPoint consultants conducted an in-depth discovery process based on:

- 56 two-hour meetings with 81 TNS staff
- An online questionnaire completed by 90 staff
- Workshops with key TNS decision makers

This phase of the project identified issues with TNS’ delivery strategy and helped BearingPoint to develop the new target operating model with TNS stakeholders. “Previously, our Client Services team members did everything themselves, from scoping

client needs to writing questionnaires and liaising with operational teams,” says Mr Mitchell. “The trouble is that not everyone is good at everything, which was compromising service quality for clients.”

To address this challenge, the target operating model that BearingPoint developed aligns team members to client-facing roles and project management roles based on their core skills – helping to enhance service delivery. Collaboration between shared-services partners was also optimised to improve service quality.



TNS engaged BearingPoint to identify performance issues and design and implement a new, bespoke, target operating model that increases client centricity, while also improving project management and delivery.

The outcomes

Driving top and bottom-line performance

By ensuring that roles and responsibilities are clearly defined, and that the right combination of skills are available to deliver excellent client solutions, TNS has been able to achieve sustainable performance improvements. “Our processes are now leaner, faster and more profitable,” says Mr Mitchell. “We’ve taken a clear step ahead of our peers in the research industry in terms of both growing our client base and improving our absolute profitability.”

Increasing client satisfaction

The logical separation between client-facing and project management functions has dramatically increased client satisfaction. “With our new way of working, client-facing staff can spend more time with clients while project managers focus on effective delivery of project milestones. This approach has enabled us to build stronger, more profitable relationships with our existing clients and acquire a number of new accounts,” says Mr Mitchell.

Optimising staff retention

Many team members feel happier and more valued as a result of the changes, contributing to improved staff retention and satisfaction. “In the past, employees who were good at client relationships were more likely to be promoted,” says Mr Mitchell. “Now, it’s much fairer – people are valued for what they are good at, not penalised for what they’re not.”

Setting new standards for the industry

By implementing a business model that maximises the value of employees’ specific skill sets, TNS is moving the industry forward. “There may be some small agencies or business units from larger agencies that have tried to do this kind of thing,” says Mr Mitchell. “But as far as I know, we’re the only ones who’ve done it on this scale and BearingPoint played a pivotal role in our achievements.”

Effective stakeholder engagement

At all stages of the project, BearingPoint engaged with stakeholders across the business to manage conflicting opinions and drive positive change forward. “BearingPoint was able to bring everyone’s views together to gain consensus, and that was a key success factor for us,” says Mr Mitchell. “By rising above the politics, BearingPoint was able to stay focused on the real business issues and deliver a solution that has helped us to maximise our success.”



The new target operating model, which is unique in the market research industry, has helped TNS increase focus on client needs, while improved project management capabilities have helped TNS achieve sustainable performance improvements and set new standards for quality and efficiency in the industry.

“Bearing Point was able to bring everyone’s views together to create a customised, unique solution that works for us.”

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Committed consultants with adaptive intelligence

BearingPoint consultants understand that the world of business changes constantly and that the resulting complexities demand intelligent and adaptive solutions. Our clients, whether in commercial or financial industries or in government, experience real results when they work with us. We combine industry, operational and technology skills with relevant proprietary and other assets in order to tailor solutions for each client's individual challenges. This adaptive approach is at the heart of our culture and has led to long-standing relationships with many of the world's leading companies and organisations. Our 3,350 people, together with our global consulting network serve clients in more than 70 countries and engage with them for measurable results and long-lasting success.

To learn more, visit our website at www.bearingpoint.com.

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