



## Top-Performing Broadband Installer Cuts Dispatch Costs in Half, Focuses Resources on Core Business

### Challenge

Grayco Communications is committed to being a world-class broadband fulfillment installer. That's why, although it has earned many accolades including Comcast's top-performing Houston, Texas partner for the past 20 months and top in customer satisfaction for two years running, Grayco doesn't rest on its laurels.

"We're constantly looking to improve performance and beat our latest metrics. That includes going the extra mile, above and beyond our SOW when needed, to keep our clients and their customers happy," said Nate Williams, Director of Operations, Grayco Communications.

Being the best for Comcast requires that the approximately 80 technicians Grayco dedicates to the Houston account can effectively handle their 300 or so jobs a day. Grayco devotes significant, although in their mind not always enough, resources to keeping these technicians well-trained and fairly compensated. The company also carved out substantial time and resources for technician dispatching and dispatcher support services, such as HR. However, because dispatching isn't its core business, Grayco didn't have access to best practices and technologies, and didn't track metrics such as tech compliance, call abandon rates, hold times and duration, which could help analyze and improve efficiencies and performance.

### Solution

Comcast has an interest in helping Grayco run as efficiently and successfully as possible. With this in mind, the operator recommended Grayco consider outsourcing its labor dispatching services to OnProcess Technology, an approved business partner of the MSO.

"OnProcess had clearly proven itself to Comcast and, with the cost savings and efficiencies that OnProcess could enable, we realized that moving dispatching to OnProcess could be a boon for our business," said Williams.

OnProcess specializes in complex service supply chain operations – the flow of people, parts and services following the sale of a product. The company's domain expertise, purpose-built Dispatch 360 technology platform and embedded analytics-driven process improvements help clients quickly optimize and scale operations, grow revenue and profitability, and deliver unparalleled customer experiences.

In June 2014, OnProcess took over dispatching for Grayco's residential Comcast business in Houston, handling thousands of transactions per month against the scheduled work orders managed. The managed services engagement includes everything from monitoring technicians' movements and customer scheduling, to Day of Job support and certifying that equipment meets Comcast specifications.

Based on OnProcess's success with Comcast, Grayco is extending its engagement to include another major broadband MSO, where OnProcess will also manage dispatching.



#### ► Profile

Grayco Communications provides installation, construction and equipment recovery services in Houston, Texas and Louisiana, for vendors including AT&T, Comcast, Cox and Suddenlink.

#### ► Service Area

Service Fulfillment

#### ► Service

Dispatch Support Services

#### ► Benefits

- 50 Percent Reduction in Back-Office Support Costs
- Boost Technician Pay
- Flex with Seasonality and Growth
- Laser Focus on Core Business
- Technology-Driven Dispatch Improvements

“The cost savings and operational benefits we enjoy by working with OnProcess are tremendous. We'd like to use OnProcess on all our client business, everywhere.”

-Nate Williams,  
Director of Operations,  
Grayco Communications

## Results

### *50 Percent Reduction in Back-Office Support Costs*

By entrusting OnProcess with Comcast dispatching, Grayco was able to reduce its support staff, salaries, overtime and liabilities associated with labor by 50 percent. “We saw an immediate financial impact on day one of our OnProcess engagement. Our back-office support costs, including hourly labor, training and associated HR, were cut in half and our profitability went right up,” said Williams.

In the past, Grayco also had to invest in maintaining an advanced phone network and keeping its office open late—often until 10:00pm—so dispatchers could support late-working technicians. Now, neither of these is necessary.



### *Boost Technician Pay*

Williams noted that Grayco’s cost savings provided the added benefit of financial headroom. “About six months after launching with OnProcess, we were in a position to increase salaries for our front-line employees. This is huge because it helps retain the skilled technicians needed to provide top-class service to Comcast’s customers,” he said.

It also helped when Comcast launched its ‘100 Percent On-Time’ initiative. “When clients, such as Comcast, raise the bar on performance metrics, such as customer on-time guarantees, it can affect our daily work load, which affects earnings. As a result, we recently took a 15 percent revenue hit due to our client increasing its targeted performance metrics. Luckily, the savings from OnProcess cushioned the blow,” Williams said.

### *Laser Focus on Core Business*

Perhaps the biggest payoff for Grayco and its mission to be number one came from the reduced amount of management needed to support dispatchers. Grayco spends dramatically less time and energy on employee-related issues, thanks to its partnering with OnProcess. “We’re free to focus on what we do best, and can devote much more time to training and coaching technicians. You can’t put a price on that,” Williams said.

### *Technology-Driven Dispatch Improvements*

“OnProcess is the subject matter expert when it comes to dispatching. They know exactly what needs to get done, can turn on a dime to support changing Comcast requirements, and have the tools and best practices to drive greater success for our business,” Williams said. “Plus, OnProcess’ reporting makes it easy for us get a handle on how we’re doing and to hold them accountable—which was very difficult to do with our internal dispatching operation.”

OnProcess leverages its Dispatch 360 Platform to provide granular and broad visibility into Grayco dispatching operations. This technology, combined with OnProcess’ advanced analytics, enables the insights needed to drive continual process improvements.

“OnProcess consistently delivers the high quality of service and insights we need to run a top-performing, customer-centric business.”

*-Nate Williams,  
Director of Operations, Grayco Communications*