

Scaling Smart: Enhancing Service Delivery and Cutting Costs at Orange Mali

- ✓ Improved service level by **20 points**
- ✓ Reduced contact rate by **19%**
- ✓ Lowered global operating costs by almost **4%**

About the Client

Orange Mali S.A. (Orange Mali), a leading provider of voice, data, and digital services, faced rising operational challenges after a government mandate required a 95% minimum service level for customer support.

To meet rising demands and prepare for COPC Inc. certification, Orange Mali brought in COPC to sharpen its forecasting, capacity planning, and vendor management capabilities.

Project Scope

The project focused on transforming operational efficiency across **four key domains**:

- **Workforce Management:** Forecasting and scheduling accuracy
- **Vendor Management:** Partner collaboration and data normalization
- **Capacity Planning:** Resource alignment with digital and operational changes
- **Cost Control:** Embedding financial oversight into day-to-day operations

COPC provided assessment and implementation support to Orange Mali, focusing on operational alignment with the COPC Customer Experience (CX) Standard. The engagement also addressed compliance with newly introduced national regulatory requirements, aiming to enhance service delivery and long-term operational resilience.

Solution

COPC deployed a multi-phase engagement to stabilize and optimize operations across key performance levers.



Forecasting Accuracy

- Segregated planned vs. unplanned shrinkage for clearer forecast modeling
- Documented root causes of historical data fluctuations to strengthen reliability
- Normalized data to reduce distortion from abandonment and ramp-up cycles
- Conducted post-mortems to reduce forecast inaccuracies and improve method fit by line of business



Vendor Collaboration

- Standardized shrinkage tracking and event documentation across vendors
- Enabled independent vendor forecasting aligned to capacity needs
- Improved data integrity and institutional memory within the partner network



Capacity Planning

- Adjusted models for digital shifts, contact drivers, and new hire learning curves
- Differentiated forecasted and static shrinkage to improve resource planning
- Aligned hiring and scheduling strategies with service performance trends



Cost Management

- Identified and mapped cost drivers across staffing, volume, and vendor outputs
- Embedded cost KPIs into business planning and monthly reviews
- Integrated financial discipline into operational governance

Results

Orange Mali achieved the following within eleven months:

| Metric | Impact |
|------------------------|-------------------|
| Service Level | ↑ from 77% to 95% |
| Customer Base | ↑ by 6.6% |
| Contact Rate | ↓ by 19% |
| Global Operating Costs | ↓ by 3.9% |

Conclusion

By achieving certification to the COPC CX Standard, Orange Mali built a foundation of predictability, customer trust, and operational control. The organization now demonstrates the ability to adapt to environmental shifts while maintaining efficiency and a customer-centric approach. Improvements in forecasting and vendor collaboration directly contributed to Orange Mali's ability to meet regulatory targets without sacrificing cost discipline or customer satisfaction.

“Thanks to COPC’s guidance, the progress made by Orange Mali over the past three years is remarkable. Implementing COPC requirements has instilled great rigor within our operations, even amidst numerous challenges. The COPC CX Standard has become integral to our organizational culture, binding us in our journey toward customer excellence, digitalization, and optimization.”

— Abdoulaye GUINDO Head of Customer CARE 2018-2025, Orange MALI

About COPC Inc.

COPC Inc. provides consulting, training, certification, benchmarking and research for operations supporting the customer experience. The company created the COPC Standards, a collection of performance management systems for customer experience operations, customer experience management, vendor management and procurement. Founded in 1996, COPC Inc. began by helping call centers improve their performance. Today, the company is an innovative global leader that empowers organizations to optimize operations to deliver a superior service journey. COPC Inc. headquarters are in Winter Park, FL, U.S., with operations in Europe, the Middle East, Africa, Asia Pacific, Latin America, India and Japan.