



## CASE STUDY

BACK-OFFICE REGIONAL CENTRALIZATION EFFORT

### Client Challenges



No consistent KPIs or metrics across the organization



Disparate processes from region to region



Poor CSAT results and high cost in many regional offices

### Results

We offer a guaranteed 2:1 ROI.  
*We deliver or we don't get paid. It's that simple.*



### Solution Overview

We followed our trusted and proven approach by first using activity based management principles to define and measure core work functions that would be consolidated from the regional offices into the centralized office. We created an observation database to determine process elements and identify process variation by office and to consider if any of the variations were necessary or state driven legal requirements. We captured process best practices region by region, quantified the benefit, documented the process and communicated and implemented those best practices across the newly created centralized processing operation.

### Key Elements of Solution

- Created an activity based management (ABM) foundation from which to begin the process
- Created a dynamic observation database to identify, quantify and communicate processing best practices from region to region
- Established centralized standards for all 19 processes
- Performed regional observation comparison to understand process variations and best practices across region
- Performed observer comparison, agent comparison, scatter plot and standard deviation analysis to provide detailed insights to regional process variation at the activity level
- Conducted activity element analysis to identify potential waste, technology inhibitors and redundant processing steps
- Developed staffing models and capacity plans by region to support hiring and growth plans in the central office
- Designed and established performance management, quality management and staff coaching processes to ensure a consistent approach designed to deliver sustainable and continuous performance improvements

#### Strategy Planning Summary

*Consolidated seven regional offices into one centralized processing center.*

*Identified 47 process opportunities and best practices that will drive \$1.2M in operational benefit.*