



CASE STUDY

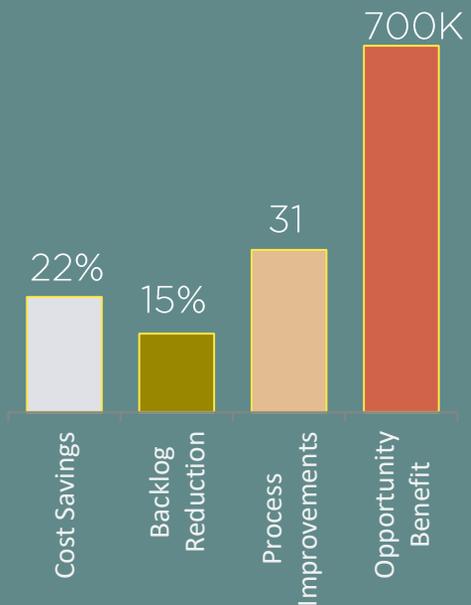
BACK-OFFICE IN-SOURCING EFFORT

Client Challenges

-  Outsourcer was falling down on service and quality
-  Internal process control challenges
-  Poor customer sentiment and low CSAT scores

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 establishing the current outsourcer performance baseline to measure unit cost, service, quality and CSAT. We supported the baseline analysis with an ABM approach (activity based management) to define and measure the core work functions that would be in-sourced. We created an observation database to determine process variation to compare current processing standard (provided by the outsourcer) to observed processing standards. We developed an integration plan with the existing workflow tool to ensure workflows based on the newly defined ABM approach. Finally, we established the work migration plan and resource wave requirements.

Key Elements of Solution

- Established historical performance baseline
- Created an ABM (activity based management) foundation
- Created a dynamic observation database to create new standards and compare to existing outsourcer standards
- Created a work distribution plan to integrate with the existing workflow technology (OnBase) and ensure the newly defined ABM concepts were used to capture, quantify and assign work efficiently
- Performed observed activity comparison, scatter plot and standard deviation analysis to provide detailed insights to establish process standards
- Conducted activity element analysis to understand process variation and capture and document best practices
- Developed staffing models and capacity plans to identify cost saving opportunities and build team efficiently from the start
- 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: Established performance standards based on observations, which delivered a 22% reduction to staffing needs; created a streamlined work routing process to improve days-on-hand by 15%; identified 31 process improvements and overall cost benefit of more than \$700K.