Improve Work Center Efficiency

INITIATIVE:

Work Center Optimization

TOOLS & METHODS

- Operations Assessment
- Current and Future State Process Flows
- GAP Analysis
- User and Functional Requirements
- Cost/Benefit Analysis
- Value Realization and Rollout Plan
- Pilot Planning, Launch, Execution, and Evaluation

CHALLENGE:

Fortune 50 Communications Company needed to right-size nine (9) work centers focusing on a specific customer segment to support an increase in future work volume. Goal was to increase back office efficiencies by 10% and identify potential revenue and cost saving opportunities.

ACTION:

Visited and interviewed the nine work centers to collect and analyze data, create current process flows, make observations, identify risks and opportunities. Data was analyzed for each work center, and then focused on evaluating processes identifying themes and internal best practices. Developed future state process flows, identified gaps, and defined initiatives to improve work center efficiencies that included case management, clarification management, quality assurance, training, and error management. Performed cost/benefit analysis on defined initiatives, prioritized the list, created a value realization and rollout plan, made recommendations to launch pilot programs for quick wins to demonstrate impact.

Launched and monitored several pilot programs, collected data and reported to senior level work center management on progress.

Managed modifications in ordering process and systems to allow for improved online edits resulting in increased throughput.

RESULTS:

- Improved force to load balance within work centers.
- Eliminated non-value work.
- Eliminated 85% of rework.
- Increase automated input.
- Reduces ratio of back office specialist to sales from 0.9 to 0.7.
- Improved due date intervals.
- Reduced errors associated with new and existing products.
- Improved quality of work.
- Identified cost avoidance and revenue uplift opportunities of $8.2M.