

Case Study 3

Streamlining Operations

Objective:

This case study is about an offering by a large company, which had a massive issue with the quality and timeliness of deliverables. The poor quality of deliverables led to heavily strained relations with both, internal and external stakeholders. Given the huge scope of expansion in the specific geography, the management of the company not only wanted to understand the key issues and address them but wanted to convert this piece of business into a highly successful one.

Challenges:

We did an independent review of the process and identified five critical challenges

1. Huge volumes of deliverables during peak cycles with highly crunched timelines
2. Very small team to churn out the deliverables
3. Team did not possess the right skillset needed to effectively perform the job
4. The team did not have a direction
5. Highly manual process

Recommendations:

We had to adopt a multi-pronged approach to streamline the process.

- Rejigged the team to make sure skills were aligned to the tasks that need to be performed
- Reduced manual intervention through strategic and tactical solutions.
- Spread the knowledge base across a broader spectrum of staff to make sure a larger pool of resources was available to meet the peak cycle spikes.

Results:

- There was an unprecedented improvement in the quality and timeliness of deliverables.
- This resulted in improved relations with stakeholders.
- It reduced the stress levels within the team.
- Sea change from chaotic peak cycles to smooth well planned management of deliverables.
- Foundation was laid to pitch for additional clients