

ReSource Pro Accelerates Productivity at Backlogged Firm

ABOUT THE CUSTOMER

A large US-based combination wholesaler/MGA located in the Eastern US, with over 300 employees.

THE CHALLENGE

In 2012, the company paid out roughly 3,000 hours' worth of overtime to one service team. This specific service team of 15 full-time employees each completed 200 extra hours of work on average during that year, meaning that 15 workers on overtime put in just as much time as 17 employees would have on a normal schedule. Not only was the team overworked, but the overtime wasn't working. One employee at the company revealed that their department had carried a backlog of items for more than a decade.

All of this had the potential to damage the company's reputation. Clients were frequently reporting that they were not receiving the level of service they expected. Further, the work being produced was often completed behind deadline, creating additional problems with clients.

THE SOLUTION

The client strategically employed our Operations Advisory team who immediately went to work devising a process improvement strategy. The team examined various activities and tasks completed within the company's systems, and tracked every phone call. The following steps were then taken:

- Scores were assigned to each task employees were doing, giving the most time-consuming assignments and communications the most "weight."
- Productivity targets were quickly established, keeping the relative importance and prioritization of each client and task in mind.
- Employees were made aware of their own personal targets with results being shared with them on a weekly basis. This allowed the overworked employees at the firm to take a step back and better assess how they were spending their time. Within a very short period, the Operations Advisory team was able to entirely reshape the way employees allocated their time.

CUSTOMER PROFILE

Large US-based combination wholesaler/MGA

LOCATION

Eastern US

BUSINESS NEED

Eliminate extensive backlog despite an overworked staff logging in over 3,000 hours of overtime annually.

SOLUTION

ReSource Pro Operations Advisory

THE IMPACT

- Increased productivity three-fold.
- Eliminated 10-year backlog in three months.
- Significant savings from almost eliminated overtime costs.
- Increased efficiency of operations for improved service, profitability and employee satisfaction.