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PROCESS IMPROVEMENT AND SIMPLIFICATION THROUGH CONSOLIDATION & INTEGRATION

CASE STUDY

SITUATION

A very diverse manufacturing company with over 120 sites nationwide need a way to see a "big picture" view of their entire organization. They had grown both organically and via acquisition, and had multiple recruiting & time tracking systems for their contingent workforce throughout their enterprise.

Their existing processes were not connected, provide no way to aggregate or compare their numbers, provided little oversight or real-time metrics, and was error prone due to the many manual steps involved.

- **No big picture / aggregation of data** – All organization of data was manual, requiring collection from several different systems and hours of labor to merge the data. The final output of this manual process very costly to maintain and provided data weeks after the events had actually occurred.

- **Tracking and oversight of spend** – With multiple diverse systems, many sites were effectively operating independently and without oversight. Vendors were charging much higher markups at some sites and the corporate office had little visibility to identify problems areas.

- **Communication & Audit Trail** – Along with spend, there was little tracking on what communication was being done with the staffing vendors. Requests and approvals often flowed through email or phone calls with no way to later audit which manager had approved a job posting or worker hire.

- **Inability to compare KPIs of suppliers** – Without a large manual effort, it was difficult to evaluate and assess if recruiting needs were met. There were no analytics available to evaluate which suppliers provided the best service. Similarly, there were no enterprise-wide or site-level metrics for fill time, vacancy time, tenure, or turnover for the contractors on staff. Vendors were in effect all at the same level, despite performance.

- **Invoice Tracking** – With hundreds of invoices being generated per week, tracking of the invoice was often left to the sites themselves. Corporate offices had no way to check that they were only being invoiced for correctly approved times at the appropriate rates.

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SOLUTIONS

- **Implemented Vendor Management System (SimpleVMS)** – After a careful review and analysis, the customer determined that the best solution would be to automate their processes for managing the contingent staffing program. SimpleVMS worked closely with their leadership team to develop and configure a system to meet all need of a large geographically diverse enterprise.

- **Real-Time Dashboards and Reporting** – Both enterprise-level and site-level managers are now provided with real-time insight into their workforce, attendance, spend and upcoming events. With over 200 reports at their disposal, they are able to quickly identify problem areas of spend, vendor markup compliance, and invoicing accuracy.

- **Structured approvals with audit trail** – Approvals of job postings and worker time & expenses are now tracked with who approved it along with the date and time of the approval. All approval information is also automatically communicated to their vendors.

- **Vendor KPIs** – Based on detailed vendor comparison reporting, the customer is now able to review performance and rank suppliers based upon quantifiable results. Vendors are divided into tiers, and those who performed best are rewarded with more business.

- **Invoice consolidation and tracking** – Invoices are now automatically generated on a per-site basis, consolidating all vendors for that site into a single invoice. These invoices are visible to both site-level and enterprise-level management and only contain items approved by the managers at the exact rates specified in the system.

RESULTS

- **EFFICIENCY VIA CONSOLIDATION** – Enterprise-level managers can now see all of their data in a single system real-time. All labor involved in aggregating the data was eliminated.

- **REAL-TIME BUSINESS INTELLIGENCE** – With hundreds of reports to view their data, the client is able to more quickly make decisions based on real-time, accurate data.

- **INVOICING CONSOLIDATION AND ACCURACY** – Transitioned from a invoice per vendor & site, to a single invoice per site reduced hundreds of invoices weekly. Invoicing is now approved at the same time, in a single system.

- **IMPROVED COMMUNICATION** – By moving to a VMS with integrated communication & notification, most manual emails and phone calls were eliminated. All communication is now logged and able to be easily audited.

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