

## A BlueLine Associates Case Study

### Our Mission:

BlueLine Associates is passionate about improving organizations through process efficiencies that drive operational and financial success. We take a personalized data driven approach to business process improvement by not only advising, but also collaborating with our clients one-on-one to achieve business process excellence. BlueLine believes in building long term relationships with clients, through unparalleled hard work, commitment, and an ongoing desire for perfection.

### Our Team:

Working as a team, BLA brings a collaborative approach to working with clients to understand their needs and design solutions to meet organizational objectives. Each member of the BlueLine team has a wealth of experience in assisting organizations achieve performance excellence using proven methodologies.

### Our Values:

At BlueLine we value and respect our team, our clients and our community. We approach all projects with integrity and provide opportunities for our team and clients to be innovative and forward thinking.

### Our Vision:

BlueLine's vision is to solve any and all business problems, using its proven methodology, elite personnel, and innovative thought process.

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## BlueLine Chief Consultant Reveals Wasted Resources, Under-utilization, and Develops Organizational Efficiencies in 4 Months.

### Background:

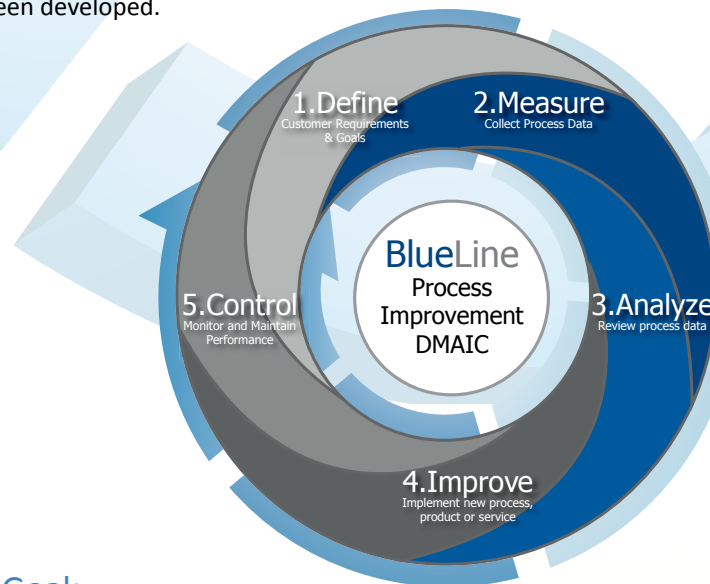
The Enterprise Site Support (ESS) group within IT Operations of a top 20 Fortune 100 company had just completed the reorganization of its site support structure. The consolidation of resources across multiple states was the start of an effort to streamline IT support operations. During the course of this transition ESS has maintained the majority of its operational staffing. The ESS group employs 122 managers, supervisors, and techs which results in \$11.96M in operational costs. ESS interacts with all levels of users, including senior executives, to perform services ranging from password resets to the installation of equipment.

Due to reductions in operational and business functions within the organization there is a need to evaluate the services being provided by this group as well as the value added time within these services to figure out appropriate staffing levels. BlueLine was tasked to; define services provided by associates; baseline current organizational structure and workflow; analyze value added activities, workload volumes and processing procedures; design future state organizational model and workflow; and develop managerial metrics.

### The Challenge:

The services offered by the ESS group was not documented in its entirety. Also the division of services based on experience was not documented or followed. Many entry level tasks were completed by highly skilled resources.

As data collection began it became obvious there were discrepancies in reporting. Associates did not log their time correctly and 40% to 50% of the services provided are not tacked in a data collection system. Resources were providing services without tracking their time and duties. Additionally the associates log time in separate systems and a detailed report had not been developed.



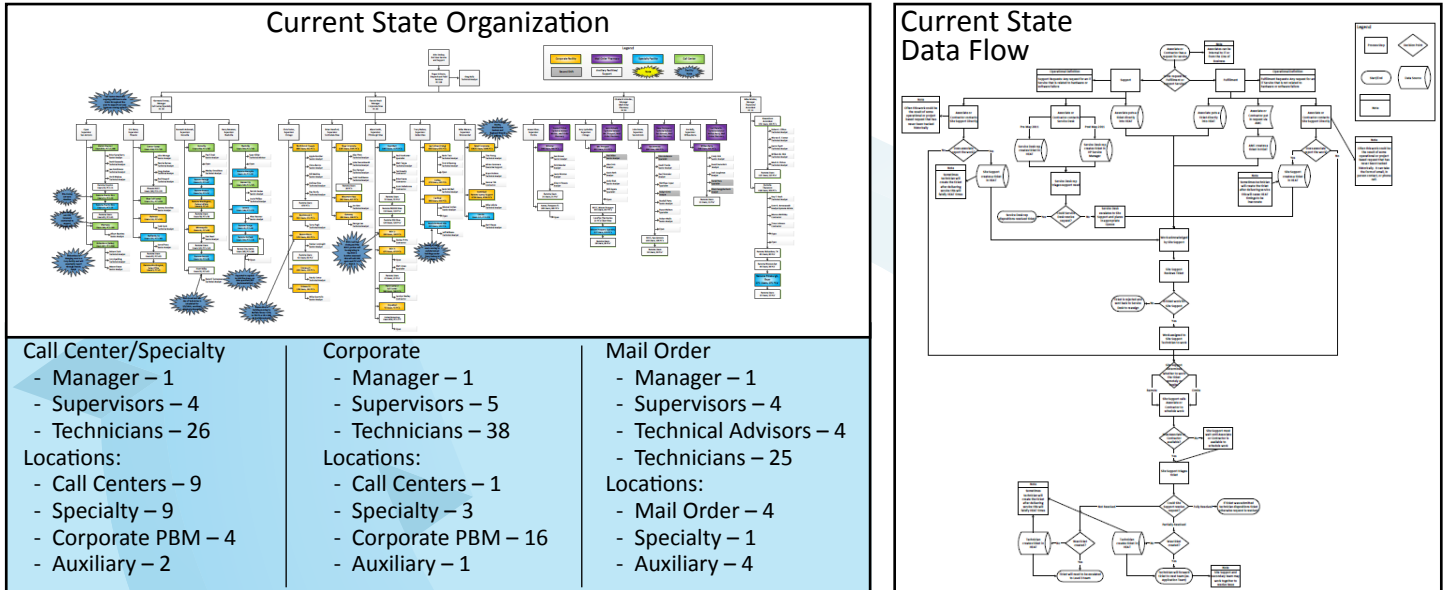
### The Goal:

Conduct full evaluation of services supported by ESS technicians, conduct SLA data analysis and value add analysis in 4 months. Utilizing data, evaluate the current staffing model and gap analyze to determine appropriate staffing levels. In an effort to increase value added time ratio and employee utilization.

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### The Solution:

BLA approached the business problem following the DMAIC methodology. Clearly defining the current state operations was critical before data collection could begin. BLA worked with site support managers to develop an organizational chart outlining different Lines of Business supported, accurate associates and positions held, as well contractor status and number of associates supported and different sites. Accompanied with developed operational definitions of services buckets, Site Support Roles and functions, BlueLine had created an accurate map of the current state operations.



Data flow maps were built with subject matter experts to assist with designing a data collection strategy that included manual data collection and data pulled from tracking systems. BlueLine was able to merge the two data collection methods to perform a “Current State” utilization study and answer the critical question: After allowing for non-ticketed work what are the current utilization levels? The utilization study data was conservatively calculated, accounting for lunch and break times.

### The Results:

BlueLine quickly identified 18 FTE positions that were either open or out of scope and could be immediately removed from the operating budget. 19 FTE positions identified from the utilization study.

**Recommendations:** Currently the manager to technician ratio is 1:5, in the future state the optimal ratio is a 1:16. The current baseline unit cost is \$106 per ticket resolved, in the redesigned operational model the unit cost is \$68, a 35% reduction.

#### Call Center

23 Associates = 100% – 70% = 30% Typical Unutilized Time  
 $30\% * 23 \text{ Associates} = 690 / 100 = 6.9 \text{ FTE Potential}$

#### Corporate LOB 1

30 Associates = 100% – 85% = 15% Typical Unutilized Time  
 $15\% * 30 \text{ Associates} = 450 / 100 = 4.5 \text{ FTE Potential}$

#### Corporate LOB 2

5 Associates = 100% – 85% = 15% Typical Unutilized Time  
 $15\% * 5 \text{ Associates} = 75 / 100 = .75 \text{ FTE Potential}$

#### Mail Order

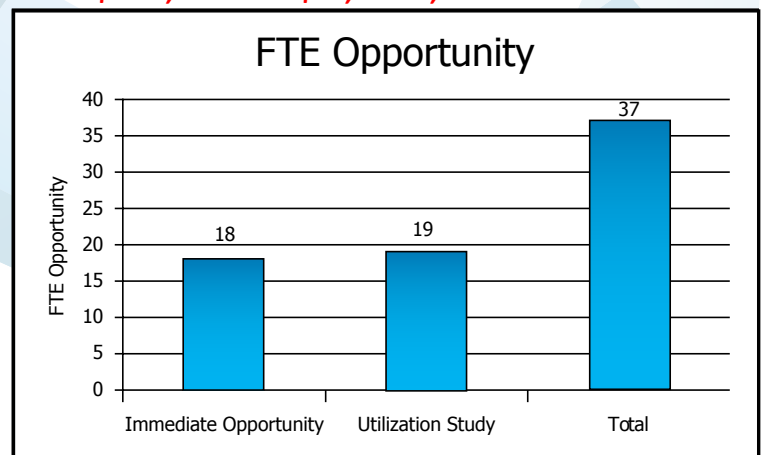
28 Associates = 100% – 69% = 31% Typical Unutilized Time  
 $31\% * 28 \text{ Associates} = 868 / 100 = 8.7 \text{ FTE Potential}$

#### Specialty

11 Associates = 100 – 76 = 24% Typical Unutilized Time  
 $24\% * 11 \text{ Associates} = 264 / 100 = 2.6 \text{ FTE Potential}$

### Potential Financial Impact:

18 Immediate + 19 Utilization = 37 Total  
 $37 * \$98,000 = \$3,626,000$



### BlueLine Foundation for Success:

By leveraging the right mix of hands-on experience, and catered attention, the BlueLine team was able to define the current state, raise awareness about key performance indicators, and recommend changes that had a direct impact on the customers as well as the company's bottom line.