



CASE STUDY

OPTIMIZING PROCESSES TO SCALE QUICKLY NOW, AND IN THE FUTURE

Respond Nimbly to Current Opportunities and Plan for the Long-term

TRANSFORM

THE BUSINESS CHALLENGE

After a few years of fast growth, our client had outpaced its financial system's capabilities. The company's **complex business model** – supporting multiple layers of relationships among healthcare providers, payors and manufacturers – drove the **need for a more robust ERP platform** rather than just a financial upgrade. A strong first step would be to analyze current business processes and then optimize with their best future state as the focus. Goals became urgent needs, however, when the **company gained a number of major new customers** and effectively moved into the top level of industry players. To meet these customers' expectations, our client **needed expert help to scale up effectively and very quickly**.

AGSI'S HIGH-LEVERAGE SOLUTION

AGSI's extensive optimization experience and proprietary frameworks were key accelerators in the aggressive timeframe of this engagement. **To ensure long-term alignment, AGSI focused tenaciously on strategic intent and its effects across multiple areas of the company.** How were our client's business objectives supported through the use of various processes? What were the limits to business units' cultural comfort level with change? Was leadership committed to championing the transformation involved? The answers to these questions informed our recommendations, and our ability to facilitate this ongoing discussion **drove more value into the engagement**.

As we produced clarity for stakeholders, we reviewed and mapped **current processes**; identified **optimization opportunities**; scoped and identified any related **systems limitations**; prioritized opportunities according to their **impact**; and then designed the required **future-state business processes**. That design in turn solidified the requirements for a new software selection process that would immediately follow.

VALUE TO THE ENTERPRISE

Because of AGSI's alignment-based approach, this company's leadership saw clearly that they were at a tipping point, and all stakeholders were committed to changing the way they operated to gain more rigor, capacity and capabilities. Now **they are positioned to support their new customers** (as well as others of the same size), **they have the roadmap** to take them to their desired future state, and **they have the stakeholder buy-in** that will make it work. In addition, the process to select their new ERP solution is **clear and dramatically streamlined**, setting the company up for greater success in that initiative.

IN BRIEF

CLIENT:

Healthcare / Device Benefit Manager

ENGAGEMENT:

Business Process Analysis and Optimization

CHALLENGE:

Determine how best to scale operations rapidly and meet the needs of multiple new Tier 1 customers; at the same time, thoroughly review current business processes and identify optimization opportunities for future enterprise performance and software selection

OUTCOME:

Following a targeted current-state assessment, a roadmap was designed that clearly defined the best way to scale in alignment with strategic intent; the new future-state path also provided clarity for streamlined ERP selection, supporting long-term enterprise growth