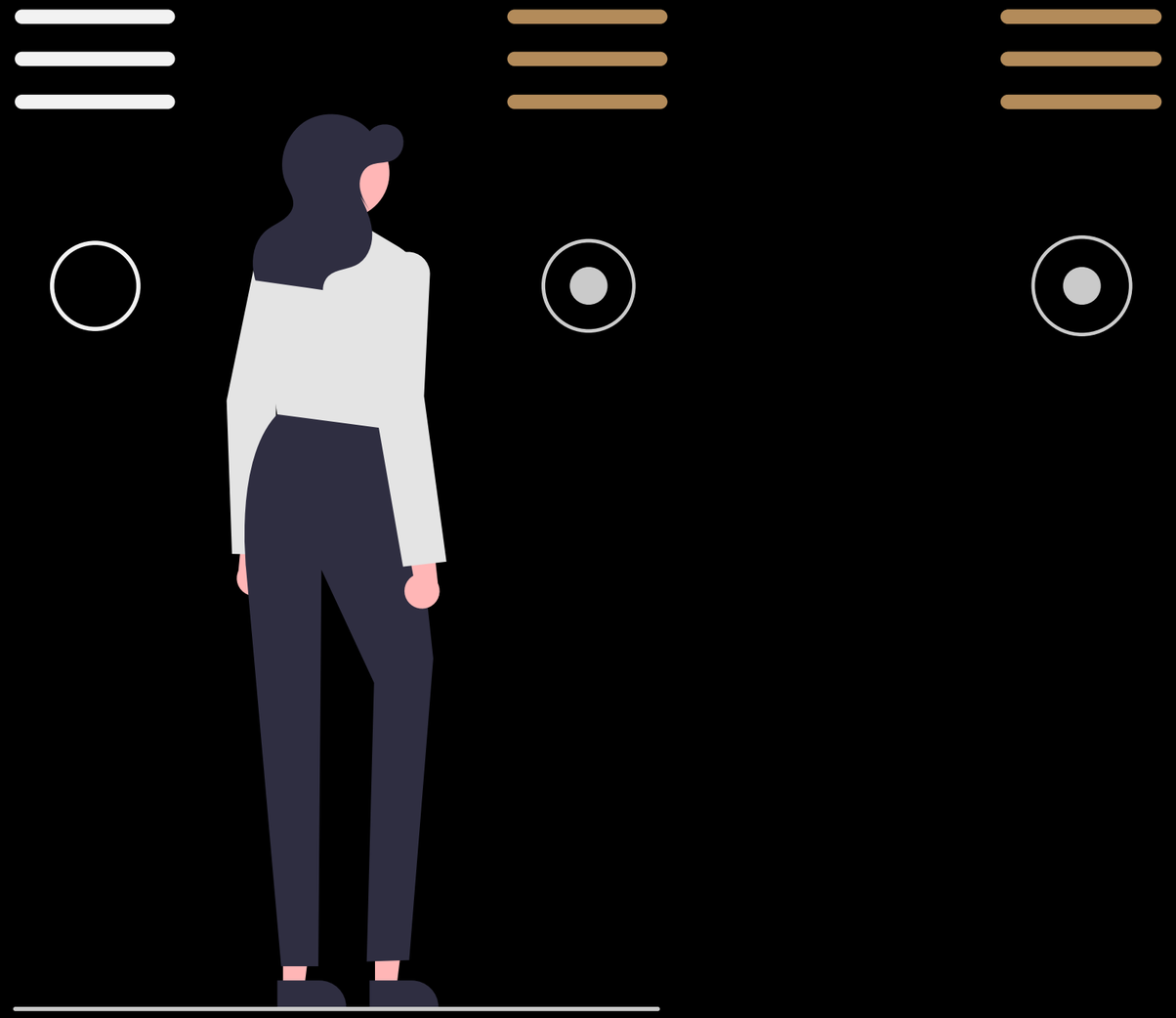
MODEL SELECTION



SELECTING THE RIGHT MODEL

SCOPE

- As much **end-to-end** as possible
  - Process adjacency and direct impact of upstream
  - Fungibility of resources
  - Include all variants within scope (systems, products, service type, locations)
  - Common business objectives

OBJECTIVES

- 360° across **cost, clients and controls**
  - Single objectives lead to sub-optimal solutions
- Get specific on the **desired metrics**
  - Distinguish between levers and goals
    - Standardize < standardize for cost
    - Automate < Automate for control
- Set solution **constraints** to ensure focus
  - The fewer the constraints the better the solution

CHARACTERISTICS

- End to end processes with **multiple** teams, locations, variants offer more levers to play with♣
  - Don’t try to protect 3-Cubed from complexity
- Algorithms optimized for **daily processes** rather than periodic activities

APPLICABLE LEVERS BY TYPES OF MODEL

	Team Size	Typical benefit
Opportunity Sizing	60+ FTE	30%

Project Characteristics	Target Levers	Explanation	Typical Benefit	Implementation	Constraints?
- Inflow spread over time, geographies - Cycle time ~ 1-5 days - End-to-end process with multiple hand-offs	Work hours and shifts	- Reduce intra-day under utilization, - Optimize work window for deadlines	0-15%	"Team rostering Schedule adherence"	Coverage Hours?
- Multiple or redundant deadlines (SLAs)	SLA rationalization	- Meet deadlines - Reduce impact of multiple deadlines	5-15%	Rostering Scheduling	Delays and deadlines

- Multiple or fragmented teams
- Global footprint
	Work allocation
	Consolidation
		- Work allocation between teams to:
		  - Reduce intra-day peaks
		  - Load balance across teams
			5-15%	Team mergers
				Specific cross training
				Schedule adherence
					Team structure
					Systems accessed
					Control Efficacy

- Low first time right or multiple loops	- Control review - Rework loops	- Check reasons for loops including controls, training	5-10%	Team or Training Edit Process or forms Add or change control	Team structure Change process Change controls
- Service centre type processes will likely rely heavily in effort reduction as the first lever; these include processes with short AHTs and long duration deadlines	Effort reduction - Rework loops - Control review - NVA - Robots & Automation	 - Reduce rework time and effort - More rather than better controls - Self explanatory: May be overlap between current initiatives	15-40%	Process change Automation Process training Work schedules	 Forms, Rules Control adequacy Process change Automation

360° METRICS COMPUTED

Select all that you want to achieve