

Operations Analytics Solution

THE NETHERLANDS | FINANCIAL SERVICES | INSURANCE

Large financial services provider boosts workforce efficiency

Employee productivity vastly improved by Deloitte's Operations Analytics

Client issue

The operations department of a large Dutch financial services provider was experiencing a substantial backlog of client cases, with many cases lagging months behind their initial planned deadline. The exact required capacity to regain control over this backlog was unclear to the management team. A solution had to be found around **employee productivity**, as possibilities for quick system automation were limited.

Hence, the financial services provider wanted to know **how its employees could become more effective**. Current efforts to measure this were already in place, such as employees logging their activities in a time registration system. However, the financial services provider **wanted more insights** to better understand how to **identify areas of improvement and increase efficiency** in the workforce.



15%

Increased time spent on productive activities

10%

Planning-realization deviation improvement



Boost in savings, customer satisfaction and NPS scores

Operations Analytics delivers value for organizations, employees, and customers, within short time frames. Deloitte's solution can be used as the key to unlock fact-based performance management.

Deloitte's solution-based approach

Improving operations with fact-based insights

The financial services provider took its first step in improving operations by joining forces with Deloitte's Operations Analytics (OA) team. The team then investigated and increased the ratio between time that employees spend productively, versus their scheduled hours. Deloitte's Operations Management proposition and analytics assets were a perfect fit for the financial services provider's needs.

The core of Deloitte's OA proposition is to establish a system and culture within the organization where everybody has a **uniform understanding of productivity**. To achieve this, Deloitte's Operations Analytics was deployed, focusing on:

- Following a **uniform way of working**
- Setting up a culture of **continuous Improvement** within the organization
- Encouraging an **understanding and focus** on operations management

Pushing for operational excellence

Though the organization chose for a non-Deloitte time-writing tool, the OA team supported both the implementation of this tooling and insights generation from the time writing data. They **established case standards** that describe how long employees may take to handle each one, based on difficulty level. With standards set in place, the OA team **translated the data from operations into a dashboard** based on all five pillars of Deloitte's Operations Analytics.

The **five key themes** visualized in the dashboard are:



Stock and lead times, with a focus on forecasting efforts.



Quality of the work done by employees to maximize first-time-rights.



The efficiency and productivity of employees, to generate time utilization insights.



Optimizing organization capacity by matching workload to available employees.



A continuous improvement interface for filing improvement ideas and progression tracking.

Impact

By making Deloitte's Operations Analytics proposition part of its daily business, the financial services provider **gained the insights it was looking for to reduce the number of outstanding cases.**

Thanks to Deloitte's OA dashboard, managers have the tools to see how to **improve employee performance and manage it proactively.** The time spent on productive activities increased from 43% to 58%.

Repeated tasks are removed, when possible, and peak times can be anticipated in advance. This **reduces the pressure on employees.** Deviation between planning and realization **improved 10%** during the program. The stock levels and backlog **rapidly declined**, leading to customers getting help faster.

The financial services provider also **boosted the efficiency of its operations** by increasing its ratio of productive hours and scheduled hours, **without having to hire and train additional employees.** The lead time model boosted customer satisfaction, resulting in **rising transactional NPS scores.**

The insights from the dashboard allowed managers to **steer more effectively, with greater control over operations.**

Contact us

Deloitte's solution-based approach delivers high-impact, data-driven insights to clients. By combining Deloitte's professional expertise with proprietary digital assets, we offer future-proof solutions that solve your unique challenges.



Joep Dekkers
Partner
jdekke@deloitte.nl
+31 (0)6 1258 1595



Pim Peeters
Manager | AI & Data
pimpeeters@deloitte.nl
+31 (0)6 5394 0522

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities (collectively, the "Deloitte organization"). DTTL (also referred to as "Deloitte Global") and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients.

Please see www.deloitte.com/about to learn more.

This communication contains general information only, and none of DTTL, its global network of member firms or their related entities is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte organization shall be responsible for any loss whatsoever sustained by any person who relies on this communication.