



# DBV\*Solutions\*Inc.

*Innovative Business Process Reengineering  
Leading-edge Technology & Outsourcing  
Risk Mitigation and M&A Integration Consulting*

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## DBV\*Solutions\*Inc. Case Studies, Client Results & Impact

Given that results and impact matter to DBV\*Solutions\*Inc., (DBV,) below are representative examples of DBV's results and impacts achieved for some of its clients.

### **Result 1: DBV Aligns Global IT Strategy, Transforming the Organization, Reducing Costs by \$5M and Improving Quality Management**

#### **Client Background:**

Our client, a global leader in aircraft manufacturing, embarked on a journey to transform their large IT organization to more cost effectively and efficiently support all aircraft manufacturing projects.

#### **Project Objectives:**

The client sought to decrease costs and to simplify IT support for every project. DBV translated these objectives into actionable steps, and:

- Devised a strategy to better enable cross-functional and global IT support
- Improved overall cost structure
- Implemented devised solutions and communicate status to senior management

#### **DBV's Approach:**

We recommended transforming a significant portion of the client's 6000-person IT organization. The initial strategy led to a comprehensive effort to define and develop a 2500-person *Computing Technology Office (CTO)*. The program was divided into three strategic efforts:

- Creation of a Shared Services Organization
- Development of a comprehensive IT strategy
- Implementation of significant process improvements

#### **Shared Services Organization Establishment**

We assessed the business and IT strategy, and then defined the operating model for a new Shared Services organization comprised of six different organizations:

- Data Services
- Enterprise Architecture
- Information Security
- Information Management
- Processes and Performance
- System Integration Services



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## **Result 1: DBV's Approach (continued)**

### **IT Strategy**

We developed business strategy and organizational model and aligned with a Scorecard for the larger IT organization

### **Process Improvement**

We managed the reorganization and process improvement efforts resulting in measurable metric score increases of at least one level in each organization

### **DBV's Processes:**

- Conducted multiple white-boarding sessions with senior leaders to drive the business strategy
- Managed multiple workstreams with various project managers, including active issues, risks, milestones, and deliverables management components
- Managed activities and dependencies across the organization through a mutually-agreed-upon work plan
- Established communications with stakeholders and conducted regular reviews of status, deliverables, issues, and risks, escalating when appropriate

### **DBV's Impact:**

With DBV's help, our client was able to:

- Apply global best practices
- Improve quality management scores by 20%
- Restructure a large business support organization
- Reduce overall costs by 25%



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## **Result 2: DBV Migrates Offshore HR Call Center Onshore, Yielding \$5M in Savings**

### **Client Background:**

Our client is one of the largest publicly-held personal lines property and casualty insurers in America, employing more than 70,000 professionals who share a commitment to strong principles and to the highest ethical standards in order to drive sustained shareholder value. Their commitment to shareholders manifests itself into a high-performance work environment encouraging accountability, innovative thinking, continuous learning, and improvement. The culture is fast-paced and employees rewarded for performance.

### **Project Objectives:**

Our client sought to increase quality and to simplify support for every employee by:

- Migrating HR processes onshore, to a newly-established in-house HR call center
- Improving the experience and function by adding capabilities across performance management, succession planning, compensation, and workforce analytics
- Deploying SAP CRM's Employee Interaction Center for contact management
- Integrating the legacy phone software, and other SAP modules
- On-boarding staff to manage approximately 50,000 interactions
- Managing the process within a fixed timeframe of six months and a fixed budget of \$4M
- Severing the contract with existing outsource service provider only after certainty of seamless implementation by the implementation date

### **DBV's Approach:**

Working closely with the Client's HR, IT, and PMO Departments, DBV led multiple teams to efficiently build and launch the new service center. The employee service center was about fundamentally transforming the way in which the client operates. Project governance and interaction with executive stakeholders were critical factors from the start of the engagement.

The open and ongoing collaboration enabled the team to make a successful transformation at a rapid pace. Importantly, the team had the buy-in needed to quickly address roadblocks and continue swiftly along the transformation journey.



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## **Result 2, DBV's Approach (continued)**

Our client's existing outsource provider required a 60-day notification to cancel their contract. As such DBV team conducted several deep-dive readiness assessments to ensure the client was able to sever the existing outsourcing contract within the mandated timeframes without jeopardizing transition or quality of service.

### **DBV's Processes:**

- Conducted in-depth feasibility study to determine if an existing HR services call center, which was outsourced to a call center in the Philippines, could be eliminated and brought back in-house
- Evaluated and estimated the transition time and technology requirements
- Managed multiple workstreams with workstream project managers, including active issues, risks, milestones, and deliverables management
- Managed activities and dependencies across the organization through a mutually-agreed-upon work plan
- Conducted weekly status meetings with project teams and periodic status reviews with stakeholders and/or sponsors; when necessary defined mutually-agreed-upon status reports for the various stakeholders
- Established communications with stakeholders and conducted regular reviews of status, deliverables, issues, and risks, escalating when appropriate
- Coordinated integration approaches and teams in order to standardize methods, deliverables, and processes where appropriate
- Managed adherence to quality and standards across deliverables, documentation, training, or executable code
- Adhered to client's development and production control procedures; when necessary, defined a mutually-agreed-upon project management processes, standards, tools, calendars, policies and procedures
- Identified and acted on opportunities for improvement across all activities and deliverables applying supplier's best practices and approaches
- Conducted pilot implementation two weeks prior to the go-live date with a smaller customer subset in order to manage quality and provide a live environment at a significantly-lower risk



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## **Result 2 (continued)**

### **DBV's Impact:**

With our help, our client has applied best practices in customer relationship management to transform service delivery and, ultimately, improve the employee experience. The program was *delivered two weeks early, on budget, and without any issues, yielding the following results:*

- *Producing savings in excess of \$5M*
- *Transitioning from the outsourced offshore center to a fully-incorporated onshore center, while implementing SAP in six months, on budget, weeks before deadline*
- *Reaching a go/no-go decision was made two months prior to the go-live date for the new onshore center*
- *Enabling the client to support their full customer base by the implementation date, on budget, and without any implementation or quality issues*
- *Creating a more-efficient HR call center, yielding a much better user experience*

## **Result 3: Global Integration of Engineering Capabilities, Yielding Cost Savings of \$20M and Significant Reduction in Product Development Lifecycle**

### **Client Background:**

Our client, a leading global truck and diesel manufacturer under cost pressures and citing competitive pressures to establish offshore capabilities, asked for help setting up and operating an offshore engineering center in India.

### **Project Objectives:**

Our client sought to decrease engineering product development costs and leverage the advantages of a global engineering reach:

- *Devise an operating strategy and drive sourcing decisions*
- *Improve the overall cost structure*
- *Set up and operate an offshore product development center*
- *Transition management of the overseas capabilities from DBV initially to the client*



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## Result 3 (continued)

### DBV's Approach:

Our client's vision mirrored the dangerous practice of many companies - adopting outsourcing strategies of their competition, but which are not aligned with their own company's overall strategies. As such, DBV recognized early on that this client's strategy was misaligned with the overall corporate strategies.

As such, DBV developed "Smart-Sourcing" capabilities to best reduce operating costs, aligning the appropriate courses of action and leveraging the best sourcing partners. We recommended to first establishing an operating strategy which included core competency definition before crafting any sourcing recommendations. Next, we identified a suitable sourcing strategy and then identified the appropriate locations for the product development efforts.

We established engineering centers in India, Brazil, and Poland, varying the engineering capabilities by available skill sets in those global locales:

**Asia Pacific Development Center:** Established design engineering center in India to support engineering efforts in Europe, and North and South America.

**South America Development Center:** Established design and development engineering center in Brazil to support engineering efforts in North America.

**Eastern Europe Development Center:** Established core design engineering center in Poland to support engineering efforts in North and South America.

**North America Development Center:** Established development engineering and engineering integration center in the United States to integrate all globally-designed components.

### DBV's Processes:

- Established global program management capability to govern all project activities
- Managed overall efforts, including active issues, risks, milestones, and deliverables management
- Managed activities and dependencies across the organization through a mutually-agreed-upon work plan
- Established communications with stakeholders and conducted regular reviews of status, deliverables, issues and risks, escalating when appropriate
- Crafted operating strategy and sourcing strategy through facilitated working sessions in an offsite location free from common onsite office distractors such as human interruption, email, voicemail, etc.



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## **Result 3: DBV's Processes (continued)**

- Established offshore design and development centers from the ground up and scaled from seven to 500+ engineers, allowing the client to better allocate resources, significantly cut \$6M in costs, and develop Centers of Excellence.

### **DBV's Impact:**

With DBV's help, our client was able to establish a global presence in automotive engineering and *yield significant cost savings of \$20M*. The global engineering teams were able to collaborate more effectively and share best practices while *significantly reducing the product development lifecycle*.

## **Result 4: Business Strategy and Technological Transformation, *Reducing Manufacturing Costs by \$12M and Improving Supply Chain Alignment***

### **Client Background:**

Our client, a global food manufacturer, hired us to manage the manufacturing and technology efforts to install new equipment and move from manual operations to computer-driven manufacturing. The client made a significant investment in new technology and supply-chain solutions to drive standardization and cost reductions.

### **Project Objectives:**

The company was looking to:

- Improve overall cost structure
- Manage complex workforce equipment installation and technology upgrades
- Redefine workflow and work processes to enable new technologies in six distinct plant operations areas
- Implement devised solutions and communicate status to senior management

### **DBV's Approach:**

Our team provided program management expertise and aided in the interface design efforts. We established program governance processes for better visibility into all efforts and efficient reporting tools to ensure effective communications to executive stakeholders. The two distinct work efforts included:



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## **Result 4: DBV's Approach (continued)**

### **Program Management** – Our team:

- Served as Program Advisor to a complex equipment installation which was introducing new equipment and technology to the workforce
- Coordinated project managers, engineering, maintenance teams, operations teams, and vendors to ensure successful design and delivery of components.

### **Interface Design and Technology Adaptation** - Our team:

- Worked with maintenance and operations teams, introducing them to new technology and assisted them in requirements definition and design of user-friendly interfaces and reports to drive performance improvements

### **DBV's Processes:**

- Defined cost-effective supply-chain processes and technology solutions
- Managed multiple work streams with various project managers, including active issues, risks, milestones, and deliverables management
- Managed activities and dependencies across the organization through a mutually-agreed-upon work plan
- Established communications with stakeholders and conducted regular reviews of status, deliverables, issues, and risks, escalating when appropriate
- Conducted technology training sessions and workshops to enable new worker introduction to the new tools and technologies

### **DBV's Impact:**

With DBV's help, our client was able to:

- Implement a large, complex program in six business units
- Reduce food manufacturing costs by 15%
- Improved their supply-chain value network
- Standardize processes through new technology