



DBV*Solutions*Inc.

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

DBV Summary:

In business since 2004, DBV Solutions (DBV) is an international management consulting firm providing advisory and project management services to companies across multiple industries.

Complementing a company's expertise, DBV leverages its experienced professionals with deep functional expertise and proven track records, along with its world-class partners, to drive change even under the most adverse conditions.

DBV Values:

At DBV*Solutions*Inc. we believe in a set of core values which direct our practice and the behavior of its professionals, as well as protect the reputation of our brand, which we take very seriously:

Accountability – When we say we are going to do something, we do it. We do not commit to doing things which are not possible, setting realistic expectations with our clients from the inception of our engagements. In instances where we commit to something, and later find outside circumstances beyond our control which prohibit accomplishing the commitment, we inform our clients of this immediately.

Compassion – We are sympathetic to our client's issues and approach all efforts with sensitivity and compassion.

Discipline – We consistently apply our professional competencies, and tirelessly follow through to deliver.

Emotional and Intellectual Intelligence – We possess both the intellectual intelligence to execute in our areas of specialty, along with emotional intelligence to aid us in the accurate discernment of issues and their ramifications. Emotional intelligence also gives us the maturity to admit when we are wrong.

Excellence – We believe in driving to deliver the best in all we do, understating that “good” is not good enough.

Innovation – We expect all our professionals to derive innovative solutions for all our client engagements, based on a thorough analysis of the current environment and breakthrough thinking.

Integrity – We stand behind what we say and our moral principles guide all efforts. It may be hard to deliver tough messages, but we will not misrepresent any facts, or take shortcuts.

Professionalism – We always conduct all client and internal activities in a professional manner.

Servant Leadership – We collaborate with clients, sharing power where you want us to exercise it, put your needs first, and seek to transfer our skills to our clients.



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Key Services Summary:

*Innovative Business Process Reengineering
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Key Methodologies Employed:

Alliance Management
Business Process Outsourcing
Business Process Improvements
Change Management
Customer Relationship Management
Supply Chain Management

Areas & Techniques Considered:

Call center redesign and implementation
Facility maintenance
Insurance
IT effectiveness
M&A Integration
Management Systems, such as Balanced Scorecard and KPI development
Organization realignment and restructuring
Outsourcing
Process redesign
Risk Management
Sales & Marketing effectiveness
Supply chain effectiveness

DBV Industries Served:

Automotive
Chemicals & Pharmaceuticals
Distribution & Warehousing
Engineering & Construction
Financial Services
◦ *Banking**
◦ *Insurance**

*Extremely-strong specialties



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DBV Industries Served (continued):

Food & Beverage
Healthcare*
Manufacturing
◦ *Mining & Metals*
◦ *Oil & Gas*
◦ *Pulp & Paper*
Retail & Food Service
Telecommunications
Transportation
◦ *Airline*
◦ *Ground*

*Extremely-strong specialties

DBV Leadership:

Erik Davison, CEO

Erik is a proven leader and seasoned global management consultant with Big 6 consulting experience (at Accenture and Andersen Consulting,) and an M.B.A. in Finance. His specialties include, but are not limited to:

- Acquisition Integration
- Business Development
- Business Intelligence & Data Analytics
 - Business Process Design
- Business Process Improvement & Re-engineering
 - Business Transformation
 - Change Management
- Cross-functional Team Leadership
- Customer Experience and Relationship Management
 - Globalization
 - Leadership
- Management Consulting
- Mergers & Acquisitions
 - Offshoring
- Organizational Design
 - Outsourcing
- Program/Project Management
- Project Management Office (PMO)



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DBV Leadership (continued):

- Risk Management & Mitigation
 - Strategic Planning
- Supply Chain Management
- Technology Modernization
 - Vendor Management

Having worked at world-class, global financial and insurance brokerage and carrier companies, he has extremely deep expertise in the financial, healthcare, and insurance realms, though the breadth of his experience transcends these industries.

Erik's humble leadership style is representative of the *Servant Leadership** model, and as such, a refreshing change from run-of-the-mill, sharp, yet arrogant consultants one often sees in the consulting world. He possesses the rare combination of strong intellectual and emotional horsepower. As a native European who came to the U.S. in early adulthood, he brings valuable cross-continent experience and deep understanding of the global economy, and speaks four languages.

*Servant Leadership - https://en.wikipedia.org/wiki/Servant_leadership

Representative Client List:

Air National Guard
Alpina
Allstate Insurance
Allstate Insurance Claims
APAC Customer Service
Arthur J. Gallagher & Co.
AT&T
Bank One
Blue Cross Blue Shield
Bollinger Insurance Brokers
CaCO3 Aragonite Products, Inc.
Fidelity Investments
First Chicago
Ford Motor Company
Fred Loya Insurance
JP Morgan Chase
Maxim Healthcare
Navistar
Northwestern Mutual
SGB NIA
Travelers Insurance
U.S. Air Force
William Gallagher & Associates



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DBV's 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.

Case Study #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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Case Study #1 (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%

Case Study #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.



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Case Study #2 (continued):

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.

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



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Case Study #2: DBV Processes (continued):

- 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

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

Case Study #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.



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Case Study #3 (continued):

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

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



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Case Study #3 Processes (continued):

- 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.
- 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*.

Case Study # 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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Case Study #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



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DBV's Partners:

As DBV believes that one is only as good as the company one keeps, and as such uses the utmost discernment in the selection of its chosen world-class partners, including:

- A meticulous international provider of offshore outsourced business process management services, leveraging Kaizen and Six Sigma models. Specializing in insurance and healthcare, (though serving all industries,) they provide a proprietary, metrics-driven, cloud-based workflow engine, and hold AIS, CPC, CPCU, HIPAA, and INS certifications. They have consistently delivered clients a 5-15% efficiency lift year over year.

- An enterprise best-of-breed software technology provider which specializes in application modernization and SOA initiatives and automated workflows, fueling seamless transformation, faster time-to-market, reduced risk exposure, and increased operational efficiency. With deep, proven international expertise, their delivery models range from onsite, remote, dispatched or dedicated. Their proprietary collaboration and communication, and electronic billing and payment platforms:

- accelerated cash flow
- control capital expenses
- facilitate easy form management
- optimized customer communications, improving timeliness and options
- reduce operational expenses
- streamline business processes, eliminating inefficiencies and redundancies
- transition paper processes to environmentally-friendly ones
- yield rapid ROI

- A top-notch digital communications agency (mobile, online, print, etc.) specializing in the insurance industry, (and including a role-based, web-based platform,) consolidating and improving communications processes and technology, leading clients to:

- accelerate customer onboarding
- improve communication relevancy
- improve customer experience
- improve regulatory compliance
- process more claims in less time
- reduce back-office costs
- reduce cycle times
- reduce printing and postage costs

DBV Solutions, Inc. is a veteran-owned business.

"Don't go where the path may lead you, go instead where there is no path and leave a trail."

~ Ralph Waldo Emerson

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