

Project Objective: A medical devices company was seeking to reduce cost and improve service levels through outsourcing selected processes in support of order management, consignment, accounts receivable (AR) and customer service - collectively referred to as "Order-to-Cash" (or "OTC").

Writeup:

A medical device company was plagued with multiple operational inefficiencies. These were due to inconsistent and redundant practices among its operating companies regarding the outsourcing of processes supporting order management, consignment, accounts receivable, and customer service. The lack of valid and integrated outsource partnerships meant that the organizational structure didn't fully support its business needs. Customer relationships suffered.

A team from Protiviti and Robert Half was deployed to create and execute a package of flexible, customized, result-based solutions. These included the development of detailed OTC/Finance/IT process flows and system instructions for implementation of changes. We started by documenting the staffing and technical requirements for outsourcing, then assisted in outsourcer recruitment, including the initiation of contracts and agreements. Finally, we identified and documented transitions risks and developed risk mitigation strategies. Client benefits included improved financial management through more effective billing, collections, accounting, and reporting procedures. The Protiviti response also resulted in improved communications between sales, customer, and warehouse operations. That led to greater efficiency in order intake and management plus better customer relationships through a higher level of attentiveness to their orders, inquiries, and complaints.