



Process Management International

# Supporting a Successful Offshoring Strategy

## Context

A global transport company that had grown by acquisition, inheriting many processes and policies, across more than 100 countries, and employing over 20,000 people. Their aim in offshoring was to improve customer service and efficiencies by developing a few Service Centres (SCs) that would handle most of the processes that enable the company to operate and trade.

## Challenge

The need was to standardise, simplify, eliminate waste and automate for better service to customers as well as saving costs. Given the wide range of existing operations and IT systems this demanded a revolution in understanding, improving and standardising processes across the whole company.

The existing process performance was seen as highly unsatisfactory, and the later stages of the transition took place against the worst recession for a generation, so the pressures on time and costs were extreme.

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*Without the structured methodology this growth could not have been accomplished.*

*SC Director*

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## PMI's Contribution

PMI supported the process excellence work across the whole company, including the development of the strategy, training improvement and management staff, and supporting some key projects.

Specific work related to the SCs included:

- Training SC management in process management, with an emphasis on everyday process monitoring and decision making
- Establishment of business process support staff to help managers and supervisors
- Building templates to make information visible at the place of work
- Building routines for managers to coordinate processes with customers and suppliers.
- Assessing progress and challenging actions.

## Achievements

They have progressively increased and improved the range of services provided, and introduced more skilled decision making functions. They have achieved unprecedented customer satisfaction levels. Efficiency savings have run into many \$millions annually.



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## Lessons

Success in offshoring, either within the same organisation or by transferral to a third party, demands close collaboration between the existing staff and managers and those taking on the work. This in turn requires awareness of how the work actually works, and the ability to identify and realise opportunities for improvement on both a large and small scale. PMI provides an integrated system of services, ranging from advice on strategy to classroom and e-based training, that ensures the rapid impact needed across both the operating and service parts of the organisation.

## Wider Applicability

The approach taken with the SC on a very large and international scale is valuable in any circumstance where processes are to be radically re-engineered. Similar programmes have been successfully undertaken in food manufacturing, financial services, IT, chemicals and pharmaceuticals. The key lies in the combination of large scale improvement with routine everyday methods, and the successful involvement not just of managers but of all staff and operators, in learning how their work works – all concerned find the process invigorating and want to continue long after the initial excitement has faded.

## Further Reading

The Conference Paper *“Success in Global Service Centres by using Process Management; everywhere, everyday, by everyone”*, for ever presented at the Asian Network for Quality (ANQ) conference in Delhi in 2010 provides useful insight into this subject. In addition to this a full interview podcast with the Chief Process Officer at the Global Transport Company. All are available to download at [www.pmi.co.uk](http://www.pmi.co.uk)