

CASE STUDY

Global Executive search firm develops new workflows to outsource over 71,000 hours of data entry work



Customer:

Russell Reynolds Associates

Industry:

Professional Services

Location:

United Kingdom

Executive search firm Russell Reynolds wanted to modernize their way of working to maximize value to clients while improving employee experience. They established three regional Centers of Excellence (CoE), with the aim to use these to support employees with candidate research and redistribute more basic research work to the newly expanded Shared Services team.

Bizagi was used to move, manage and track the workload of local offices and route it to the CoEs or Shared Services to enable a more efficient way of working. In the first year of using Bizagi, 71,000 hours of data entry work was offloaded to Shared Service, giving Executive Assistants and Researchers up to 30% more time to focus on key areas of business, rather than administrative work. They also automated the candidate background check processes, which previously took 3-4 hours to complete and is now an entirely hands-off process.

Objectives

- 🎯 Deliver value to customers through quality, consistency and speed of work
- 🎯 Improve employee experience
- 🎯 Better manage workload capacity of employees
- 🎯 Free up employee time by redistributing administrative work to Shared Service center
- 🎯 Establish and enable regional Centers of Excellence to support candidate research
- 🎯 Automate candidate background processes to save time and ensure thorough checks

Achievements

- ✅ Workflows developed to move, manage and track work across the organization
- ✅ Shared services integration delivered in twelve weeks
- ✅ 71,000 hours of data entry work outsourced to Shared Services in first year
- ✅ 50-man days per month freed up to focus on client-focused tasks and ensure quality of work
- ✅ 30% less time spent on data entry by Executive Assistants and Researchers
- ✅ Candidate background check, previously four hours to complete, now completely hands-off
- ✅ Processed 25,000 automated background checks in first seven months
- ✅ Candidate Degree Verification centralized to improve SLAs
- ✅ Standardization of core processes, providing clarity to senior executives and legal team

71,000 hours
of data entry work
outsourced to Shared
Services

50
days per month
freed up

25,000
background checks
automated in seven months

12
weeks to deliver shared
services integration

"Bizagi now gives us the opportunity to gather data and provide a lot of insight into what was largely invisible, even just a couple of years ago, from the individual level up to the overall global perspective."

Ryan Shaw,

Director of Application Development, Russell Reynolds

Overview

Russell Reynolds is a leading executive search and leadership advisory firm that matches thousands of executives to the world's top performing companies every year. The organization relies on both the quality and speed of delivering data to ensure the right people are placed in the right roles.

By restructuring their internal operations with expanded Shares Services and new regional Centers of Excellence, and reengineering business processes with Bizagi to create, manage and track work requests, they were able to save time and ensure the highest quality of information on candidates was delivered.

Challenge

Russell Reynolds is a traditional executive search firm, who had been serving their customers in the same way for the last 50 years. They were looking for a way to modernize the way they worked. The developed core objectives: maximising value to clients by improving the quality, consistency and speed of work they deliver; positioning the company as a brand of excellence; and focus on employees by enabling the best experience for them.

In order to solve these challenges, they needed to establish which tasks were taking too long to complete so they could amend the process and improve efficiency. A time tracking system was implemented across seven offices to understand the effort individuals were putting into daily processes and the pain points experienced.

Russell Reynolds processes the data of over 100,000 people on an annual basis and does a lot of research internally on the background of companies and the candidates they are going to present to clients. This time tracking revealed that employees were spending an inordinate amount of time on administrative tasks such data entry and internet research as part of candidate background checks.

Solution

To meet their objectives, Russell Reynolds modified roles and responsibilities of people to enable them to focus on activities that bring real focus and client value. This was achieved by expanding the Russell Reynolds Shared Services team, along with three regional Centers of Excellence (CoE), to act as research hubs to focus on more administrative work and alleviate pressures from the local offices.

This expansion required new technology and processes to create, manage and track the work requests that local offices sent to Shared Services and the offsite CoEs. They selected Bizagi as a platform to provide business process management and automation and create workflows to enable the processes.

Following an intensive training program, supported by Bizagi Professional Services, and invoking Russell Reynolds business analysts to design the workflows, the initial processes were delivered in just three months, along with full integration to the Russell Reynolds Shared Service function and other existing systems used in the business.

"We engaged with the Professional Services arm of Bizagi to give us a leg up when it came to implementing those first workflows. I'm proud to say they were delivered on time and on budget."

Ryan Shaw,

Director of Application Development, Russell Reynolds

Results

By automating the data gathering and call logs, the customer service team can resolve cases in an average of four minutes. This saving of two minutes per ticket, equates to seven days a month based on their existing volume of enquiries. If they doubled the business, there are potential savings of 14 days a month, from this single process. They

have already processed 77,000 cases in the customer contact center in the first two years of use. Additional savings through analysis and workflow have enabled them to save a head count of two agents logging calls.

The customer service managers were pleased that their process was the first to be automated as they had a lot of pain points. The first version was delivered in just three months, but the IT team are continually working with the team to get feedback and constantly working to improve the process. Now that the solution has been deployed, they are running new versions of the processes in parallel to get feedback from users and measure the potential time differences.

"Our research folks now have a fully automated, hands-off process. It all happens during the natural workflow, drawing from our other systems within Russell Reynolds and Bizagi is orchestrating all that effort without any other effort required by the researcher."

Ryan Shaw,
Director of Application Development, Russell Reynolds

The workflows developed have standardized Russell Reynolds' core processes, which enhances and clarifies the data presented to senior executives within the firm as well as the legal team to help ensure compliance with legal obligations for clients.

An example of this is the candidate degree verification process, which is used to confirm the academic and professional qualifications that a candidate claims to have. Previously, every local office used a different mechanism and different vendor. With the process reentered and implemented in Bizagi, it is now centralized and uses one vendor, providing a consistency in data and turnaround times. This has enabled Russell Reynolds to create a standard set of SLAs and provide a better customer service.

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Ryan Shaw, Director of Application Development,
Russell Reynolds