



Case Study: Innovation Drives the Value of Analytics

Industry: Financial Services

Company: Large national mortgage provider

Services Provided: R&D/Innovation Project Management

Challenge: The Analytics department of this Fortune 50 Client had to redesign the services and reports provided to their internal clients. About 100 employees design reports and provide analysis for several internal departments; some... valued the Analytics department services more than others. The Client wanted Bluestone's help to understand others' perceptions and develop a framework for solutions that met their customers' expectations.

Solution: Working closely with the leaders of the Analytics department, Bluestone:

- Coached several directors in the organization on how to conduct Customer Needs Assessments.
- Shadowed and mentored the project managers in their customer interviews.
- Facilitated brainstorming potential improvements which were then vetted and prioritized.

The results drove significant changes to not only the reports and analytics services that were provided, but also HOW they were presented to their internal customers. Part of the solution included the implementation of Service Level Agreements, to assure that both Analytics and their internal customers had an objective measurement of expectations and deliverables.

Results: Analytics department has significantly improved its relationship with the internal customers. They created a central repository to end the huge e-mail pushes, with a main portal where customers can "self-serve" based on a number of standardized reports. This also allows the Analytics department the ability to collect metrics regarding use their reports and frequency of access.

Value Delivered: The Analytics department has a new focus and their output is better understood and appreciated. At the beginning of the project, how they added value to the business was questioned. By the end of the project, adoption of their results significantly increased, and the silos between departments diminished.

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