Ocmulgee

EVIDENCE-BASED CASE STUDY

Financial services | Small company

# A 20-person wealth firm cuts client-process lead time by 60.4%: Finance and administration

FINANCIAL SERVICES | SMALL | FINANCE AND ADMINISTRATION

| -60.4% | 72% | -290 |
| --- | --- | --- |
| CLIENT-PROCESS LEAD TIME [1] | PROCESS EFFICIENCY [1] | MOVEMENTS PER CYCLE [1] |

### PROBLEM

The annual client-valuation process took more than two hours and contained five non-value-added steps. Excess movement and paper handling increased effort without improving the client output.

### SOLUTION

Researchers mapped the 16-step process, removed five steps, and redesigned the remaining work around customer value. The future-state flow reduced handoffs, movement, and documents while preserving the required valuation work.

### RESULT

Lead time fell from 2:03:11 to 0:48:46. Process efficiency reached 72%, with 290 movements and nine paper sheets removed per cycle.

### BUSINESS LENS

Porter: faster service and lower overhead support differentiation in a trust-based market with strong buyer choice.

### ASSUMPTIONS AND LIMITS

One pilot process, no control group, and possible observation effects. The source's 186-person-day estimate is excluded because its repetition basis is ambiguous.

## DEPARTMENT APPLICATION

### FINANCE AND ADMINISTRATION

Five non-value-added steps were removed.

Application analysis based on the cited source. It is not a separate measured result.

**Prepared by Ocmulgee Business Process Solutions from the cited independent source. This is not an Ocmulgee client engagement or an original Ocmulgee result.**


### SOURCE [1]

Douglas et al., 2012. Applying Lean Principles to a Professional Service Firm: Findings from a Pilot Study. https://www.researchgate.net/publication/275958504

Academically reviewed conference case | Size basis: 20 employees, including 5 administrators.