high-end supplier management

A pharmacy benefits management company partners with KellyOCG® for an MSP solution with a unique component.

The client provides integrated pharmacy benefit management services that include pharmacy claims processing, prescription home delivery, and specialty drug benefit management. Kelly Outsourcing and Consulting Group (KellyOCG) has worked with the company since 2008 to deliver a suite of innovative workforce solutions. A mutual commitment to shared values has fueled the growth of the partnership, which encompasses as many as 7,000 professionals within a large managed service provider (MSP) program.

A key component of the solution is a unique process for managing IT suppliers, including several high-end consultants and system integrators—IBM®, Accenture®, and Cognizant® for example—which are not typically part of an MSP.

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The challenge

Results at a Glance

CHALLENGE:

- **IT consulting to support a wide range of systems and processes within client operations**
- **Assimilation of high-end strategic technical consultants into an existing MSP program**
- **Deployment of technology to integrate and report on all supplemental labor within IT**

SOLUTION:

- **Transitioned all activity with high-end IT consulting firms through Fieldglass® VMS tool**
- **Coordinated change management between IT consulting firms and client end-users**
- **Developed a tiered approach for new requisitions: open, directed, and named**

RESULT:

- **Enhanced client's supplier management of 16 high-end strategic IT consulting firms**
- **Customized reporting dashboard with "one source of truth" for key stakeholders**
- **Improved visibility into offshore and time-and-materials-based IT project activities**

$690M+

THE FULL TOTAL OF LAST YEAR'S MSP SPEND UNDER MANAGEMENT

The company manages prescription benefits for tens of millions of Americans on behalf of employers, health plans, unions, and government organizations. The client's services include processing pharmacy claims for members through a network of retail pharmacies and its own home delivery pharmacies. This wide variety of business activity requires a team of more than 30,000 employees globally—employees committed to better clinical outcomes for members, and dedicated to delivering better financial outcomes for plan sponsors.

In order to deliver its core products and services around the world, and to support the wide array of business operations that the client needs, KellyOCG manages a comprehensive MSP program that covers a variety of functions and disciplines for contingent talent. While IT professionals comprise the largest component, the MSP program also includes pharmacy technicians, project managers, and many professionals in these areas:
• Accounting/Finance
• Contact Center
• Clinical/Scientific
• Human Resources
• Legal

Prior to the addition of IT consultants, the client already considered KellyOCG a strategic workforce partner. When they wanted to manage high-end strategic technical consultancy providers in order to improve cycle times, KellyOCG accommodated by quickly developing an effective solution.

The solution

The MSP was originally implemented using Fieldglass VMS technology; the client's HR systems were integrated with Fieldglass to help streamline the internal on-boarding process. All activity with IT consulting firms was transitioned to Fieldglass. This included weekly data received from the client's project- and time-tracking system, which provided the client with a systematic way to validate payment to these providers. Since Fieldglass functionality also lends itself well to time-and-materials statements of work, those were also incorporated into the solution.

Change management was another major component in the success of the solution. KellyOCG coordinated meetings at the client location with each IT consulting firm and key end-users and sent ongoing communications to help ensure adoption of these new providers into the program. The team also developed a more streamlined, tiered approach for new requisitions, featuring three separate categories:

• **Open requisitions** – Requests solicited from any of the client's IT vendors

• **Directed requests** – Requests solicited from a specific IT consulting firm

• **Named requests** – Requests solicited from named individuals at specific firms

This three-tiered approach fit well with the client's own method for developing strategic partnerships with its largest suppliers. These suppliers are brought into client discussions about upcoming projects and, if viewed by the client as the right partner for a specific project, can then be selected directly using Fieldglass.

Many of the client's most critical IT projects demand expertise from leading consultants for functions including application development and quality assurance. Other core activities—such as infrastructure, help desk support, and system maintenance—are typically outsourced to specialized niche firms. KellyOCG established supplier engagement summits to ensure all providers were fully committed and comfortable with the program.

The result

With the MSP, KellyOCG now facilitates the client's management of 16 strategic IT consulting firms. Before integrating them into its MSP, the client had no established process for validating payment to these key partners. Today, they have clear visibility into cycle times for all supplemental labor acquisition, including onshore and offshore project work. Meanwhile, the client is better served through closer relationships with the key suppliers in its program, whose invoices are paid with 99 percent accuracy.

KellyOCG developed and implemented a balanced supplier scorecard to help measure elements of how the consulting firms performed in supplying talent for their more sophisticated projects. Invoicing and ID management provided more access to data, which allowed a basis for better evaluation of how the unique supply base was performing. In conjunction with client leadership, the team also developed a customized reporting dashboard, featuring metrics on cycle time, head count, and spend. This program data is now considered to be the "one source of truth" by key client stakeholders—all the information they need on their higher-end consulting activity is contained in a single system of record.

With new data, KellyOCG is able to generate better supply and demand analytics providing insight into the client's key labor markets and job categories. Analytics such as cycle time helped to show that certain suppliers were causing bottlenecks in the process and extending acquisition time. The metrics have helped to enhance data-driven decision-making capabilities through more fact-based reporting. KellyOCG is committed to a long-term relationship that creates synergies of knowledge, security, innovation, and adaptability for both parties. In fact, the client is now thinking about adding a new module to Fieldglass for true milestone-based SOWs, as an extension to its functionality for time-and-materials projects.

The core staffing expertise of KellyOCG will put top talent to work for your business, in combination with operational management oversight for increased efficiency. For more information visit **kellyocg.com** today.

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