**Managing Business Process Outsourcing**

**NMIMS Centre for Distance and Online Education (NCDOE)**

**Internal Assignment Applicable for June 2025 Examination**

**Q1. Judd Chemicals is an 80-year contract manufacturer of skincare and haircare products in Chicago, USA. The company is struggling to streamline its operations due to fragmented processes across different departments, leading to inefficiencies and difficulty in aligning projects with overall strategy. Jim McNulty, the COO has decided to implement a comprehensive business process portfolio management system to identify, prioritize, and optimize their key processes.**

**Discuss the role of Business Process Portfolio Management (BPPM) in reducing risks and as well, maximizing decision-making capabilities & business profits at Judd Chemicals.**

**Answer:**

**Introduction:**

Judd Chemicals, an 80-year-old contract manufacturer based in Chicago, is facing operational challenges due to fragmented processes across its departments. This lack of coordination has led to inefficiencies, delays, and difficulty aligning projects with the overall business strategy. To address these issues, Jim McNulty, the COO, has decided to implement a Business Process Portfolio Management (BPPM) system. BPPM is a strategic approach that enables organizations to manage their processes effectively by identifying, prioritizing, and optimizing them based on their strategic value and contribution to the overall business objectives. In Judd Chemicals' case, this system can significantly enhance operational efficiency, streamline processes, and improve decision-making. By implementing BPPM, the company can align its various business processes with its goals, identify areas for improvement, and manage risks better. This approach ultimately aims to reduce operational risks, maximize business profits, and improve the company's overall performance.

**Concepts and Application:**

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**Q2. Vandelez is a Multinational Dairy Co-operative headquartered in Canberra, Australia. The company produces millions of tonnes of dairy ingredients and consumer products each year. The Global Supply Planning and Scheduling is its backbone process because it involves planning and transformation of goods to be delivered to the customers. As part of the Supply Planning and Scheduling initiative in Australia, this Co-operative needed to establish and implement new ways of working that will be the starting point for a global standard.**

**The organization needed to achieve improvements in this process to establish common ways of working through one integrated business planning cycle, common process, one tool (SAP APO), clear roles and responsibilities and improved KPI’s. However, the AS-IS is hard to document due to the complexity of the process, unavailability of a clear end-to-end picture and disconnect between the business units. Mike Leonard, the COO is thinking of inviting a BPM Consulting Firm to produce a complete, accurate and agreed picture of the process that could be used to efficiently improve realizable process improvements, i.e., the AS-IS and TO-BE modelling of the end-to-end process, from demand planning through to production scheduling.**

**Discuss how Business Process Management (BPM) contributes to operational excellence and profitability in an organization.**

**Answer:**

**Introduction:**

Business Process Management (BPM) is a strategic approach to improving an organization’s processes, ensuring they are efficient, effective, and aligned with the company's goals. In a multinational organization like Vandelez, where global supply planning and scheduling are critical, BPM plays a pivotal role in refining and optimizing processes to drive operational excellence. The organization faces challenges due to the complexity of its existing processes and the absence of a clear, end-to-end view of operations. By implementing BPM, Vandelez aims to standardize and integrate its processes across global operations, improving the way goods are planned, transformed, and delivered. BPM offers a systematic approach to mapping, analyzing, and redesigning business processes, ensuring continuous improvement. By addressing issues such as process complexity, communication gaps between departments, and unclear roles, BPM helps create a unified framework that enhances collaboration, streamlines operations, and boosts overall performance. This approach is vital for an organization looking to scale globally and maintain competitive advantage by improving efficiency and profitability.

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**Q3A. Carbonara Group is an Insurance Company based in Palermo, Italy. As of 2024, it is the fourth-largest insurance company in Italy and ranks among the world's largest insurance companies by net premiums and assets. Like many other firms, Carbonara is facing financial pressure and need to improve cost efficiency to increase competitiveness and profitability.**

**This is aggravated by Carbonara’s lack of expertise in non-core functions such as Customer Service, IT & Marketing. In the case of core functions such as Policy Admin, Underwriting, etc., the insurance industry is short on talent, due to people leaving the industry, leading to spiralling costs. The CEO feels that the easiest way to reduce costs is by outsourcing insurance services.**

**The CEO asked Turi Guiliano, the COO to prepare a briefing document, detailing the (Top 5) Reasons for Outsourcing by Carbonara.**

**Answer:**

**Introduction:**

Carbonara Group, a leading insurance company in Palermo, Italy, is currently facing significant financial pressure. Despite its prominence as the fourth-largest insurance provider in Italy, it struggles with rising operational costs, particularly in non-core functions like Customer Service, IT, and Marketing. Moreover, the industry’s lack of talent, especially in essential functions such as Policy Administration and Underwriting, is exacerbating the situation. In response, the CEO is considering outsourcing insurance services as a means to reduce costs, improve efficiency, and maintain competitiveness in a challenging market.

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**Q3B. After an exhaustive search and due diligence process, the Carbonara Group has identified MajorDomo, the third-largest Insurance BPO firm in India as their BPO Partner. Who are the Stakeholders in this case? Why is Stakeholder Management important in a BPO engagement and what is its impact on business success.**

**Answer:**

**Introduction:**

In today's competitive business environment, companies often rely on third-party partners to handle specific business functions efficiently. The Carbonara Group, after an extensive search, has chosen MajorDomo, the third-largest Insurance BPO firm in India, as their partner. This decision is crucial because choosing the right BPO partner can significantly impact business operations. In this context, identifying and managing stakeholders is key to a successful partnership. Stakeholder management ensures that the interests of all involved parties are considered, leading to smooth collaboration and positive outcomes for both organizations.

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