

ENKI CASE STUDY

BUSINESS ARCHITECTURE – HEALTHCARE PROVIDER

Overview

Our client was a \$110 million a year, private national medical device manufacturer and patient healthcare provider with 770 employees, 137 distribution centers and 3 warehouses in the US and manufacturing operations in China, Germany and the US.

Problem

- Stagnant product mix
 - Shrinking patient reimbursement rates from CMS (Medicare & Medicaid)
 - Over 400 healthcare insurance company agreements all reducing reimbursement rates for products
 - Average reimbursement of 56% on contracted allowable insurance claims
 - 22 year old custom built legacy system incapable of handling new products
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Action

- Introduced new product development stage gate concept and facilitated development of a fit-for-purpose process
 - Engaged stakeholders across functions to reengineer order-to-cash, claims handling, planning, and forecasting processes
 - Facilitated business process outsourcing vendor selection and establishment of vendor management systems
 - Architected, designed, and built a new enterprise management platform to enable above changes
 - Engaged cross-functional teams in software and vendor selection to address key technology challenges
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Outcome

- Improved new product pipeline from 4 new products in company history to 126 new products over a 2-year period
- Reduced time from patient interaction to claim submission from an average of 77 days down to 26 days in 20 months
- Improved allowable claim reimbursement to 76% of allowable in 18 months.
- Improved employee engagement from 2.6 to 4.8 (using of 0-5 rating system)
- Reduced overall business operating costs by 47% in 2 years.
- Resolved outstanding vendor payment claims
- Improved inventory turns by over 300% annually