

Six Sigma methodology produces superior audit results for global financial services leader

CASE STUDY

PROCESS IMPROVEMENT NORTH AMERICA

THE CHALLENGE

Within the first 30 days of implementation for a formidable mortgage lending, investment banking and asset management company, the new client sought a full Topaz* audit to validate its air travel spend against the lowest available airfare in each market.

THE SOLUTION

Because Carlson Wagonlit Travel uses Six Sigma methodology to analyze existing process flow, develop Gap Analyses, and execute necessary service optimization plans, CWT was well-prepared for the audit and assigned an operational Black Belt to lead the process.

The Gap Analysis had resulted in new process flows and identification of initial touch points. Each touch point was translated into a potential defect opportunity and then eliminated.

CWT developed a robotic platform to eliminate potential human error and ensure defect-free reservation processing and lowest fares.

THE RESULT

At the start of the Topaz audit, CWT immediately delivered a 97.5 percent success rate—which jumped quickly to the 98.5 percent rate required by the client.

Committed to continuous improvement, CWT pushed the rate beyond the mutual goal—achieving a score of 99.14 percent in the most recent periods measured—and created and distributed control charts to monitor success on an ongoing basis.

The client later acquired another large banking company, which used a CWT competitor for its business travel. Reflecting previous success and the strength of relationships, CWT earned the expanded business.

Two additional CWT clients have since opted for third-party audits, with CWT scoring 100 percent compliance in both.

* Topaz International is a leading corporate travel service auditing company.

FAST FACTS

Industry: Financial services

Volume: \$140 million

Results at a glance:

- Analyzed and improved process flow
- Topaz audit result of 99.14%
- Exceeded client's goal
- Success monitored on ongoing basis

CONTACT

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