

CASE STUDY

Managed services for a privacy compliance operations organization



EXECUTIVE SUMMARY

- Who**
- Privacy Compliance Operations organization at a Fortune 100 social media and consumer electronics company
- Goals**
- Enable the Privacy Compliance Organization to achieve higher levels of productivity and output through the implementation of managed services
- Challenges**
- Complex, manual, inefficient and undocumented business processes
 - “High-touch,” linear processes were highly dependent on inputs and approvals from a myriad of upstream and downstream teams
 - Lack of planning and prioritization contributed to high volume of time sensitive, urgent requests
 - Ambiguous, dynamic, unpredictable environment
- Solution**
- Establish tiered services model in support of core privacy operations. Delivery pods provide services across a variety of support areas: project management, business operations and analysis, compliance assurance services and quality audits, and data analytics
 - Define and operationalize repeatable services to drive efficiencies across business operations
 - Streamline existing business processes to eliminate redundancies and reduce inefficiencies with current model
- Results**
- Stakeholder capacity freed up to focus on higher-value activities across the organization
 - Case re-open rate dropped (improved) by 61%
 - 80% improvement in request review timeliness

SITUATION

Privacy is of utmost importance in today's data-driven digital world. Consumers demand greater control over their personal data and companies are under tremendous pressure to ensure consumer data is used responsibly across their products and platforms. Global regulations, online privacy policies, and an evolving data landscape have added further complexities. Ensuring data compliance is an increasingly labor-intensive and tedious process prone to delays, errors, and oversight.

The Privacy Compliance Operations department of a leading social media services enterprise asked iTalent Digital to help streamline operational processes and provide shared services across a variety of areas to support their Global Privacy Program. The organization needed to relieve its team from time-consuming, complex tasks across various levels of its operations.

“ From jumping in to provide case validation, establishing project metrics and processes, to quality continuous improvements across privacy teams, your support was invaluable! Thank You!

– Member of the Continuous Improvements & Efficiencies Team



CHALLENGE

The Privacy Organization at this client provided many unique challenges. We quickly learned many of the operational processes were undocumented or lacked proper ownership.

Our discovery process also revealed many of the existing processes supporting their privacy practices (e.g. verification, audit, issues/risks management, safeguards mapping) were unnecessarily complex in nature. The processes involved a host of upstream and downstream owners to service an individual request and the requests were sequential and multi-staged in nature. For example, in order to advance to the next stage, the request required completion before it could be handed off to the next team for further processing. Issues identified downstream would need to be sent back to the respective upstream teams for re-processing through the entire process. By design, this often led to a single point of failure, inefficiencies, and massive delays.

One of the biggest challenges of this situation was the fact that the subject matter being analyzed is very fluid and complex, and data sharing and visibility across teams were limited. Over time, these issues resulted in a sizeable backlog of overdue requests.

REQUIREMENTS

The Privacy Compliance Operations department had specific processes to achieve its goals. iTalent Digital was called upon to refine these processes and operational tasks at each level of the department. The goal was not only to execute legacy processes but also to improve them by way of reorganization, modification and simplification to free up staff to focus on higher-value activities across the organization.

iTD needed to establish a well-defined set of parameters and processes based on the input from the department team members. Repeatable services had to be identified and business operational tasks had to be streamlined.



“ The team is excellent at handling a rapidly changing environment, new processes, changing systems, etc. I’m impressed with how quickly the team gets up to speed on new tasks and is able to execute such tasks with great efficiency. The team is also proactive about going above and beyond for projects to ensure that no corner is missed.

– Lead Counsel, Central Review



SOLUTION

iTD’s multi-layered solution involved delivering different levels of services to the client.

Compliance assurance and audit services

The first level is comprised of compliance assurance services and quality audits. These services involve auditing and verifying privacy assets and legal contracts. This is achieved by reviewing documentation and ensuring it adheres to privacy standards defined by data privacy contracts.

Business analysis and operations

The second level involves business operations and enablement services. This is where operating rhythms and processes with key privacy stakeholders are defined and established to drive the delivery of business and operational needs. This involves request intake, business analysis, operational services, process automation, risk mapping, issue management and the signing off of deliverables.

Project management

The third level involves project management, where the processes and operations of the whole privacy compliance organization are orchestrated and coordinated to achieve the desired goals. This entails a number of ongoing activities, including:

- **Establishing an operational framework** for the privacy shared services model where documentation of operating rhythms, intake processes, categorization, and prioritization occurs
- **Defining a request intake triage process**, where requests are categorized, prioritized, assigned, and scheduled
- **Handling the processing, analysis**, and support of requests including remediation reviews, process definition, and optimization (including automation).
- **Conducting risk mapping** and analysis to evaluate issues risk, safeguards, regulations, and industry standards
- **Driving greater business intelligence** via reporting and analytics to provide frequently updated, end- to-end metrics.



RESULTS

Streamlining operations for the Privacy Compliance Operations team freed up a significant amount of time, so they could focus on more strategic activities. The following metrics represent results **delivered within the first 18 months**:



- The compliance assurance and audit services team successfully executed more than **7,000 tasks**, encompassing an extensive archive of over **19,000 documents** and spanning an impressive **230,000+ pages**. This diligent effort has culminated in a remarkable reduction of re-opened cases, lowering the re-open rate from 7% to a highly commendable 2.7% – an **improvement of 61%**.
- The business analysis and operations team processed **2264 document prep requests**.
- Our team reviewed more than **475 requests** for new or altered API products, achieving an **80% improvement in review timeliness** and a **94% work product timeliness**.

ABOUT iTALENT DIGITAL

iTalent Digital is a global woman- and minority-owned software engineering and full-service tech consulting company headquartered in Silicon Valley that champions the people side of tech. It challenges the status quo and helps companies achieve exceptional business outcomes through a suite of digital transformation services such as Enterprise Community, BI, Data & Analytics, SaaS solutions, Software Development & Engineering, Personalization and Unified Search, and Change Management.

iTD's managed service offerings can range from providing rapid assessments to deploying comprehensive end-to-end managed solutions spanning business, operations, technical services and quality assurance across a variety of domain areas. With a global presence and centers of excellence around the world, we deliver regional services around the clock. iTD can craft a solution that delivers high-level quality while maximizing your return on investment.



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