

Case Study:

BUILDING A DATABASE MANAGEMENT TEAM

Challenge:

The client, a major pharmacy benefits manager, had just acquired a smaller firm. Both companies maintained customer databases for their prescription drug benefits, but the two databases were in different formats. In addition, some of the same customers appeared in both databases.

In order to integrate the two operations, the client needed to combine the two customer databases and identify each customer uniquely. Since neither database could accommodate the information from the other one – and since both had limitations that affected data reliability – the client needed to design a new customer information database to which both of the older databases could be converted.

Because the client was eager to begin benefiting from the synergies of the acquisition, it placed a high priority on designing and populating the new database. Design Strategy Corporation was given one week to put a database management team in place.

Objective:

The client's business objectives were to improve customer service and the reliability of customer data, and to integrate the operations of the acquired company with its existing operations

To meet these objectives, the client needed to quickly establish a database management team that would merge the two customer information databases into a single, highly reliable database. The team not only had to possess the requisite business and technical knowledge to design and implement the database, but also had to be able to complete the project on time and within budget.

Solution:

In conversations with the client, Design Strategy first established the skill set that the client required for the team. The required skills included:

- Expertise with the DB2 database management system in an OS/390 environment.
- Experience designing and maintaining very large databases (>1 terabyte).
- Ability to interact effectively with planning, application, and operational units.
- Familiarity with customer information management systems in the insurance industry.
- Ability to develop, document, and automate procedures for backup/recovery, performance tuning, and other ongoing support functions.
- Ability to manage projects effectively.

Because this skill set was extremely high-level and specialized, and because the client needed to put the team into place quickly, we assigned all of our recruiters to search throughout the United States to find the best people for this job.

Design Strategy's senior recruiters average 8 years' tenure with the company, and more than 10 years in the industry. They have extensive networks of contacts, as well as an outstanding ability to match consultants with requirements.

The recruiters reached out to their contacts, requested referrals, searched websites, advertised on online job boards, and searched DSC's internal database of more than 50,000 consultants. They then applied the DSC four-step recruiting methodology:

- Advanced skills-match search.
- Comprehensive screening, including personal interviews.
- One-on-one technical interviews by experts in each technical discipline.
- Multiple reference checks.

Within a few days, the recruiters identified a small pool of available consultants with the business and technical skills that the client required. The client interviewed the candidates presented by DSC, and was able to select a group with the right mixture of skills

Result:

The client put the team into place on schedule, and the team designed and implemented the new customer information database on schedule. The new database met the client's objectives. A portion of the team is still working at the client site, supporting the database.

COMPANY NAME:
MAJOR PHARMACY
BENEFITS MANAGER

NAME OF PROJECT:
RECRUIT DATABASE
MANAGEMENT TEAM FOR
PRESCRIPTION DRUG
BENEFIT APPLICATION

LENGTH OF PROJECT:
ONE WEEK

PROJECT COMPLETED BY:
2004

ENGAGEMENT:

*Recruit a team of
database administrators
to design, implement,
and support a customer
information database.*