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# BMS Group Finds More Capacity for High-Value Client Work

How BMS Group used resource management to reduce lower-value work and devote more capacity to client analysis, insight and advisory services

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# BMS

*ProSymmetry Case Study*

## Snapshot

- Gained actionable insight from more than 30 resources and 50,000 tracked work hours annually
- Uncovered significantly more capacity for high-value client work
- Reduced pre-processing, lower-value work by a third
- Increased high-value analysis, reporting and client support by 15%
- Improved resource allocation, workflows and strategic client planning
- Refocused the team's capacity on revenue generation work

## The Challenge

BMS Group is a global independent broker delivering specialist insurance, reinsurance, and capital markets advisory services. Within BMS Group's Catastrophe Analytics team, there are approximately 30 specialists supporting clients across multiple business units, geographies and projects. They collectively logged more than 50,000 hours of work annually on client engagements and internal work at the time of this interview.

As the Catastrophe Analytics organization grew, leadership needed a better way to understand how time and expertise were being used across the business. While the team was supporting clients, advancing strategic initiatives, and managing internal responsibilities, leaders lacked a reliable way to determine whether those efforts were creating the greatest possible value for the business and its clients.

The challenge was not simply tracking time. BMS wanted to understand where effort was producing meaningful results, where inefficiencies existed, and how to create more capacity for the work clients valued most.

"Tempus allows us to make informed decisions about resource allocation, major team initiatives, and areas needing improvement, and to be able to act on them in a timely manner," explains Mark Riebe, Senior Vice President for Catastrophe Analytics at BMS Group.

Leadership wanted to answer critical questions:

- How much effort was being spent on client-facing work versus internal activities?
- Where were workflow bottlenecks limiting productivity?
- Were resources aligned with the organization's highest-value priorities?
- Were strategic initiatives receiving the investment they required?
- How could the team create more capacity for client analysis, reporting, and advisory services without increasing headcount?

Most importantly, BMS wanted its highly skilled analysts spending less time on low-value processing activities and more time delivering insights that help clients make better business decisions.

# The Solution

BMS implemented Tempus Resource to transform resource data into actionable business intelligence.

The Catastrophe Analytics team structured each client as a project within Tempus while also tracking internal activities in the same platform. Work was organized into workflow-based categories that mirrored how services were delivered to clients, giving leadership a clear understanding of where effort was being invested across projects, clients, regions, and business units.

With more than 50,000 hours of work captured and categorized, leaders could evaluate how resources were being utilized, identify areas where workflow improvements were needed, and measure progress against strategic objectives.

Using Tempus reporting and Insight+, BMS gained the ability to:
- Analyze how time was being spent across workflow stages and activities
- Identify operational inefficiencies and bottlenecks
- Improve resource allocation decisions across projects and teams
- Monitor investments in strategic initiatives such as training and workflow development
- Empower managers with data-driven insights into their teams' work and priorities

Rather than relying on assumptions, BMS could now clearly see where effort was being concentrated and where improvements would create the greatest business impact. "We're able to analyze what areas of work we're spending the most time on. From that, it allows us to focus our efforts on developing internal tools or workflow improvements to gain efficiencies in those areas," says Riebe.

The visibility provided by Tempus became a management tool, helping leadership make more informed decisions about workflows, staffing, priorities, and long-term team development.

# The Results

**More Capacity for High-Value Client Work**
The greatest benefit of Tempus was not greater visibility into resource data. It was the ability to use that visibility to improve how work was performed.

By identifying inefficiencies throughout key workflow stages and investing in targeted process improvements, the Catastrophe Analytics team successfully redirected effort toward activities that create greater value for clients.

As a result, pre-processing work like data formatting decreased by a third while client-facing engagement nearly doubled.

“If we can cut down on that [lower-value work] time, we can spend time building better reports for our clients or giving them more insight into the results of the analysis that we run,” explains Riebe.

**Better Operational Decision Making**
With resource and workflow data available in a centralized system, BMS leaders gained deeper insight into how resources were being deployed across projects, clients, and service categories.

Leadership can now identify:
• Projects requiring additional support
• Emerging workload imbalances
• Resource utilization trends
• Areas where workflow improvements are needed
• Opportunities to better align resources with business priorities

These insights enable more informed staffing decisions and help ensure resources are directed toward the areas that create the greatest value for clients and the organization.

**Measurable Progress Toward Strategic Goals**
Beyond client delivery, BMS also uses Tempus to support continuous improvement initiatives across the organization. Leadership can track investment in team priorities such as training, workflow modernization, and process improvement, ensuring resources are being directed toward long-term business objectives.

Rather than relying on anecdotal feedback, leaders can quantify how much effort is being invested in strategic initiatives and evaluate whether those investments are producing the intended outcomes.

This capability helps create accountability, improve planning, and ensure organizational priorities receive the attention they require.

**Turning Resource Data into Client Value**
Today, BMS Group uses Tempus to do far more than track time.

The organization uses operational insight to continuously improve workflows, optimize resource allocation, and create more capacity for the work that matters most. By reducing time spent on lower-value activities and increasing investment in analysis, reporting, and client advisory services, BMS has strengthened its ability to deliver meaningful value to clients while supporting long-term business growth.

Mark explains, "Our primary goal is to prove efficiencies in areas where we're spending too much time or we're not getting a return on that amount of time that's being spent. Tempus Resource allows us to do this quite easily. The platform provides great insight into how we're operating as a team."

For BMS, achieving that goal resulted in a simple but powerful outcome: more capacity to deliver the expertise, insight, and service their clients depend on. Schedule time with a resource planning expert now.

**"The biggest surprise when we started using Tempus Resource was how much time we were spending on internal tasks versus external tasks. There is not any real premium associated with those internal tasks. We were spending 2/3 of our time on internal tasks, including holidays, PTO, and meetings. The idea is for us to allocate our time to revenue generation, or client work. To see that so much of our time was going to internal tasks was eye opening."**

- Mark Riebe, *Senior Vice President for Catastrophe Analytics, BMS Group*