

CASE STUDY

Commercial and Personal P&C Insurance

Productivity
increase of
58%

How we helped one of Australia's largest insurers improve productivity in Underwriting and Claims across Commercial Insurance, Personal Auto Insurance and Personal Home Insurance groups – Efficiency increase of 66% and Net Promoter Score gain of 136% in Year One of long-term client engagement

Overview

Leading provider of general insurance, banking, life insurance and pension and investment brands in Australia and New Zealand.

The Group has 16,000 employees and relationships with nine million customers. It is a Top 25 Australian Stock Exchange (ASX)-listed company with over \$95 billion in assets.

Challenge: To achieve its vision of leadership in the market, client was seeking ways of reducing costs and improving service levels. Client was considering off-shoring but wanted to keep jobs within Australia, if its cost concerns could be addressed by lifting productivity.

Goals

- Find ways of reducing costs and improving performance.
- Keep jobs within Australia if cost concerns could be addressed by:
 - ◆ Reducing operational costs
 - ◆ Improving productivity
 - ◆ Improving customer service measures and quality
 - ◆ Reducing turnaround times

The Program

- Pilot Program covering 2,500 FTE
- The Enlighten program was divided into 5 phases: Commercial Claims, Commercial Customer Service, Commercial Underwriting, Personal Insurance-Motor Claims, Personal Insurance-Home Claims
- The program ran for 24 weeks for each of the 5 phases, and was designed to help team leaders and managers implement specific methodologies and associated management behaviors

Results

- Achieved capacity of 14%
- Identified direct cost savings of \$57 million per year (ROI of 8:1)
- Gained overall productivity increase of 58%
- Reduced claims cycle times from 15 days to 2 days
- Net promoter score (NPS) increased from +11 to +26 (136% gain)
- Increased efficiency by 66%
- Reduced backlogs in personal Insurance by 70% in 4 months

Capacity Growth

