

INSURANCE CASE STUDY

Back Office

Program Objectives:

- Grow capacity in centralized processing area to handle work consolidated from multiple administrative centers
- Introduce consistent, daily management reporting
- Improve efficiency to absorb expected growth with current FTE level
- Maintain and improve quality, customer satisfaction and internal employee engagement
- Establish ideal processing times for activities
- Introduce active management procedures, e.g. planning, forecasting and continuous improvement

Results:



Increased Throughput

- Increased efficiency by 54% after 20 weeks
- Increased productivity across all departments between 32% to 106%



Culture Improvement

- Improved engagement by shifting to a metrics-based culture
- Enabled forecasting, planning & cross-training to support location consolidation without overworking associates



Backlog Reduction

- Reduced backlogs by 75% by loaning / borrowing across teams and using capacity during down-times



Financial gains

- Annualized ROI of 4:1 achieved by project completion
- Achieved through generating excess capacity and absorbing workload from other locations

The realization of benefits

