



MEASURABILITY IS KEY TO BOTTOM LINE SUCCESS:

How we enabled a global insurance firm achieve high performance

A global leader in insurance and asset management lacked measurable performance metrics for their North American operations. This problem was impacting several key areas, from effective management to team performance and productivity.

Paving the way

Enlighten partnered with the global insurer to implement measurable and quantifiable performance metrics and processes, with the aim of boosting productivity and significantly reducing the company's operating budget.

Raising the bar

Together with Enlighten, the client was able to achieve the following within 20 weeks:

Enhanced Productivity	Improved Team Performance	Working Smarter, Not Harder	Increased Profits & Output
 <p>Efficiency increased by 24% (from 49% to 61%).</p> <p>Productivity increased by 25% (from 40% to 50%).</p>	 <p>Opportunities for cross-training and lateral movement became more available and readily executed.</p> <p>SLAs could <u>consistently</u> be met, with over 80% of calls being answered in 30 seconds.</p>	 <p>Output per employee improved by nearly 50% (from 2 to 3 hours daily).</p> <p>Contact Center teams completed additional work during slower intervals of the day, reducing backlogs.</p>	 <p>Actual annualized benefit: USD \$6m (compared to USD \$3 million expected).</p> <p>Output per employee improved by nearly 50% within two months.</p>



Prior to working with Enlighten, we had no meaningful metrics in place to help us manage our department. With the help of Enlighten, our managers are now able to assess and measure the type of work that is consuming most of our time. Managers are also able to direct efforts towards eliminating waste, on both an individual and team level, paving the way for enhanced productivity.

Client



Quantifying performance through data

Prior to the Enlighten transformation, our client did not have the right tools in place to quantify performance and analyze data effectively. There were no agreed-upon standards to help manage the daily transactions processed by each team and eliminate waste. Neither team nor individual performance was being measured, resulting in management by “instinct” rather than by numbers. Team members were also unaware of how their individual performance rated in comparison to their peers.



Measurable metrics are key to productivity

With higher measurability of team and individual performance, managers were able to identify skill shortages and opportunities for project work during quieter periods. Backlogs and overtime were significantly reduced, even as output continued to increase across all teams. The availability of daily metrics has allowed the company to ascertain daily performance and enable load balancing across teams, fueling enhanced productivity and team performance.



Unified operations for high performance

The company required a unified system to manage all areas of their operations, with the right team culture in place to support the change. They called upon Enlighten’s scheduling expertise to help provide visibility of metrics, identify latent capacity and redirect resources effectively. The Enlighten solution was implemented and led to the creation of a high performance culture.

Using Enlighten’s tools and management methodologies, the company was able to accurately identify the type of work being completed by each team. Enlighten provided “value-added assessments” for all activities, allowing managers to identify capacity and efficiency. Enlighten also conducted formal classroom training and customized hands-on coaching with managers and team members. This enabled teams to identify capacity, and have daily visibility into both individual and team performance.



**EMPOWERING
PEOPLE WITH
TECHNOLOGY AND
METRICS**

Measurability empowers. With the right technology and processes in place, you can assess accurate and relevant data in a timely manner. Measurable metrics enable high performance and enhanced productivity.