

CASE STUDY

P&C Specialty Insurance Back Office

How we helped one of the largest US P&C Insurers grow capacity in centralized back office operations to handle increasing workload during phased location consolidation without over working associates – Improved efficiency by 54% during 20-week pilot project yielding \$2M cost savings while maintaining quality and improving culture.

Efficiency gain of
54%

Overview

Client is a US Fortune 500 company and leading insurer of specialty products such as mobile homes, trailers and specialty dwellings

Pilot program in centralized processing center, started in August 2015, completed Dec 2015

Challenge: Inability to absorb expected growth with current FTE at existing productivity level

Goals

- Grow capacity in centralized processing area to handle work consolidated from multiple centers
- Introduce consistent, daily management reporting
- Maintain and improve quality & customer satisfaction
- Enable capacity forecasting, planning and cross-training to support 18-month phased location consolidation without over-working associates

The Program

- Pilot project covering 205 FTE in centralized processing center
- Established ideal processing times for team activities
- Implemented tracking to capture errors, non-value add activities, skill levels and waste
- Introduced active management procedures along with planning, forecasting, & continuous improvement

Results

- Productivity improvement across 4 departments ranging from 31% to 97%
- Efficiency improvement across 4 departments ranging from 32% to 106%
- Realized benefit (cost reduction/ avoidance) of \$2 million
- Reduced Backlog by 75%
- Shift to metrics-based culture was embraced
- Annualized ROI of 4:1 achieved by project completion

Week-by-Week Productivity & Efficiency Progress

