

## CASE STUDY

### P&C Insurance Call Center

How we helped one of the largest US P&C Insurers improve active management and training to improve service levels and productivity – Across multiple groups, Average Handle Time reduced 9-25% while service levels increased 58-75% in 20 weeks.

AHT reduced by  
**9-25%**

#### Overview

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

After initial pilot project in back office processing, client expanded Enlighten into associated call center environment. This phase of the program started in January 2016 and was completed June 2016.

Challenge: Inability to meet service level targets with current FTE at existing productivity levels.

#### Goals

- Improve productivity
- Meet service level targets
- Introduce consistent, daily management reporting
- Maintain & improve quality & customer satisfaction
- Enable capacity forecasting, planning and cross-training to support 18-month phased location consolidation without over-working associates

## The Program

- Call Center expansion of Enlighten covering 277 FTE
- Focus on two departments
- Established ideal processing times for team activities
- Implemented tracking to capture errors, non-value add activities, skill levels & waste
- Introduced active management procedures along with planning, forecasting, & continuous improvement behaviors

## Results

- Reduction in average handle time (department 1: 9%, department 2: 25%)
- Increase in service levels (department 1: 58%, department 2: 75%)
- Realized benefit (cost reduction/ avoidance) of \$5 million
- Improved active management to increase employee engagement (i.e. adherence to training and learning objectives)
- Shift to metrics-based culture was embraced to drive proactive behaviors

### Week-by-Week Direct Services AHT & Service Level Progress

