

Case Study – Improved Process Consistency & Delivery across States

Business Challenge

After relocating the Life Risk Underwriting functions to state branches, this well known finance & insurance company was looking for ways to:

- reduce end to end turnaround times and improve the service levels to their advisors and ultimately the end customer
- improve process efficiency and gain consistency across the state operations
- create capacity within new business and underwriting teams that can be directed toward building closer and more effective relationships with the distribution channels.

Approach

This project identified and documented the primary processes involved in the new business and underwriting functions. While the process flows were found logical, the measurements around the process steps were inadequate.

The work then identified the key metrics around the primary processes and analysed the relative performance of state based new business operations, including both physical (document handling) steps and analytical (underwriting) steps within the full end to end process.

An improved set of measurements, and the management processes around those measures, were then implemented State by State.

Benefits

The introduction of performance measures specifically around end-to-end durations resulted in significant improvement of turnaround times. Reporting of these improvements were released to external advisers as evidence that the company was intent on improving its service and efficiency.

In addition, improvements in management processes provided considerable opportunities for capacity release, enabling the Underwriters (in particular) to provide more face-to-face service for key external insurance advisers.