

Distinct^o

Is your business running efficiently & effectively?

CASE EXAMPLE

Distinct^o intelligent business

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SERVICE EXCELLENCE TRANSFORMATION PROGRAMME IDENTIFIES €4M BENEFIT THROUGH BUSINESS PROCESS IMPROVEMENT

Client Overview

Our client is one of the world's leading multinational quoted insurance groups, with the capacity to write business in over 130 countries. They have major operations in the UK, Scandinavia, Canada, Ireland, the Middle East and Latin America. Focusing on general insurance, it has approx. 21,000 employees and, in 2008, its net written premiums were €6.5bn.

A Distinct Problem

Our client faced the common business issue of a continuously rising cost base. The key objective of the Service Excellence project was to improve the cost base of the clients broker service centre, the BMC (Broker Management Centre). A diagnostic tool was required to identify capability gaps and this drove a process improvement programme, resulting in the use of the Lean Six Sigma methodology to drive process improvements.

A Distinct Approach

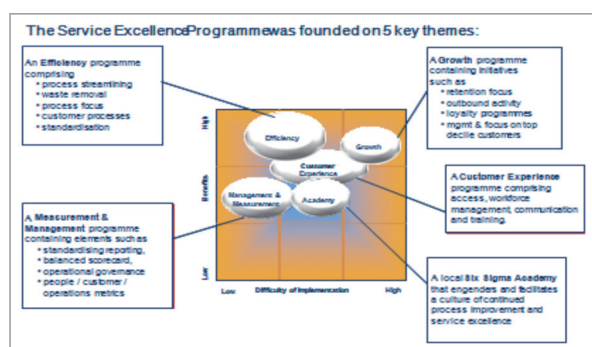


Figure 1 – Service Excellence Programme

Figure 1 illustrates the 5 key themes of the Service Excellence programme.

Following a [Service Capability Diagnostic](#) a business change programme was developed to enhance service delivery to broker customers for Household, Motor and Small Enterprise business lines. The three components of the Programme were:

- **Service Excellence** - To address service capability across the BMC focusing on delivering measurable service excellence through the Lean Six Sigma DMAIC approach
- **Leadership Excellence** - To address Leadership Capability and Performance through introducing Lean Six Sigma Management capability into the business.
- **Employee Satisfaction Survey** - To harness employee feedback to improve service performance.

Our approach delivered the following benefits:

- Identified priority areas for improvement based on feedback received from customers, capacity bottlenecks, service performance metrics management and employee feedback.
- Effected culture change of local teams through engagement, training and communications.
- Built local ownership and acceptance through full time involvement of local subject matter experts
- Controlled and sustained improvements through readiness assessment, performance benchmarking, and practice surveys to validate new ways of working

Distinct Results

- **€4 million benefit identified year on year in sustainable cost reduction through Lean Six Sigma business process Improvement**
- **Communication and Lean Six Sigma skills transferred to staff**
- **Implementation and control plans delivered to support continuous improvement**
- **Customer feedback process review & recommendations**
- **Significant customer satisfaction improvements:**
 - **10% Improvement in Telephone Service Satisfaction**
 - **Speed of policy issue improved by 6%**