

INSURANCE PROVIDER

Improving Customer Service with Lean Office



The Challenge

Nationally recognized carrier was experiencing lengthy delays in their operation with high levels of customer complaints and wanted to improve customer service levels across its multiple lines of insurance within its service centers.

What We Did

Partnered with leaders to conduct our analysis across their largest service centers and focused on claims and underwriting where they experienced the most issues. Our findings identified multiple barriers contributing to delays across the operations of which workflow, communications and skill levels were primary contributors to the delays

Beginning in claims processing we redesigned work areas incorporating Lean Office methods to improve workflow and processing efficiency. Identified critical skilling needed and developed training both in classroom and on the floor with team trainers working with employees on issues as they arose. Conducted Lean training for all employees to identify issues and develop solutions as a team. Implemented visual factory dashboards of key metrics on service levels and trained management to hold effective team meetings resolving issues and driving behaviors to attain service level goals. Working with Underwriting we redesigned workflow intake and assignment procedures, developed SLA's between departments and brought in larger and multiple monitors to improved work stations for all agents.



The Result

- Work stoppages removed & average claims processing time down from 80 hrs to 24 for a 300% improvement
- Earned hrs soared. Customer service targets met with \$16M annual savings for a 6:1 ROI realized