

Case Study



Leading Insurer Improves Customer Relationship with BPM Solution

Abstract

The client, a large publicly held company, offers multiple lines of insurance, including auto, property, life, and commercial insurance to North American markets.

The client was struggling with long turnaround times for its lead management process thereby losing customers to competition. Additionally, it was unable to prioritize and segment leads to build focused relationships with high value customers. Infosys proposed and delivered a TIBCO iProcess-based Business Process Management (BPM) solution that helped them gain customer mindshare and provide flexibility to incorporate additional business processes in the future.

Business Context

With competition increasingly offering multiple insurance options, growth for insurance providers is contingent upon how effectively they attract new customers and cross-sell different policies to existing customers. Customers today are demanding the best and tend to opt for providers who are able to speedily deliver the right information in response to their queries.

The insurer was unable to reduce turnaround time from query to lead generation or identify the specific context of each interaction. Consequently, they were unable to identify and act upon potential cross-selling opportunities at the right time. These issues added up to a poor customer experience and significant loss of sales. Customer Representatives involved within and outside the organisation needed greater visibility into the overall customer lifecycle to be proactive and make timely interventions.

Business Challenges

The insurance company's existing IT system did not provide value-based differentiation of leads. Customer Service Representatives (CSRs) and sales agencies were struggling to prioritize tasks set by different customers, leading to weakened customer relationships and loss of sales. They were unable to capitalize on the value from relationship-building activities.

The client needed a platform that could effectively and efficiently manage the work queues of each CSR using business rules. Their CSRs needed early visibility on significant customer lifecycle events like pre-renewal and post-purchase to take appropriate action. This was necessary to engage with their customers better, respond to queries faster and focus on the right business tasks.

Solution Overview

At the core of Infosys' solution is a Work Item Management solution implemented using the [TIBCO iProcess BPM](#) suite. This is triggered whenever any one of the following events occurs – a customer generating a quote for buying insurance through any of the channels such as agencies, CSRs or the company's website but not actually buying it, an existing customer's policy becoming due for renewal or an existing customer's insurance premium being due for an increase. Any of these events opens a case for the respective business process implemented on the BPM platform.

The iProcess Engine then creates work items for end-users based on business rules defined in the process. It then orchestrates the entire workflow capturing interactions the agencies or CSRs have with the end customer. This has improved process visibility ensuring on-time closure of cases to enhance the overall customer experience.

For the successful implementation of the BPM solution, Infosys and the client's leadership partnered for effective change management of key business processes. Infosys engaged with various teams within the client organization via workshops and interviews to understand the critical success factors, project key performance indicators (KPIs) and non-functional requirements. The insights gained through these interactions were used to implement a scalable solution that met not just the present requirements but also formed the infrastructure for future requirements.

The solution caters to more than 45,000 end users and 15,000 agencies in multiple geographies. Made possible by multiple enhancements to the TIBCO iProcess engine, it is one of the largest TIBCO iProcess-based implementations by any systems integrator.

Infosys set up and managed operations 24/7 using its Global Delivery Model to ensure high availability of the solution. The mission critical infrastructure was made Disaster Recovery (DR) compliant, ready to deal with any unforeseen scenario. Platform monitoring was performed using a combination of the customer's enterprise level monitoring solution and custom monitoring solutions that were designed and developed using TIBCO Hawk.

In addition, policies and procedures were defined based on ITIL best practices for the following areas –

- **Change Management:** To manage changes to the BPM platform, business processes and to other components implemented on the platform
- **Incident Management:** To manage incident tickets and alerts raised by development and testing teams or by internal monitoring
- **Request Management:** To manage service requests from the development and testing teams
- **Environment Management:** Environment Usage guides, DR compliance guides, etc.

Benefits

Business Benefits

The BPM solution has enabled agents and CSRs to better engage with customers, respond to queries faster and focus on the right business tasks. The solution has primarily helped the insurance major to:

- Convert leads to sales
- Generate cross-sales
- Strengthen customer relationship to drive growth and improve retention

With prioritized work items, CSRs can easily identify which high business value tasks they must first focus on. The time to respond to customer interest or queries is reduced due to the real time application of business rules during work assignment. CSRs now respond to customer queries at the right time, vastly improving the likelihood of converting a lead to a successful sale. The readily scalable BPM solution can also be leveraged to implement business processes from other operational areas to increase ROI. It has thus proved to be a valuable asset to the organizational infrastructure.

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For more information, contact askus@infosys.com
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