CASE STUDY

Business Transformation through Improved Agent Efficiency and Superior Customer Service

Abstract

Infosys helped a leading US insurance and retirement services company deploy a new-age customer servicing platform that enabled complete customer experience management. Our business process management (BPM) based call center solution provided a holistic view of the customers across all products in a single servicing environment and enabled cross-channel integration along with multichannel delivery for all customer needs. The new platform not only enhanced customer experience significantly but also helped reduce the cycle time to launch new services by 25% and increase agent efficiency through a 20% reduction in average call handling times.

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Client Details

Based in the United States, the client is a leading provider of insurance, retirement, and asset management services to individuals and corporations across the globe. With over 5000 employees, the client has a total capital base of over US$13 billion and provides insurance cover of over US$500 billion.

Business Context

Driven by the downturn in the economy, significant changes in the financial world, and increasing customer expectations, the client deployed a customer experience servicing platform (CESP) in 2008. By creating policyholder focus groups, the platform was able to track customer requirements and expectations. Their findings were:

Customer-related	Business-related
• Policyholders want to improve their understanding of the process for a claim or any significant life event • Most policyholders see insurance as a one-time transaction and not a long-term relationship • Customers want financial professionals who understand their needs and offer personalized solutions • Customer loyalty is a result of personalized services offered by a relationship-based experience rather than technology and process advancements	• Service associates face challenges in fulfilling customer expectations owing to poor data quality, inefficient data distribution, and complex help files • Successfully catering to future business plans and new product introductions require a 'futuristic servicing platform' that enables communication with e-delivery capabilities • It is critical to shift from a product-centric view to a customer-centric view

In view of these findings, the client wanted a solution that improved capabilities in two key areas – customer satisfaction and addressing business requirements. They wanted to offer their customers more transparency to the claims process, greater product personalization, and a better experience with agents. On the business front, they wanted to resolve data quality issues that compromised the customer experience. They needed a new platform that could support future growth, promote a customer-centric view, and deliver a seamless multichannel experience.

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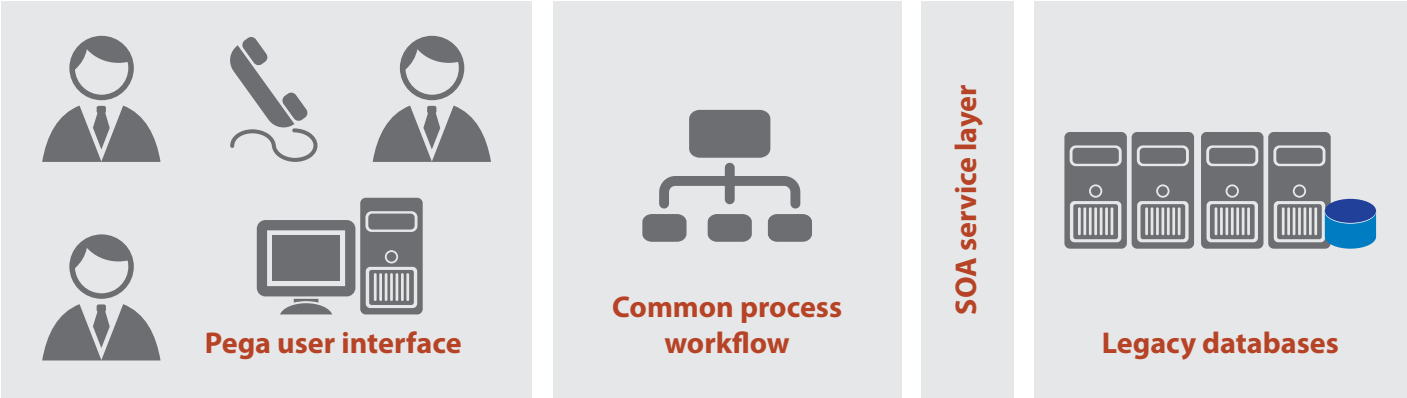
Infosys Solution

Based on the client's requirements, Infosys developed a comprehensive customer servicing platform that enabled end-to-end customer service experience management. The platform provided a holistic view of the customer across all products in a single servicing environment. The platform also enabled cross-channel integration and multichannel delivery for customer needs – a key requirement of the client. Our solution leveraged robust and reusable servicing capabilities such as inquiry management, complicated service requests, transaction processing, and case management.

Our approach

Infosys proposed a business process management (BPM) based call center solution to meet the client's objectives. By using a phased approach, the solution was able to articulate return on investment (ROI) in shorter cycles. We initiated the engagement using a co-sourced partnership model. This involved deploying a team to manage multiple work streams, creating a program roadmap, and defining program governance.



Infosys Solution Framework

The program was developed and delivered using agile methodology and related practices. We implemented project management processes for Agile BPM implementation using story cards, task cards, and SCRUM boards while the reporting process leveraged burn-down charts, standup dashboards, velocity, and other estimates. During implementation, we developed knowledge management processes to retain expertise within the team and created monthly metrics reporting to identify risks in advance, ensuring proactive mitigation.

Pegasystems' Customer Process Manager (CPM) framework provided a guided call-handling script to call center agents. Additionally, the solution framework was able to onboard new products and call types in shorter delivery cycles.

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Challenges Encountered

One of the key challenges we faced was the client's under-estimation of the effort needed to build IT infrastructure to support such large-scale business transformation. Implementation schedules needed to follow an aggressive timeline, adding to existing difficulties. The discrepancy between agile methodology for the solution and the existing waterfall model used for business added to the execution complexity. Moreover, dependency issues arose owing to challenges in aligning the priorities of the back-end services team with that of the program team.
We overcame these challenges using our robust project management processes and delivered results beyond the client's expectations.

Benefits Delivered

Our solution implementation methodology accelerated program delivery and streamlined program governance, thereby reducing costs. We also took ownership of business-critical functions and delivered the project much faster than existing client teams. Our solution delivered significant benefits to the client such as:

- Enhanced customer experience through:
  - Increased customer satisfaction index based on customer experience with policy servicing requests
  - Efficient workflows that route work to the right person at the right time
  - First contact resolution that eliminated additional service requests
  - Reduced lapse and surrender rates
- Reduced cycle time to launch new services on the platform by 25%
- Increased agent efficiency owing to 20% reduction in average call handling times by:
  - Elimination of paperwork and other redundant tasks
  - Reduced transaction cycle time
  - Rules and process automation, minimizing reliance on manual documentation
- Reduced costs owing to:
  - The ability to move work to lower cost channels
  - Reduced average training schedule for call center agents by 15%

For more information, contact askus@infosys.com

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