

**Case :**

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**Country :**

Belgium and The Netherlands

**Sector :**

Insurance

**Company :**

A 600 FTE insurance company (property, liability, fleet and marine) for corporate clients.

**Type of intervention :**

Wall to wall project.

Improvement of efficiency of administrative and development processes.

Cost cutting.

Development and implementation improved 360° management control system.

**Project Goal:**

Under pressure of the reinsurance companies our client was forced to improve their cost ratio.

**What did we do?**

We worked in all areas not only production, and claims handling but also in “difficult” areas like underwriting and sales. One of the major themes was to make the unmeasurable measurable.

We coached the managers in confronting their people and in looking for solutions together. We made people plan their workload. Backlogs got eliminated. In the morning inbound phone calls were blocked, so people could work in peace. Clean desk policy. Supervisor had to plan and directly allocate the incoming work. “Creation” of non value-added work got eliminated. The classifying system of files had been made more efficient. Work priorities got redefined. Re-routing of post (from 7 different pairs of hands to 2). Fax routing got improved. We implemented weekly follow up meetings for the managers.