



**CASE STUDY**

ReAssure

# INTRODUCTION

Originally part of the Swiss Re Group and now owned by Phoenix Group, ReAssure specialises in processing legacy, closed-life, business portfolios. The company has an impressive track-record in the administration of life, pensions and health businesses, and the acquisition of entire life insurance companies



## KEY CHALLENGES

While experiencing a year on year growth, operating costs at ReAssure were escalating due to the increasing scale and nature of its business. In addition to this, its Back-Office workforce was required to grow across multiple locations and seriously impacting ReAssure's ability to deliver a consistently excellent customer experience. For example, although work was supposedly being worked across all four sites, the existing business processes and systems were unable to effectively transfer and record workflow between sites.

Additionally, the ReAssure business model was built around a static organisational structure, was hindered by inflexible business-centric processes, and was dependent on a few long-tenured key employees. Prior to working with OPX, the concepts of 'get next' or 'one and done' simply did not exist, this had created a set of business challenges, including:

- Staff were managing their own work queues, resulting in 'cherry picking'
- It was difficult to manage SLAs or identify the highest priority items of work, due to archaic Management Information.

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**Without detailed Management Information, we were only using a proxy to assess whether 'Next Day Processing' was actually being achieved.**

Mark Feeley  
Senior Administration Manager ReAssure

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# PROJECT OPERATIONAL EXCELLENCE

Following the arrival of a new CEO, ReAssure sought to make significant improvements to their operations, including a reduction in operational costs and an improvement to workplace productivity. The organisation embarked upon a 'journey to success'; later more aptly named - Project Operational Excellence.

The strategy was to design, build and implement a Workflow and Process Management Solution that would empower the business leaders to better manage the throughput of work, through real-time Management information, whilst:

- Assessing and improving each team's productivity.
- Remediating any skills shortages amongst the teams.
- Managing KPIs in line with evolving client and regulatory demands.

## | ReAssure evaluated and implemented OPX to deliver the project.

OPX enabled ReAssure to change the way its business was operating and performing on a day-to-day basis. ReAssure required an end to-end solution that would manage and report on all aspects of daily operations, people, processes, and technology. Underpinned by OPX, the Operational Excellence strategy was a three-stage company-wide initiative:

- 1. BACK TO BASICS**  
Putting best practice at the heart of operations to improve customer experience, reduce customer timelines and deliver 'more for less'.
- 2. MODEL AND IMPROVE**  
Introducing a new workflow and process management system (OPX) to track and manage workloads more effectively on an individual or team basis.
- 3. INTEGRATE AND GROW**  
Implement the model into future acquisitions.

## THE PROJECT DELIVERY

OPX is a comprehensive suite of applications designed to support the digital transformation and workforce optimisation of Back-Offices. The OPX team were no strangers to addressing the core markets of business change as they had already demonstrated a broad understanding of the financial services industry and its stringent regulations, having delivered a similarly successful deployment for HCL.

The entire organisation was involved in the cultural journey, from call centre staff to senior management. Having the 'buy-in' both vertically and horizontally throughout the organisation resulted in employee engagement at all levels – a common goal that was shared throughout the organisation, resulting in improvements to operations that ultimately meant a more positive customer experience for ReAssure's growing client base.

### **| The New Principles**

The new principles of Operational Excellence were based upon a triumvirate of queue management, people management and performance management, the core principles of an OPX delivery that still exist today!

### **| A Seamless Transition**

Much consideration was also given to the customer impact throughout the deployment of the programme, with such a large proportion of the business being involved.

The improvements and benefits to customer service were gained and maintained whilst training was being delivered by using a flexible upskilling programme.

24% of all face-to-face training was done outside of normal business hours, minimising the impact to the customer service, particularly in their Front-Office, as well as demonstrating the engagement of staff to attend training outside of their usual hours.

## MANAGEMENT INFORMATION REPORTING

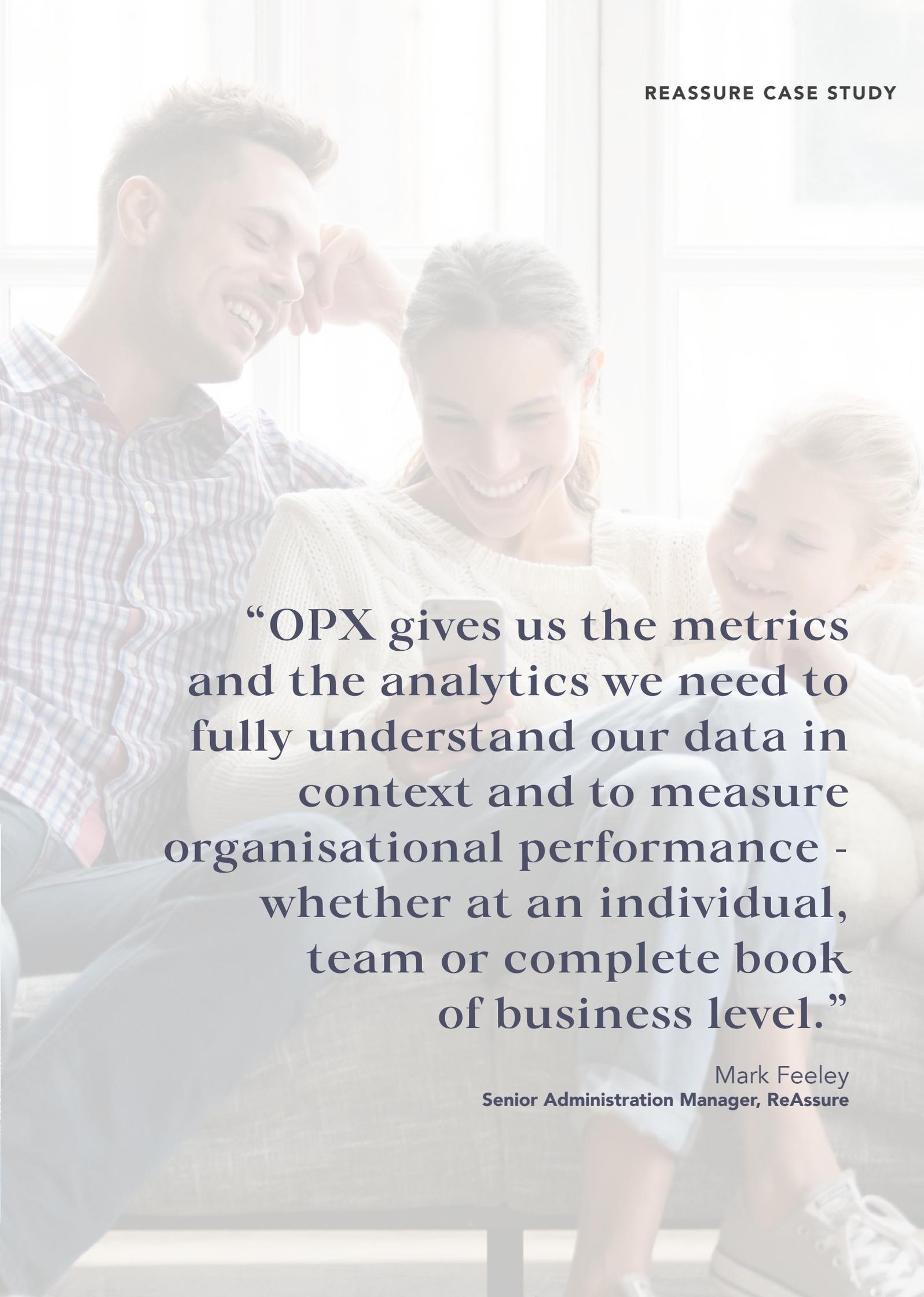
The implementation of OPX enabled a shift from line management to a leadership, based on managers having the right management information (MI) to lead their people and taking ownership, promoting high performance and delivering to targets.

Mark went on to explain that their customer services MI team is now able to access insightful data and do much more with it than they previously had been, such as End-to-End Reporting and Next Day processing reports:

*“Now we have accurate MI, we can really interrogate it to have total oversight of operations. The result? We can now deliver true next day processing. This has enabled the business to improve customer service and respond to all our customers in a timely fashion as well as constantly challenge the overall process and finding methods for improvement.”*

He added that they are now using the data to delve deeper into analytics, which has enabled them to undertake another journey of further improvements and management of the business going forward.





**“OPX gives us the metrics and the analytics we need to fully understand our data in context and to measure organisational performance - whether at an individual, team or complete book of business level.”**

Mark Feeley  
Senior Administration Manager, ReAssure

## THE RESULTS

Within the first 12 months, ReAssure saw a progressive reduction in overall operating costs of circa 15%, increasing to circa 30% in subsequent years. These savings have undoubtedly enhanced their competitive standing and reputation, allowing them to profile new opportunities to gain further market share.

Mark explained:

*“Ultimately, OPX has enabled ReAssure to win new books of business. The new process and service levels obtained by utilising OPX has enabled the business to accurately measure the cost of our service, refine our process and remain competitive in the marketplace.”*

Since, OPX has continued to provide ReAssure with a comprehensive, user friendly and easy to use solution that delivered:

**15%** INCREASE in the number of transactions processed per employee

**10%** INCREASE in customer satisfaction

**15%** REDUCTION in operating costs

**50%** REDUCTION in propensity costs

**12%** REDUCTION in telephone costs

OPX provided ReAssure with an innovative way to optimise working practices, eliminate inefficiencies, increase the service quality for clients and to analyse data to support adherence to regulatory change.

# AWARD WINNING WORKFLOW & PROCESS MANAGEMENT

Following a successful joint submission, ReAssure and Corporate Modelling, the parent company of OPX, won the prestigious WfMC Award for Excellence in Business Process Management and Workflow in Chicago.

The award recognised OPX as an innovative Workflow and Process Management Solution, the improvements and benefits achieved through the delivery of project Operational Excellence and the strong partnership between Corporate Modelling and ReAssure.

## **The award recognised OPX as being market leading in some Key Innovations:**

- Fully utilising resources across four geographical sites.
- Maximising load balancing opportunities across all four sites.
- Achieving true Next Day processing.
- Aligning team progress against incoming work to measure productivity.
- Implementing quality controls, including checklists to monitor and support correct processing.
- Enabling 'Get Next' to pull the oldest piece of work that an individual is skilled to complete.
- Powerful Management Information suite to enable real-time management and visibility of work from receipt to response.
- Movement of Queue Management from staff to team leaders, sharing accountability at appropriate level.

## ABOUT US

Founded in 2008, we have more than 35 years of experience in the field.

The nucleus of the Corporate Modelling development team, based in Glasgow, UK and has been working together for over 15 years providing transformational software solutions to solve key business operations efficiency problems.

OPX is the result of over 200 man years of business focused enterprise software development and was conceived to provide a broad, functional, cost effective and yet easy to implement solution to aid the digital transformation of back office operations.

Every customer is unique. That's why we customise our OPX platform to fit every customer's needs precisely. Our Rapid Deployment Method (RDM) takes clients through the five steps of an OPX implementation in around 30 days.

OPX is proven to increase productivity and utilisation; reduce costs; improve cycle times and enhance customer experience.



For more information about OPX,  
please visit our website.

**getnextopx.com** or call

**+44 0141 945 2168**

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info@corporatemodeling.com



corporate-modelling



@corpmod