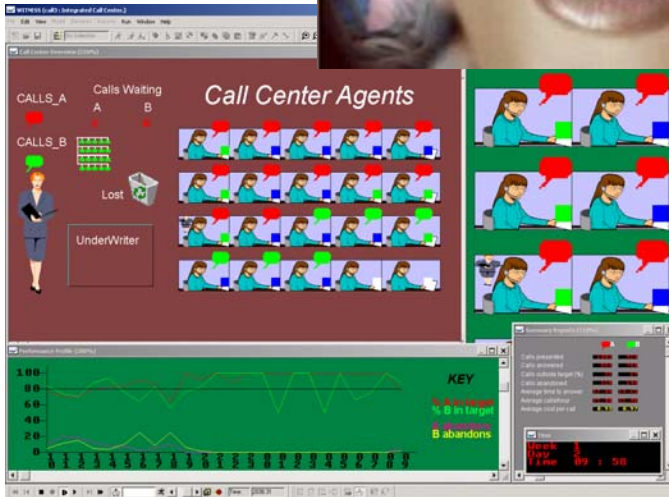


AXA PPP Healthcare Improves Customer Service



PPP Healthcare, part of AXA, is a leading provider of private medical insurance in the UK. Recognizing the need to maintain its competitive edge, PPP healthcare has invested in WITNESS, to help improve efficiency. The system was purchased for the organization's Business Improvement team who use it to help with day-to-day planning and for strategic projects commissioned by other departments.



"The benefits were even better than anticipated. WITNESS paid for itself many times over in this project alone and given its success rate, will be used to improve efficiency elsewhere within the Company."

Mike Tinsley
Business Implementation Manager
AXA PPP healthcare

With management targeted to improve both telephone response timings and correspondence turnaround, the objective of the first project, was to identify the optimum number of staff required in order to meet target service levels. Mike Tinsley, Business Implementation Manager, comments, "It remains crucial that our staffing levels are sufficient to ensure that we deliver excellent service to our customers. WITNESS shows us exactly how our stringent service objectives can be met."

When constructing the simulation model, PPP healthcare were able to take into account all variables affecting efficiency. They began by examining incoming calls.

The company operates a customer free-phone line in addition to the normal switchboard number. Personal Advisers pick up calls from either line, but priority is given to the paying callers. This, together with operational information such as the number of Advisers and hours worked, was taken into account and a model was built.

| | |
|--------------------|------------------------------------|
| Company | ● AXA PPP healthcare |
| Industry | ● Finance & Insurance Sector |
| Application | ● Contact Centre Optimisation |
| Benefit | ● 70% net increase in productivity |

The model accurately predicted the organisation's current service levels. 'What-if?' experimentation then revealed the number of staff members and shift patterns needed to hit target customer service levels.

Flexibility

The results were so well received that the Business Improvement Team quickly found themselves inundated with requests for "what-ifs?" e.g. what would happen if call volumes increased by 10%, or if staff levels fell due to sickness.

Therefore, in order to provide a set of results which would be of use to all, WITNESS was used to produce a table which showed the total number of Personal Advisers required to meet any given target service level for any given level of calls within a thirty minute period (as that was the level at which the planning was carried out). The resulting 'ready reckoner' was output into a spreadsheet and is now used by contact centre managers as a quick reference to decide upon the number of Personal Advisers needed per shift as call volumes change.

Back Office Applications

Based on the success of the first project, the Business Improvement Team was then commissioned to review the Tunbridge Wells post-room operation. Each document entering the post-room is scanned on arrival and processed electronically thereafter. The Tunbridge Wells site operates one of the largest workflow systems in Europe, introducing 15,000 documents daily into the system.



The objectives of the project were to improve efficiency, effectiveness and economy of the post-room operation. A

secondary issue was how best to handle the scanning and indexing of documents for archiving, which are mainly created internally, subsequent to the arrival of the initial customer communication.

A detailed model was produced to show performance in all areas. This showed clearly that the main barrier to improving performance was the result of inappropriate deployment of staff skills across shifts. This was exacerbated by the company policy of ensuring all new correspondence is scanned and indexed on the day of arrival. As a result within the post-room, priority is given to new correspondence at the detriment of the archiving process.

Further Experimentation

At this point, 'what-if?' scenarios began in earnest, as the team experimented with different shift patterns and staff numbers, in order to improve service levels and reduce outstanding work levels. Experimentation showed that changing shift patterns would have a dramatic effect on service levels. A secondary benefit was the identification of operational areas, which could benefit from small changes. For example, it was identified that documents were being date stamped twice when only one stamping was required, thus making considerable time savings.

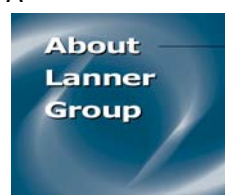
Staggering Results

All recommended changes were implemented, producing staggering benefits. One of the most impressive results was a dramatic reduction in overtime requirements. Over the period of one year, PPP healthcare reduced overtime by the equivalent of 13 Full Time employees. This benefit was further enhanced by the fact that this reduction was achieved at the same time as increasing volumes of work. The net effect was a **70% increase in productivity**.

Later, WITNESS was used to assist in planning the merger of PPP healthcare's three sites into a single operation, based in Tunbridge Wells.

Mike Tinsley said, "The benefits were even better than anticipated. The approach paid for itself many times over in this project alone and given its success rate, will be used to improve efficiency elsewhere in the company."

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