



The Client

One of the world's largest multiline property and casualty insurers with operations in 54 countries. The company provides commercial and personal property and casualty insurance, personal accident and supplemental health insurance, reinsurance and life insurance to a diverse group of clients. The company employs more than 20,000 people worldwide.

The Challenge

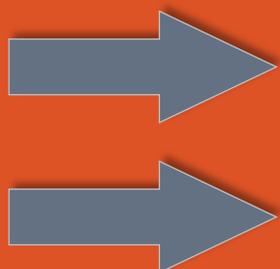
The company deployed Verint's I360 workforce optimization (WFO) suite across several back office business units in 2008. For the first few years the company derived benefit from the implementation; however, in time that faded. The performance standards became outdated and untrusted and the supporting management disciplines deteriorated severely. Essentially the solution became shelfware and was delivering zero value.

The Solution

Our consultants, who average **20+ years of back office performance management experience** and considerable exposure to I360, conducted a refresh of the suite and management disciplines. As with any project, our first order of business was to establish an agreed-to performance baseline that improvements could be measured against. This often overlooked step underscores the Marathon philosophy, *'Our change management approach begins with the fundamental understanding that organizations should derive significant value from any change endeavor'*. After setting a baseline and defining a weekly process to measure progress against it, our team began to refresh the solution. We conducted over 700 side-by-side observations to set performance standards. We surfaced more than two dozen process and best practice opportunities. We held twice-weekly diagnostic sessions with frontline leaders to validate observation findings, clean up data integrations and coach leaders on how to use the tools again. We implemented a System for Managing (SFM) consisting of daily reviews with individuals, weekly executive reviews, variance analysis and actions plans, and a continuous improvement program (CIP) to execute against the process and best practice opportunities identified.

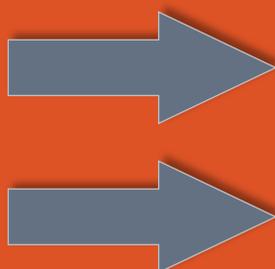
The project was completed in 12 weeks, six on site and six remote. By the end, the department had seen an improvement of 14% in claims per FTE. Several process improvements were implemented (one delivered an immediate \$50K to the bottom line). The CIP was working on a ½ dozen other opportunities. Daily and weekly reviews of individual performance were reestablished and employees responded positively. Staff and leaders once again trusted the solution and the COO was pleased his team and WFO suite were back on track.

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2.3:1 ROI

10% Higher
Throughput



Reduced
Backlogs

14% More
Claims per FTE

Results

0 ≠ 0