



Simplify, Strengthen, Succeed:

Capita's approach creates better outcomes for customers, clients and colleagues

The world is changing, faster and perhaps more fundamentally than anyone could have imagined less than 12 short months ago. The pace of technological innovation and digital transformation, coupled with the life-changing impact of the COVID-19 pandemic, suggests that business — and the way we do business — may never be the same again.

This 'new normal' has inspired Capita to completely recalibrate our approach to serving our clients — an approach that is even more grounded in innovation, creativity, automation and digital optimisation, and has an entirely new perspective on the crucial issue of service modernisation.

“ This innovative solution has undoubtedly supported the thriving relationship we have with our insurance client and made Capita a more responsive partner. We can now track and optimise the end-to-end customer experience, ensuring we consistently deliver better outcomes for the client and its customers.”

Managing Director at Capita Regulated Services

Solution: Service modernisation
Industry: Regulated services, life and pensions
Region: UK

Benefits

 **Fulfil**
80%
of all customer demands at first point resolution

Delivers customer satisfaction of **> 90%**


 Reduced average end-to-end processing times from 35 days to **< 3 days**

Reduced complaints by **50%**


and colleagues' attrition by **70%**


Increased overall NPS score by **50** points


Delivered **50%** productivity improvement over three years


That was then...

When a leading UK and international insurer required help in managing its customer service operations — encompassing end-to-end administration, digital services and business support — it turned to Capita. With more than three decades' experience of outsourcing and managing call-centre operations for some of the world's leading companies, we were an obvious choice.

The assignment was not without its challenges, however. With more than 1.6 million life and pensions customers globally, the client's back-office operations involved almost 3,000 individual workflow processes across four international sites. Many of these processes were fragmented, leading to a lack of transparency and control.

This, in turn, hindered our ability to eliminate errors and truly understand and deliver on customer expectations. Furthermore, our client found it almost impossible to carry out accurate and sophisticated forecasting and planning.

As a result, the end-to-end customer experience took an average of 35 days from initial request to fulfilment. Some outlying enquiries could even take up to 100 days. Customers quickly made their dissatisfaction known. Service delivery received a negative Net Promoter Score (NPS) and overall customer satisfaction was less than 70%.

Something needed to change. The client's overall approach to the plethora of services it provided needed to be modernised and transformed to address its customers' ever-changing demands.



It was at that point that we embarked on our highly effective three-stage service modernisation programme, based on streamlining the standard operating framework (Simplify), comprehensive process re-engineering measures (Strengthen) and continuous improvement by overlaying digital and enabling technologies (Succeed).

Collaborating with the client, we designed the three-year service modernisation programme to radically transform customer experience and improve the overall control environment. We were charged with completely optimising the client's end-to-end customer experience across key customer 'moments of truth' and moving from outdated measures to true customer outcome-based measures.



The aim of this approach was to significantly improve outcomes for general enquiries, retirements and claims related to bereavement, surrender and maturities.

Process improvement



Transformation of end-to-end processes, focused on maximum customer impact, efficiency and automation to deliver the services and outcomes that customers want, when they want them

Performance management



Overall standardisation and re-engineering of almost 3,000 fragmented processes to just 250 end-to-end customer-orientated processes with aligned business KPIs to drive incremental business improvement

Controls



Effective end-to-end quality checking and controls integrated across the entire process to ensure 'right first time' service quality to customers and minimal business exposure

Skills and capabilities



Training and development to ensure that colleagues have the skills and knowledge to deliver on their responsibilities

Outcome-based measures



To replace outdated SLAs, which bear little resemblance to current customer expectations, with true customer-outcome-based SLAs.

The service modernisation programme involved:

- Introducing a new standard operating framework and increased first point resolution (FPR)
- Implementing an end-to-end customer-outcome-based servicing model to support future digital transformation
- Transforming the customer experience by reducing average end-to-end processing times from 35 days to fewer than three days, and completing 80% of customer transactions at FPR
- Working with the client to define a future digital proposition while also introducing some initial capabilities to support delivery of FPR aspirations and eliminate paper-based processing
- Delivering upper-quartile customer satisfaction and a 50-point increase in NPS
- Introducing new and simplified customer outcome-based measures and significantly enhancing customer footprint management information to support continuous improvement
- Reducing complaints by more than 50% through improved speed of service and reduced hand-offs
- Enhancing the existing control environment through radically simplified processes, introduction of a new end-to-end quality framework and creation of a best-in-class first-line risk and controls team
- Redefining the capabilities of future operational leaders, performing a gap analysis and delivering new development, coaching and recruitment programmes to address capability gaps
- Making the most of Capita divisional capabilities and expertise by integrating complaints, client accounting, Actuarial Services, Management Information and Planning, and Claims and Underwriting teams.

real-time and historical visibility, automating the capture and analysis of application usage to identify process, compliance and operational inefficiencies. By capturing the customer footprint across all demands, channels and locations, we can truly understand the customer threshold. From this, waste can be identified and tackled to deliver significantly improved customer outcomes that consistently exceed the customer threshold.

locations and channels. In addition, we now have the flexibility to create demand and supply models that visualise the impact on service-level achievement under various scenarios. This enables our people to implement and maintain sophisticated supply and demand models using historical customer-behaviour data, as well as known future regulatory activity and market trends, to identify future customer demand requirements.

The technology also enables us to create real-time work management, enabling 'line balancing' across multiple



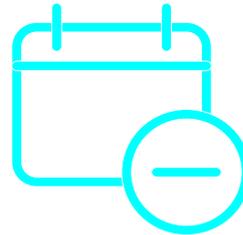
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Reduced

2,663

customer-workflow processes

...To

250

end-to-end processes

Improved bereavement claims NPS from

From -11



To **+79**

...ease of service

From 68%



To **99%**

...and customer satisfaction

From 72%



To **99%**

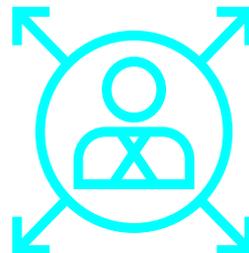
Replaced manual, inefficient paper-based processes with **paperless digital-verification processes**



Improved operational control environment, which is en route to best-in-class first line controls

Lowered complaints by

50%



Eliminated key person dependencies

through targeted multi-skilling based on current and future customer demands

Reduced colleagues' attrition by

70%

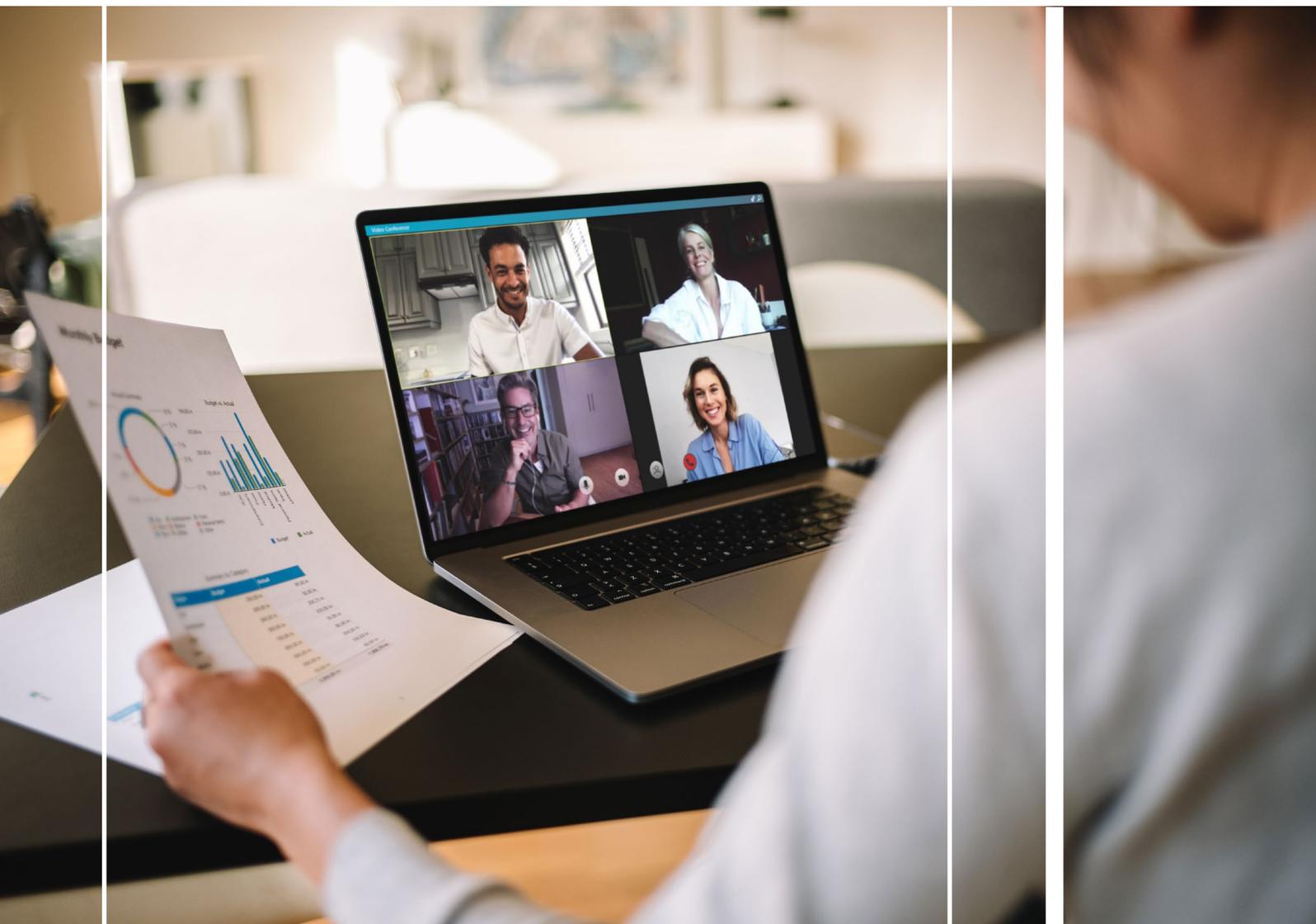


by increasing job satisfaction and purpose

This is now...

By standardising the deployed software and using it as the core foundation of its modernisation programme, we have dramatically improved customer outcomes on behalf of our client:

- Fulfils 80% of all customer demands at 'first point of resolution' (FPR)
- Reduced average end-to-end processing times from 35 days to fewer than three days
- Increased overall NPS score by 50 points
- Improved bereavement claims NPS from -11 to +79, ease of service from 68% to 99%, and customer satisfaction from 72% to 99%
- Reduced 2,663 customer-workflow processes to 250 end-to-end processes
- Replaced manual, inefficient paper-based processes with paperless digital-verification processes
- Lowered complaints by 50%
- Reduced colleagues' attrition by 70% by increasing job satisfaction and purpose
- Improved operational control environment, which is en route to best-in-class first line controls
- Eliminated key person dependencies through targeted multi-skilling based on current and future customer demands.





Towards a brighter future...

In view of the dramatic improvements delivered to the client as a result of our service modernisation programme, we are transforming our entire strategic and organisational approach to all our clients in the services sector. Using the experience, capabilities and skills of our talented and highly committed colleagues, we are now pivoting our business model to deliver business-critical services and solutions across markets and clients in a broad range of sectors, from local and central government to education, transport, health, life insurance and pensions.

The COVID-19 crisis has created an extraordinary new business environment for organisations of all kinds. As increasing numbers of customer service employees are likely to be working from home for the foreseeable future, the role of transformative digital technologies — from robotic process automation to artificial intelligence and beyond — will become ever more critical.

By partnering with Capita and using our best-in-class service-modernisation and digital capabilities, our clients can be assured that their customer-facing and back-office operations are in good hands — even in the most uncertain of times.

In the context of the above-mentioned insurer, our track record speaks for itself:

- We deliver best-in-class outcomes for the client, its customers and colleagues across 20 locations worldwide
- We collaborate with our clients to transform customer outcomes in highly regulated environments. We challenge convention, use analytics to simplify processes and deploy next-generation technologies to deliver customer journeys that exceed expectations
- We develop simple, flexible, cost-effective solutions that incentivise Capita and our clients towards shared outcomes with defined shared values and behaviours with our customers
- We offer a wide range of services and can provide fully integrated, partially outsourced or interim capabilities
- We operate a three-line defence model for quality-assurance oversight and guidance.

Contact us

To learn more about Capita's market-leading service modernisation expertise and capabilities — and the tangible benefits it can deliver for your business — Please contact Yvette Wise, Business Development Director, on tel: 07584 172038 or email Yvette.Wise@capita.com, or alternatively contact your account manager today.