



What if you could...
improve your operational efficiency and
customer-centricity across all branches?
With Proudfoot, you can.

A global health services organization providing plans and services to individuals and companies through an integrated suite of medical, dental, behavioral health, pharmacy and vision care coverage, needed to transition from a business-to-business to a customer centric model.

The insurance provider was particularly concerned about the decline of their brand, which suffered from an inability to consistently deliver outstanding customer service.

Management assembled an internal process team to implement changes that would improve overall operations; however, the outcome was unsuccessful. The CEO engaged Proudfoot on a three part engagement, composed of an overall business assessment, the design of a co-developed solution to improve performance, and the roll-out and implementation of the program throughout the organization.

Proudfoot identified the root causes responsible for the company's operational shortcomings and subsequent consumer frustrations. One of the first steps was to teach management how to eliminate rework and reduce overall cycle time.

Transformational Approach

In a Co-venture approach, where Proudfoot and a client team worked together as a single unit, we created a roadmap to deliver a comprehensive transformation of the business - from client facing processes, to internal management tools and enhanced behaviors - that would drive an enhanced customer experience and improve the operating efficiency of the firm.

Our complete program:

- Redesigned and implemented process improvements and eliminated duplication of activities
- Implemented standardized information transition procedures and enforced accountability of a "clean order package" to be passed between one person to another
- Developed master schedules in each area to identify the right size of the frontline personnel followed by a span of control analysis
- Clarified, realigned, and consolidated various roles, responsibilities and accountabilities between multiple positions/ departments
- Rolled-out lost time tracking and root cause resolution processes to continuously identify sources of errors and address root causes
- Created integrated performance measures and short interval controls to minimize variances and reduce cycle time at each milestone

- Instilled active management behaviors to managers at all levels
- Conducted management training workshops to empower managers to lead by example, which created a new customer-focused mindset that spread across the entire workforce

Employees were empowered to make better decisions that would ultimately drive customer satisfaction levels to unprecedented heights. Employee morale soared, productivity increased, and process improvements were sustained as a result. Greater consistency in operations was achieved by rolling out a framework of operations to all branch locations.

“ Proudfoot has a very comprehensive and thoughtful approach and was able to share their perspectives and insights with our management team. Their ability to train change and institutionalize is second to none.”

GROUP PRESIDENT

Remarkable Results

22% Improved efficiency

\$18.5m Financial benefits