

RSA Transforms Back-Office Productivity and Effectiveness

Opportunity

RSA is one of the world's longest established general insurers, providing peace of mind to individuals and protecting small businesses and large corporations from uncertainty. The company has net written premiums of £6.5 billion (2018) and leadership positions in Scandinavia, Canada, and the U.K.

The organisation is on a transformation journey, with an ambition to deliver 'best-in-class' performance in all markets it serves. RSA's Commercial Risk Solutions (CRS) division has more than 1,000 insurance brokers and services new business, renewals, and mid-term adjustments on behalf of 12,000 customers.

Process complexity was overtaking the business. In turn, CRS was absorbing unnecessary cost and finding it increasingly difficult to cope with peaks and valleys in customer demand. As a result, CRS needed a new way of working.

"We had no real sense of what people in the back office were capable of achieving," explains Tracy Johnson, business change and transformation manager at RSA. "We needed transparency into our processes and FTE productivity. This added visibility would provide a base level of operational control, which we could use to drive continuous improvement for our brokers and other teams."

Solution

When RSA engaged with Verint®, everything changed. The insurance giant deployed Verint Work Manager™ to gain end-to-end visibility into its complex, multichannel transactions and processes – enabling the company to manage them more effectively. The solution includes:

- Multichannel transaction capture and visibility of all CRS resources;
- Single view of CRS work, people, and processes;
- Capacity planning to match workloads with available resources;
- Work prioritization and allocation, ensuring the right people at the right time with the right skill;
- End-to-end process service management;
- Quality assurance and compliance monitoring;
- Real-time performance dashboards, scorecards, and analytics; and
- Business consulting to transform the organisation's way of working.

During a 20-week transformation journey, the Verint professional services team developed an agile and adaptive solution to help streamline and automate many of RSA's existing processes.

Customer Success Story



Solutions

Verint® Work Manager™



Industry

Insurance



Region

United Kingdom

Results

- 40% reduction in backlogs.
- 20% increase in effectiveness.
- 20% lift in capacity.

“ We gained complete insight into process inefficiencies, true volumes, skills, capacity, and demand by the second. We use this unrivalled insight to improve performance and more effectively plan and balance workloads. For the first time, the leadership team felt empowered.”

– Rebecca Henry, Operations Director, RSA

The solution empowered RSA leadership with the actionable intelligence and business practices they needed to drive operational excellence.

“We gained complete insight into process inefficiencies, true volumes, skills, capacity, and demand by the second,” explains Rebecca Henry, operations director at RSA. “We use this unrivalled insight to improve performance and more effectively plan and balance workloads. For the first time, the leadership team felt empowered.”

The employee experience changed too. Individuals and teams now have clarity over expectations and goals, better day-to-day control, and more confidence.

“The commitment and collaboration of the entire Verint team was exceptional,” Henry continues. “They understood our business, our goals, and the challenges we were up against. Working with us, they unlocked the potential around what data could do and how we could get our entire workforce to operate differently.”

The 20-week journey began with an open discussion between Verint and RSA leaders to explore the organisation’s vision and risk. Subsequent interview workshops identified eight defined areas for the customer journey, its complexity, and the volume of processes. Post go-live, RSA staff clearly understood their workloads, the number of items that needed to be processed, service standard achievement, and much more.

“It was as though someone had finally switched the light on,” says Johnson.

“We were able to talk through metrics we never saw before. Verint was instrumental in this success. I was really impressed by their product and how they partnered with our organisation. They talk about the RSA business as if they are employees.”

Benefits

Key achievements since going live with the Verint software include:

- 40 percent reduction in backlogs
- 20 percent increase in effectiveness
- 20 percent lift in capacity on average was delivered through process improvements
- Opportunity for an additional 29 percent capacity gain identified through sustainability and continuous improvement plans
- Eliminated existing 70 hours of typical backlog within six weeks
- Comprehensive visibility into all processes and processing times across CRS to further drive continuous improvement

“Verint is a very forward-thinking organisation,” Johnson concludes. “We trusted the company to take us on a journey to transformation, and the partnership is delivering at every step. Verint opened up a world of exciting possibilities for RSA, helping us maximise our capacity to meet service goals and plan effectively.”

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