



ReAssure

ReAssure (part of the Phoenix Group)
Pensions Administration



Industry:

Financial Services



Business Area:

Pensions Administration



Project Type:

Operational Oversight &
Back Office Processing



Duration

8 months



Location:

Telford



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“We’ve hit all of the metrics. What we were then able to do was to re-look at ways of improving the handoffs and the ways of working on and offshore. Not only did we completely change the way we measure offshore performance and have conversations with them from an oversight team perspective, over and above that, we got some really good insight into some of the things that were causing customer delays and elongated customer journeys from that read-across offshore. We’re absolutely delighted, we overachieved against the brief and got intelligence that we could act upon in terms of how we work with our new offshore partner.”

Chris Hatchard
Head of Customer Operations



Featured Results

£3.2m

annualised
benefit



50%

reduction in business
proliferation per case



60%

average increase in productivity,
across 5 customer service areas
including -Bereavements, Billing
& Premium Servicing, Life,
Pensions and Workplace



25%

reduction in
Customer Journey
Length



5:1

ROI



The Challenge

- Requirement to ensure consistently good customer outcomes while moving to an outsourcing model, resulting in the more simple work being mostly offshored and the vast majority of teams looking after the more complex work were newly recruited due to a UK footprint consolidation
- Reduced levels of consistent communication between onshore & offshore departments, driving an increased level of referrals to onshore and at times a delayed outcome and impact to the customer experience.
- Movement of complex work between UK sites resulting in lower efficiency
- Ultimately, a governance system required strengthening between onshore and offshore teams to ensure efficiency was increased, costs reduced and most importantly customer expectations met in line with the timeline they needed

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“For the first time it feels like we have control over both the team and pot. Everyone has started to believe in themselves. I’m not someone to get complacent, but I’m very proud of them.”

Pensions Team Lead

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Our Solution



Active Leadership was enhanced, based around **refined intraday and KPI reporting tools and touchpoints**, as well as continuous side-by-side coaching, to suit the new outsourced model



Contractual metric reporting was overhauled and simplified, increasing visibility and enabling partners to hold each other accountable, in line with updated roles and responsibilities



One-to-one coaching and group training sessions were delivered to better use existing cyclical data, identifying improvement opportunities and creating tangible plans of action, continuously driving teams' performance



Drivers of delayed Customer Journeys were identified and systematically tackled, enhancing the customer process and significantly reducing customer complaints



Communication and Governance Structures were enhanced, improving interfaces and better guiding outcomes for offshore work. This enabled smarter workflows and fewer referrals back onshore

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The project overdelivered on the benefits by some distance. Managementors supported us with developing a highly effective Target Operating Model for the novel Oversight function which we're confident will sustain. As has always been the case partnering with Managementors, the experience has been incredibly positive. Not only did they achieve great results but their governance was clear, succinct and allowed us to steer the project accordingly. They kept a customer focus at the heart of the solution, new Team Leaders were engaged and I could see their enthusiasm around the whole process - the benefits are tangible.”

Claire Stockdale

Head of Operational & Transformational Planning

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Who did we work with?

- Oversight Managers
- Customer Service Managers
- Team Leaders
- Customer Service Representatives
- Quality Coaches
- Resource and Finance Teams
- Heads of Functions

Key Benefits



£3.2m of annualised benefit achieved, both preventing overrun against budget, and additionally delivering a further **£1.7m** reduction in budget



Average productivity gains of **60%** across all workstreams, with individual departmental gains of up to **145%**, while maintaining quality. The enhanced performance sustained or grew in every workstream post-project during an observed period of up to 5 months



Average decrease in customer journey length of **25%**, with departmental decreases of up to **48% and 42%** in Bereavements, providing distressed and vulnerable customers with outcomes more quickly



41% decrease in complaints within the premium servicing workstream



A robust governance structure to manage and drive offshore workflows, resulting in an **11%** increase in productivity and greater visibility of contractual metrics



Daily and weekly governance cycles created and tailored to support the interface between departments and empower team members in driving continuous improvement



Embedded streamlined processes, with duplications and bottlenecks removed, enabling team leaders to proactively manage their teams – focusing on customer's needs

Managementors works in partnership with our clients to deliver customised solutions that resolve their most significant performance challenges and leave a lasting legacy of performance improvement. Whether it's tackling operational or change issues head on, or improving output across the service delivery organisation, we provide the insights, techniques and skills transfer that make a sustainable step-change in productivity possible.

