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Medical and Dental Insurance Provider Increases Sales Volume by 11% the First Year and Improves Profit by \$7.5 Million Annually Thereafter

Situation

A Des Plaines, IL non-profit firm providing health and welfare insurance to over 20 U.S. states had seen a steady decline in sales, morale, and employment over a number of years. The COO selected a MetaExpert™ from MetaOps, Inc. to assist them in establishing a program to improve customer satisfaction and unify the workforce to improve company-wide performance in three key areas – process quality, customer satisfaction, and increased sales. The MetaExpert™ lead them to improving volume of sales by 11% the first year and a profit improvement of approximately \$7.5 million annually thereafter.

Actions

The MetaExpert™:

- Conducted a comprehensive organizational assessment to identify current best practices and identify the key areas for improvement opportunities.
- Developed and implemented a customized and inclusive approach to business process reengineering including value stream process improvement through high-performing teams.
- Developed a central guiding coalition team chaired by management and union leadership.
- Established three change goals to drive continuous improvement, including:
 - Increasing sales of health and welfare services
 - Improving measured quality, and
 - Improving customer satisfaction

- Conducted a series of Kaizen events in a learn-by-doing approach to rapidly improve processes in tandem with the workforce learning aspects of Lean Six Sigma.
- Developed a central group of “service team leaders” in a Center of Excellence (CoE)/program management office (PMO) to provide infrastructure to support ongoing continuous improvement efforts.

Results

The transformation resulted in:

1. Improved health & welfare sales volumes by 11% over the first full year
2. Employment costs fell by 10% through attrition – no one was laid-off
3. Measured quality in processes improved an average of 35%
4. Customer satisfaction indexes improved 30% to 50% for each measure
5. Employee morale improved and grievances dropped to near zero in the process
6. Estimated profit improvement: \$7.5 million annually

ROI

1. 11% sales increase overall and 200% increase over results of prior year in new business
2. 10% decrease in workforce through attrition
3. 35% measured process quality improvement
4. 30-50% increase in customer satisfaction
5. \$7.5 million annual cost avoidance

Client Skills Required: OpEx

organizational transformation and Business Process Re-engineering, SOP (standard operating procedures) improvement, continued process improvement, leadership and training in the practice of High-Performing Teams

Support by MetaOps, Inc.
MetaExperts™: OpEx, Policy Deployment, Strategy Development, mentoring, coaching and implementation, and High-Performing Teams development, Kaizen, Lean Six Sigma

Contract Length: 8 months