



Case Study: AXA



Customer Overview:

AXA is a leading player in the Belgian marketplace of Financial Protection. The organization is the country's second largest insurer and fifth largest bank, with more than three million customers and about 6,000 employees.

Part of the multinational AXA Group, and the second largest insurance and asset management company in the world, AXA was formed in the late 1990s as the result of the merger of several different organizations in the financial services marketplace, including AXA Belgium, Royale Belge, Ippa, and Anhyp.

AXA integrates business units and improves customer service using Global 360

Challenges

A major challenge for AXA has been to integrate its diverse constituent organizations and streamline its administrative processes, in order to guarantee service excellence. "We were looking for a fast, new, high-performance process management system that would unify our diverse operations and help to create an enterprise-wide "shared spirit" after the uncertainties of the merger period," explains Paul Adriaenssen, Operational Support Director for AXA's Private and Small Business Insurance Division.

Solution

AXA was keen to find a solution that would capitalize on its staff's specialist expertise and also mirror existing working practices, rather than imposing new practices to fit the software. Following a comprehensive needs analysis, AXA opted for the innovative Global 360 BPM Suite package. "It was the solution that most closely met our requirements - and in addition, it was actually available," comments Paul Adriaenssen.

Global 360 Solution provider, Atos Origin, was chosen to work on the project with AXA's IT development team. Atos Origin had a proven track record of assisting with successful implementations of Global 360's solution for other AXA Group companies.

Implementation of the new Global 360 solution began with a project in the decentralized multi site Auto Claims department. The Auto Claims department handles a massive 230,000 or so new claims a year. With some 1.1 million contracts in force and a 20% market share, AXA's automobile insurance division is the largest in Belgium.

A typical Auto Claim file runs to around 20 pages, and claims are processed by some 250 claims managers working in 7 regional offices. Documents relating to a particular claim (about 10,000 each day), such as forms, letters, and faxes, tend to arrive in a haphazard way: from different sources, at different times, and at different offices. The new Global 360 solution now brings all this information together and routes it to the right desktop.

"Assigning claims, smoothly channelling incoming information, bundling documents connected to the same claim, and prioritizing the work are now all handled automatically by the Global 360 solution," confirms Paul Adriaenssen.

At each Auto Claims office, incoming documents are sorted by type, scanned into the Global 360 system, indexed, and electronically archived. Where appropriate, they are linked to an existing file, and documents relating to the same claim are automatically bundled together.

Challenges

Supporting some 1.1 million contracts as part of a 20% market share, AXA needed a way to integrate its diverse constituent organizations and streamline the administrative processes, in order to guarantee service excellence. They also need to be able to unify the diverse operations and help to create an enterprise-wide "shared-spirit", after the uncertainties of the merger period.

Solution

AXA deployed Execute360 to integrate its business units' workflow and develop a sophisticated case management system. The bank now provides better and faster customer service while cutting operational costs.

Results

Using Execute360, AXA has integrated its diverse operations and management styles, Improved customer service, and increased efficiency and productivity by delivering claims documents to the relevant office. They are able to prioritize work and allocate it to the most appropriate specialists, balance workloads between claims managers and respond immediately to customer queries.



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The system transmits each document or bundle to the appropriate regional office, prioritizes the work, and assigns a number of workload points to it depending on its complexity. The system then allocates the claims to individual managers according to their specialization profile (for example, theft, personal injury, or language) and balances the work across each team according to workload points.

When a manager asks for the next task, the most urgent is routed to their desktop. And when staff are absent, the Global 360 system automatically redistributes the work. In addition, because the solution is networked across the various Auto Claims offices, it allows colleagues in different sites to help each other out, for example in the event of a power cut.

Results

The Global 360 solution has already brought substantial benefits to AXA's Auto Claims department. "The Global 360 solution has optimized our customer service. The total time needed to process a claim has been reduced considerably. And response times have improved," comments Paul Adriaenssen. "When a customer phones to ask about the status of their claim, the claims manager can call up the information on screen in a few seconds and give them the information immediately. In the past a response could take - in the worst case - as long as two days. It has also cut our costs, in terms of archiving and also staff overheads. And

on top of that, reporting has also improved, becoming faster and more extensive, and allowing us to take a more proactive task management approach." The new system is fast, and it is also easy to use, with ergonomically designed screens.

"Our claims managers have become more efficient, yet we have not had to make too many changes to their everyday work," says Paul Adriaenssen. Following the success of the first project, the Global 360 solution is to be rolled out to other AXA business units. Future plans also include multimedia facilities, so that incoming faxes, e-mail, and Internet-based communications can all be processed in the same way as paper-based mail.

"Our solution represents a dynamic and innovative customization of Global 360 BPM Suite. It mirrors our existing ways of working, prioritizes and balances our workloads, and capitalizes on our specialist skills, while at the same time introducing consistency and efficiency across our "organization," concludes Paul Adriaenssen.