



Order Processing Summary of Results

- **Industry:** Insurance
- **Results:** Regional managers responsible for order processing reduced operational delays and cycle time, which significantly increased company revenue.
- **Critical Issue:** Slow cycle time for order processing and lack of regional expertise
- **Job:** Order Processing Managers
- **Problems Solved:**
 - At a large insurance company, slow processing of policy applications was having an adverse impact on customer satisfaction and revenue. Delays were usually related directly to bottlenecks in the system that supported underwriters and risk managers. Slow cycle time, often caused applicants to purchase a policy from a competitor. The cost of lost opportunities was significant.
 - Top performers were in the home office and regional order processing managers did not have the reasoning power needed to accurately identify relevant data and solve operational delays.
- **Area of Expertise:** Diagnosing and Solving Cycle Time Problems
- **Summary:** Regional order processing managers used the top performer's reasoning power to accurately identify relevant data about business process delays, to perform real-time analysis, to make real-time judgments needed to identify the cause of cycle time delays and to carry-out corrective and preventive actions. Each regional manager who was responsible for order processing proactively prevented his or her process from going out-of-control. This increased company revenue by millions of dollars and ensured reasoning power was expanded throughout the regions.

NOTE: Delays in processing orders and/or customer applications is a common problem in many industries. At another client, the finance department significantly reduced the cycle time for processing loan applications. Within one month, the reduction in cycle time increased revenue by millions of dollars per month. This significant return on investment exceeded expectations many times over.