



simplified
change
solutions

We prepared a retail support area for major change programme



The problem:

Zurich, one of the world's biggest insurance groups, needed to prepare one of its retail support areas ahead of a major operational efficiency change programme as it had few or no metrics in place to measure cost or performance. Without these the function wouldn't be ready to take part in the bigger change programme that was coming down the tracks.

The goal:

To prepare the retail support area for the wider change programme by building the leadership team's understanding of operational management and embedding the measures, disciplines and framework basics they needed.

Curium's solution:

We could see that the team excelled at building customer relationships but lacked knowledge and confidence around day-to-day metrics and operational disciplines. We had a tight timescale to deliver a significant change project and it was vital the team collaborated with us. This meant our first priority was to build strong and open relationship with the team through regular, productive face-to-face contact.

Our action plan also included improvements to the telephony system, the introduction of clear and simple performance KPIs and consistent, daily work allocation and planning.

The result:

Due to the trust we built, the whole team collaborated to embed our action plan. The new measures and disciplines put in place meant the team was ready to take on the bigger change programme and by coaching the leadership team to look at operational data from a different perspective, they had a much better understanding of operational management.

What Zurich say:

"We have been provided with invaluable tools to help consider and implement this insight into my team and move their efficiency and performance to the next stage, as well as a robust documented plan to deliver this."

Senior manager, Zurich

"10 weeks on from Curium's engagement, I'm still wondering how the changes they made went in so fast. Within a week the team was re-organised and running a core framework, which was exactly what was needed. I'm also so impressed by the extent of the engagement, passion and drive that Curium created in a relatively short period. I pride myself on setting a high bar and always challenging for more but on this one, both Curium, and as a result, my team, are running way ahead."

Head of Retail Business Operations, Zurich