

# Transforming your Customer Communications

## Company Overview

The client is a leading international financial services company, offering a wide range of products and services from insurance and pension products to retail and institutional fund management services. With operations in Asia, the UK, Europe and the US, the client group company consists of a number of well-known and respected brands and has attracted more than 20 million customers worldwide.

## The Challenge

The client's products are distributed through a number of channels including direct to consumers, intermediaries, consulting actuaries, business to business and affinities.

To meet the diverse communication demands of these channels, the client, like most large scale financial services organizations, had over many years developed and acquired several isolated document generation systems that were being operated and maintained by IT.

In 2005, a simple, but wide-reaching change to Financial Services Authority (FSA) regulations meant that thousands of the client's document templates would need to be updated across all of its systems. Whilst the change in itself was not complex, the scale and risks to the business meant that the exercise was extremely costly to perform and tied up IT resources for nearly six months.

In parallel, the client also undertook independent research that showed high levels of 'failure demand' resulting in call centre traffic that could be avoided with the introduction of greater clarity, consistency and content within outbound customer communications.

As a result, the client initiated an improvement programme aimed at providing a consolidated single point of multi-channel communication. Most importantly, the new solution would need to support the client's transformation to enable non-IT business users to take responsibility for the creation and maintenance of customer communications.

## The Solution

LPI2 were appointed to lead a significant global review of 12 major document generation solutions and to establish an extensive proof of concept exercise, which helped the client to validate their key business drivers around document composition. This understanding of their requirements allowed the client to select Thunderhead as its strategic document generation platform.

The migration from their legacy document systems to their new document platform began in July 2006 with the first phase going live in February 2007.

During this first phase, the appointed LPI2 Project Manager established a team selected from internal IT staff, business users and contract resource. An external systems integrator was also used to decompose the content, rules and data from large numbers of legacy templates. This enabled the client's own business users to focus on the introduction of re-useable standards, rationalise the existing documents and substantially reduce the number of document templates.

The completion of the initial phase enabled the client's legacy toolsets to be decommissioned and for the remaining migration to be controlled by a business as usual (BAU) team comprising of non-IT staff within customer services.

## The Results

Thunderhead is now fully integrated with the client's technical architecture such that documents can be requested and serviced from anywhere across the business, including exception rules that trigger cases for further review by supervisors.

The levels of straight through processing (STP) of high-volume sophisticated documents has increased significantly.

The client has simplified the entire process of creating and maintaining clear and compliant customer communications. Changes to document templates can now be made quickly and easily by the business and, as a result, IT can focus its attention on more appropriate system operation and integration tasks.

## Benefits

Since the migration, the client continues to secure significant benefits from their investment: it was able to rapidly introduce a new highly complex regulatory document with considerable savings in the amount of external development and fulfilment costs and the benefit of "just in time" production. This outsourced high volume document secured significant savings and also avoided a sizeable on-going annual maintenance charge.

The client was recently able to revise its published call centre opening hours contained within many of its Thunderhead documents. Global changes such as these had previously taken months to perform via IT. Instead the client's own BAU team were able to identify and make a single change, using shared content, that was reflected across the system in a matter of hours and put into production within days.

Historically, document errors were being trapped during fulfilment and it involved a lengthy and inefficient process to manually correct and fulfil the documents. Thunderhead's review framework has been integrated into the client's workflow system and can now electronically capture document exceptions and route them to the appropriate user's desktop for review. This lets the user make controlled edits to the generated document before allowing it to be routed, via workflow, back into the automated fulfilment process.