GenNex

BUSINESS CASE: PIECES AND VALUE STREAM MAPPING

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Table of Contents

CONTEXT

GenNex has a call center which is currently working with Compliance department to quote benefits from Summary Plan Document, Client amendments and directives. Customer might give a call to the call center looking to get benefit quote as per their health insurance plan. Customer might be in hope to know how much out of cash is to be given for the particular service they are taking from GenNex. Customer might also want to know how much will the insurance plan will pay for them cost. Benefit Quoting Tool addresses customer's queries in order to quote benefits for each customer they cater.

The present process can be described as:

1. Customer makes a call to GenNex in order to understand their benefit quote or request for their quote query.
2. Call center employee addresses customer and understands customer request and meanwhile pulls out customer's details.
3. Call center employee than generates customer's request and assigns a unique ID for the customer's request. This maps customer to their unique request ID.
4. Call Center employee than assures customer to address their request within 1 day.
5. Call center employee forwards the request with the unique ID to Compliance department and attends the next customer.
6. Compliance Department tries to map customer's health insurance plan to compliances and directives in order to process their request.
7. Compliance Department makes analysis and quotes the benefit for customer. Here in haste and human error, employee might quote a wrong benefit and that's a problem as customer can file a legal complain too.
8. Customer is then called back once compliance department has processed the request.
9. Call Center employee explains customer about the request they generated with GenNex and quotes benefits for them.

The entire process is mainly manual. Hence there is a need to change the process and automate the whole system in order to use Benefit Quoting Tool efficiently and effectively.

PROBLEM ANALYSIS WITH PIECES FRAMEWORK

After understanding the current process, we pitch forward understanding the flaws and propose automated system which will address each problems within the current system.

P – Performance

Problems	Manual System	Automated System Solution
Waiting time of customer	Customer have to wait for a day or more to hear back from GenNex	Preliminary information can be given to customer on phone reducing a day long wait to few minutes
Accessing incorrect information or loss of information	Human errors which can result in incorrect information	Automated system ensures that the relevant information about the customer is accessed and also their respective health insurance plan is pulled off
Time reduced accessing one customer request	Time to process one request is too long. Also the inter department communication takes time and the work backlog increases with time	Time taken for each process will the reduced drastically. A day long process will be reduced to few minutes which allows catering more customers each day

I – Information

Problem:

In current system, complete information is captured by human which makes it prone to errors. Capturing incorrect information is a threat. Also if the Benefit Quoting Analysis goes wrong, customer can push legal notice on GenNex.

Solution:

New automated system will pull our customer information through their unique customer ID which will automatically pull out only that customer related health

insurance plan. Also the new system will have an information intelligence system which will map the health insurance plan to the compliances, which helps in listing the right benefit quote for the customer.

E – Economy

Economy analysis of current and new system is done in detail in document further.

C- Control

Problem:

There is no central control. The call center employees forwards the request to compliance department and they clear the request analysis with increasing backlog. Hence there is no control on overall process and time.

Solution:

The proposed system can exploit the new information based mapping of insurance plan and compliances in a way to quote the right benefit. This reduces a lot of time and there won't be a human error. Also it will be a central control and will be accessed by all systems of GenNex. The information based discovery system will be preliminary feeded with possible compliances with each case. This reduces the risk of quoting a wrong benefit.

E – Efficiency

Problem:

The present methodology of performing business process is completely manual and not at all efficient. Manual operations are unreliable and time consuming. Not just that, the manual system can create a threat of quoting a wrong benefit which can turn into a legal complications.

Solution:

The new information based discovery system will be an efficient and effective both. The information based discovery system will be preliminary feeded with possible compliances with each case. This reduces the risk of quoting a wrong benefit. The system will be efficient and will further help in giving quick response.

S – Service

Problem:

The entire service of requesting for quote ad getting a call back from GenNex, makes customer wait for a day or more. Hence retaining the customer will be a problem for future.

Solution:

Proposed system will make sure on catering the customer at the same time they requested a quote. The information based discovery mapping will help in facilitating quick, accurate and fast service to customer. Hence customer will be retained for long and will be served with quick and reliable information in a short time.

ECONOMIC ANALYSIS AND VALUE STREAM MAPPING

Economy Analysis Overview

Problem:

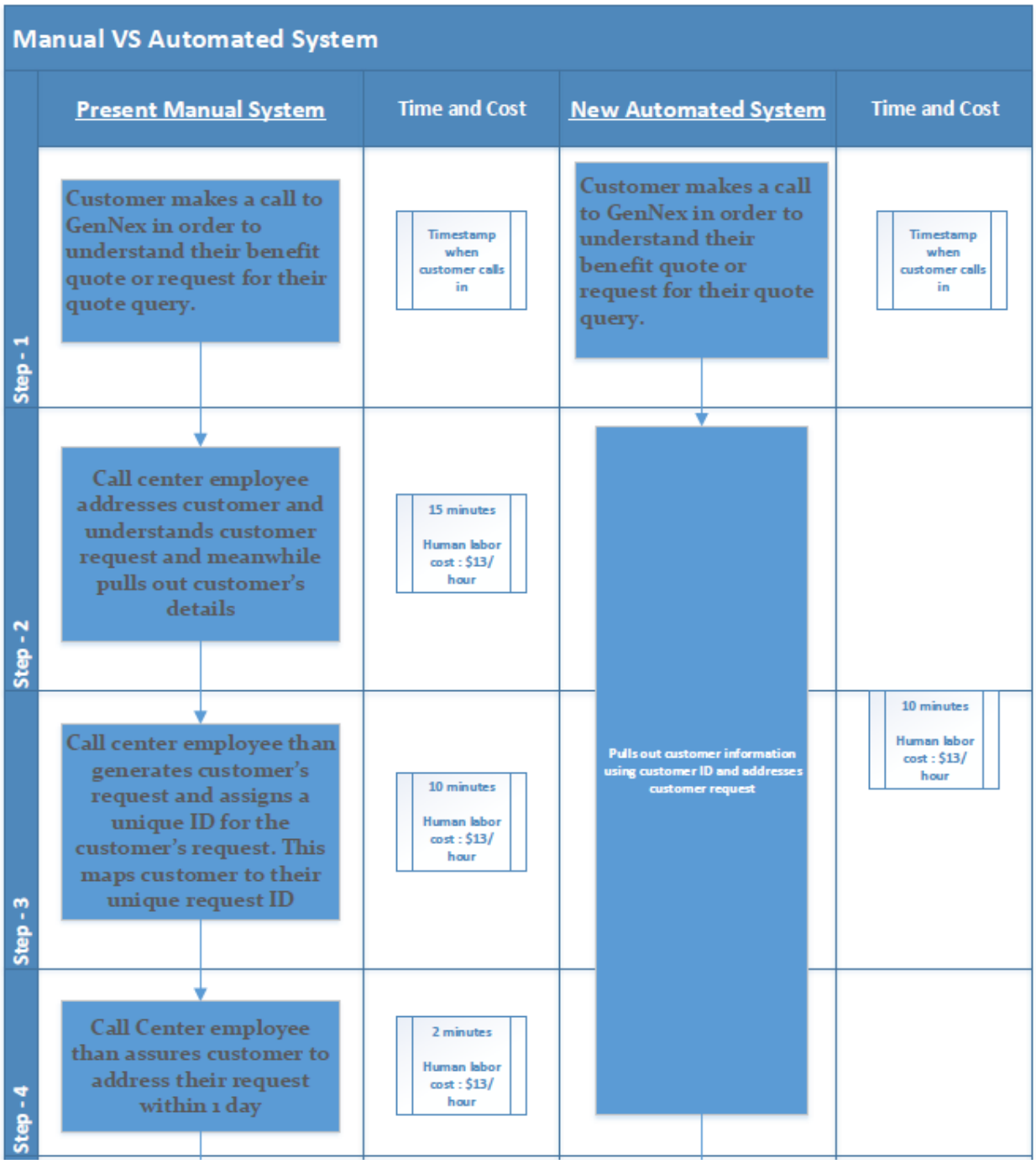
The present system has been handled by the BQT team and it depends on various other systems of GenNex in order to capture customer details from CRM, and Insurance Company for customer's health insurance plan in particular. Also fulfilling one customer request wastes a lot of human labor in the entire process.

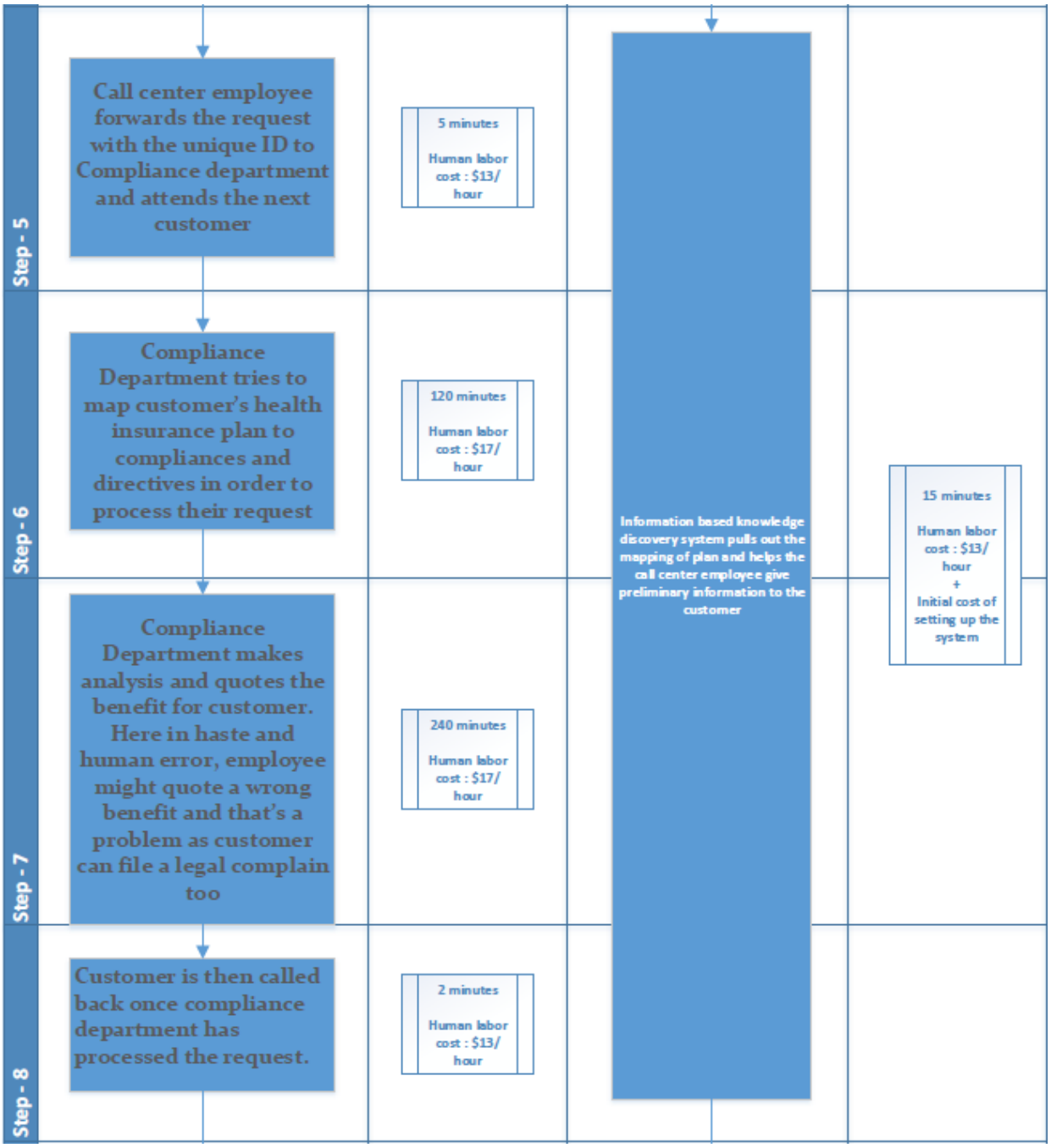
Solution:

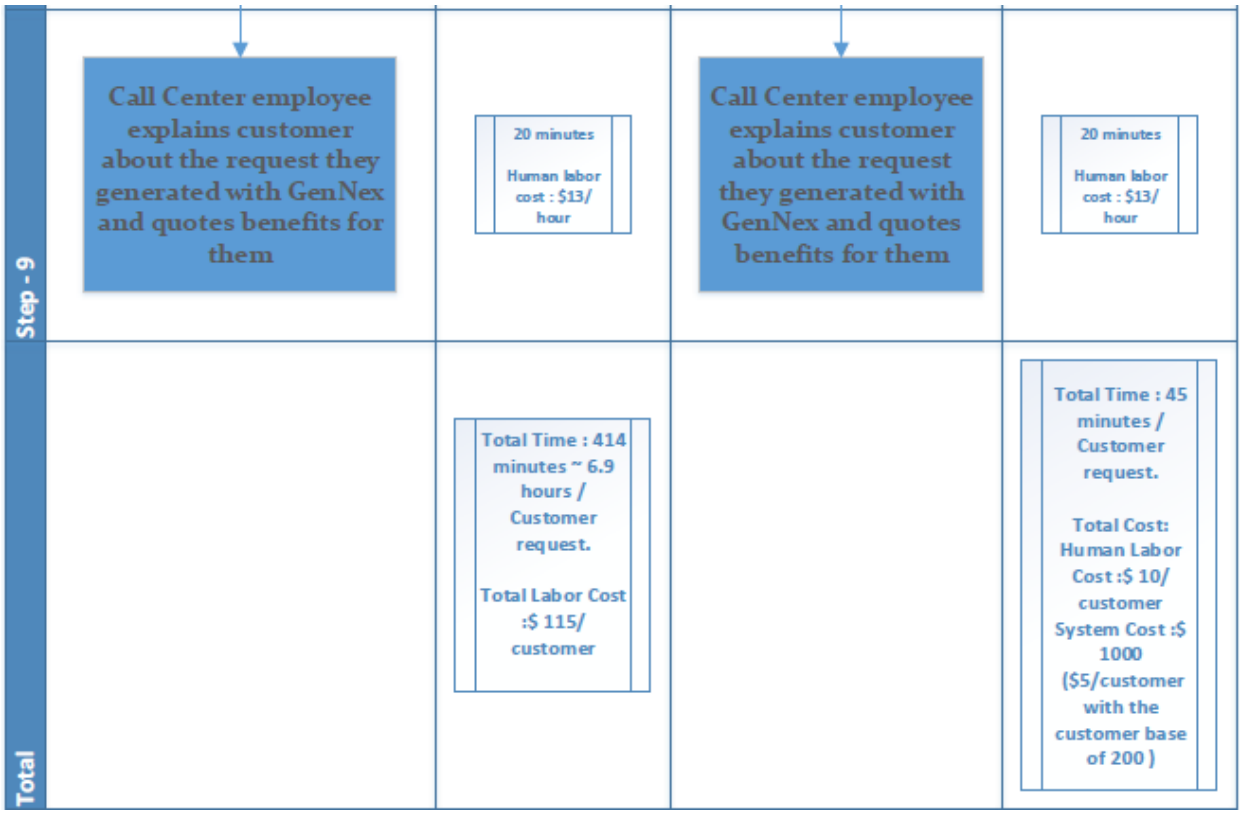
One time investment in developing information based discovery system which will map the insurance plan and compliances to quote the right benefit will save a lot of human labor.

Economy Analysis and Value Stream Mapping

Current System	Proposed System
Total Time : 414 minutes ~ 6.9 hours / Customer request. **Total Labor Cost :$ 115/ customer**	**Total Time : 45 minutes / Customer request.** **Total Cost: Human Labor Cost :$ 10/ customer System Cost :$ 1000 ($5/customer with the customer base of 200)**


Manual VS Automated System
Present Manual System
Time and Cost
New Automated System
Time and Cost
Step - 1
Customer makes a call to GenNex in order to understand their benefit quote or request for their quote query.
Timestamp when customer calls in
Customer makes a call to GenNex in order to understand their benefit quote or request for their quote query.
Timestamp when customer calls in
Step - 2
Call center employee addresses customer and understands customer request and meanwhile pulls out customer's details
15 minutes
Human labor cost : $13/ hour
Step - 3
Call center employee than generates customer's request and assigns a unique ID for the customer's request. This maps customer to their unique request ID
10 minutes
Human labor cost : $13/ hour
Pulls out customer information using customer ID and addresses customer request
10 minutes
Human labor cost : $13/ hour
Step - 4
Call Center employee than assures customer to address their request within 1 day
2 minutes
Human labor cost : $13/ hour


Step - 5
Call center employee forwards the request with the unique ID to Compliance department and attends the next customer
5 minutes
Human labor cost : $13/ hour
Step - 6
Compliance Department tries to map customer's health insurance plan to compliances and directives in order to process their request
120 minutes
Human labor cost : $17/ hour
Step - 7
Compliance Department makes analysis and quotes the benefit for customer. Here in haste and human error, employee might quote a wrong benefit and that's a problem as customer can file a legal complain too
240 minutes
Human labor cost : $17/ hour
Step - 8
Customer is then called back once compliance department has processed the request.
2 minutes
Human labor cost : $13/ hour
Information based knowledge discovery system pulls out the mapping of plan and helps the call center employee give preliminary information to the customer
15 minutes
Human labor cost : $13/ hour
+
Initial cost of setting up the system



GENERAL PERFORMANCE METRICS

Objects to Measure	Dimension	Indicators
Process	Cost	Cost reduced $115/customer to $5/customer(customer base of 200)
	Time	Time reduces from about a day (414 minutes ~ 6.9 hours)/customer to 45 minutes /customer
	Efficiency	Time saved to serve customer in proposed system / Time required to serve customer in current system:[(414-45)/414]*100 = 89%