

# Ivo Luiz Soares Neto

## Justos - Take-Home Assignment

### Brief description

Justos Seguros is a Brazilian insurtech that seeks to transform the auto insurance market by adopting a customer-centric and technology-driven approach. With an innovative model, the company uses traffic behavior data to offer fairer and more personalized insurance, rewarding responsible drivers with affordable prices. In addition, Justos also stands out for its commitment to transparency, simplicity and positive impact on society, promoting a culture of safety and responsibility in traffic.

### Case description

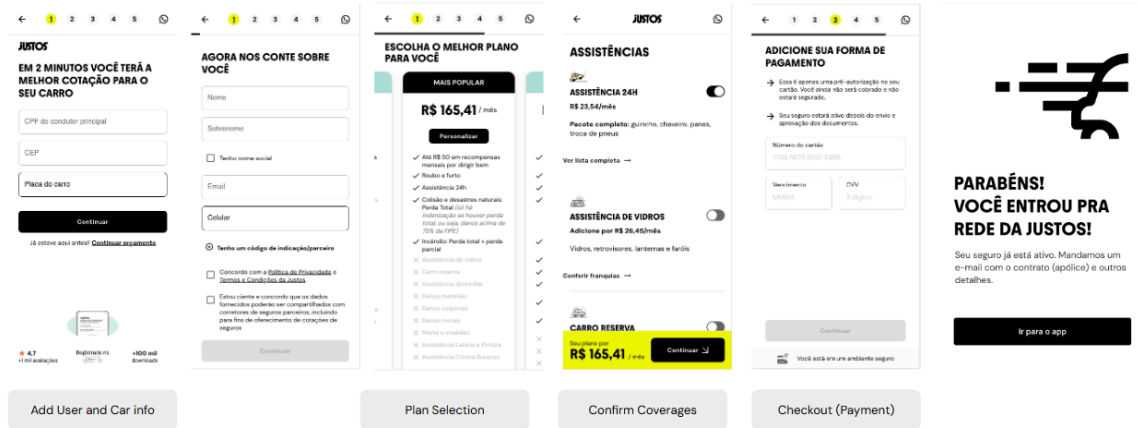
The case consisted of analyzing customer acquisition data and incident records, with the aim of identifying possible failures in the company's operational and strategic processes. Based on this analysis, we sought to understand the causes of these problems and propose data-based solutions that contribute to improving results, whether in efficiency, risk reduction or customer experience. The work emphasized the importance of data-driven decisions to strengthen the competitiveness and sustainability of the business.

### Acquisition process

User journey:



It can be seen that there are 4 steps in the customer acquisition process, which are: Add User and Car info, Plan Selection, Confirm Coverages, Checkout (Payment), in that order.



A pie chart illustrating the status of 254 projects. The chart is divided into two segments: a large orange segment representing 'Abandoned' projects (234) and a small light green segment representing 'Completed' projects (20). The labels 'Abandoned 234' and 'Completed 20' are placed directly below their respective segments.

Status	Count
Abandoned	234
Completed	20

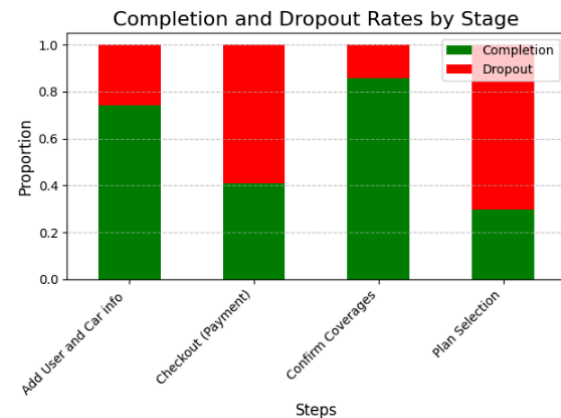
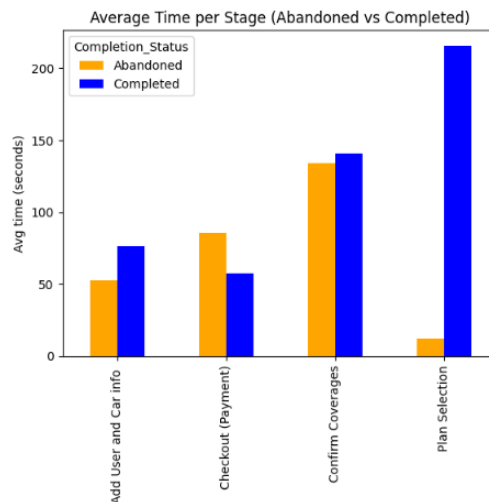
Step	Time (seconds)
Add User and Car info	70,3
Plan Selection	72,8
Confirm Coverages	139,94
Checkout (Payment)	74,1

Step	Completed (%)
Add User and Car info	74%
Plan Selection	29,78%
Confirm Coverages	85,71%
Checkout (Payment)	40,8%

There is a significant drop in the "Plan Selection" and "Checkout (Payment)" stages, which may indicate critical points in the funnel.

The observed significant drop in these stages suggests potential issues with the user experience. For "Plan Selection," the high abandonment rate may be attributed to factors such as a non-intuitive interface, an overwhelming amount of information presented at once, or a lack of personalization, which can discourage users from continuing. Data analysis reveals that users who abandon this stage spend an average of only 12.2 seconds, indicating that the problem arises early in the interaction. In "Checkout (Payment)," users who abandon spend more time on average (85.7 seconds) than those who complete the process (57.5 seconds), pointing to potential technical difficulties, complexity in payment methods, or a lack of trust in finalizing the purchase. Identifying and addressing these barriers is critical to improving conversion rates and reducing customer frustration.

Step	Completed (seconds)	Abandoned (seconds)
Add User and Car info	76.48	52.69
Plan Selection	215.58	12.22
Confirm Coverages	140.96	133.875
Checkout (Payment)	57.45	85.72



It is clear that the Plan selection stage, which has the highest abandonment rate, those who abandon it spend only 12 seconds, probably due to the high complexity of the page.

-Users who abandon Plan Selection spend very little time (12.2 s), which may indicate an initial barrier at this stage.

-The average time spent by those who complete Plan Selection is significantly high (215.6 s), which may suggest a complex or confusing process.

-At Checkout (Payment), users who abandon spend more time (85.7 s) than those who complete (57.5 s), which may indicate difficulties or frustrations at the end of the process.

# Opportunities and Solutions

## What problem are we solving and why?

Having identified the problems of high abandonment rates in the Plan Selection and Checkout (Payment) stages, we must look for alternatives that allow for greater use of these stages, so that we can solve these critical points in the funnel.

We also seek to solve the problem of abandonment of the Plan Selection tab, since there is a long time to complete the completed stages and a very short time when abandoned, so we seek a system that presents a faster solution, that optimizes time and achieves even greater customer success.

## User Stories

1 - "When I go to create my account on some platform, I get irritated when I have to complete several steps before even having access to that platform and this makes me give up on creating my account."

2 - "When I'm choosing a plan for something important, I get anxious with the bombardment of information to read and I like it when the plan comes to me with personalized solutions."

## Solution Scope

1 - Divide the acquisition process into 2 steps. The first is the "Add Car and User Info" process and "Payment information" (however, without being charged anything, just saving the information). After that, the user will have access to the platform, where they will feel more confident and will be able to choose their insurance plan and additional features more easily.

Dividing the entire bureaucratic process into two stages directly solves the problem of the high abandonment rate in the aforementioned stages. Within the platform, the user can explore the plans with more confidence, reducing resistance when making a decision.

Benefits:

- Reduces the pressure to make an immediate decision.
- Increases user confidence, since they have access to the platform before paying.

2 - Given the low completion rate of the "Plan Selection" stage (30%) and the extreme difference in time when completed, this reflects an initial barrier and a complex process.

The solution found aims to create a program that, through direct questions, guides the user to what they want their plan to have and thus directs them to the plan that best suits their profile.

Benefits:

- Makes the experience more intuitive.
- Improves the perception of personalization and customer service.
- Reduces time spent on the process, keeping the user's attention. If you want, I can help you structure these solutions in a more detailed format or adapt them to the context of your report.

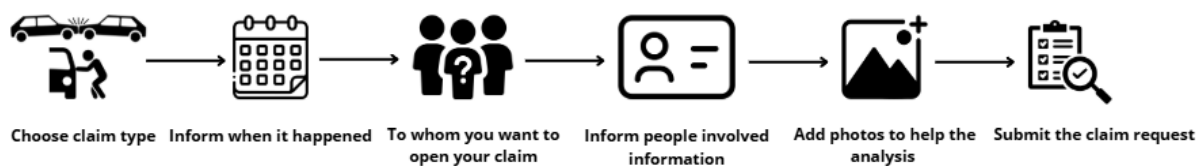
## How will we measure success?

Success will be measured by key performance indicators (KPIs) related to customer flow. For the first solution, we will use the acquisition conversion rate as the main metric, analyzing the impact of dividing the process into two stages on increasing or decreasing this indicator.

In the second solution, the priority KPIs will be the average processing time and the abandonment rate during the process, looking for evidence of a reduction in these indicators as a result of the implementation.

## Claim process

User journey



**JUSTOS**

The screenshots illustrate the user journey through the JUSTOS app:

- O QUE ACONTECEU?** (What happened?): Options include "Meu carro foi roubado", "Me envolvi em um acidente", "Preciso de assistência para meu carro", "Preciso de assistência para minha casa", and "Tive outro problema".
- QUANDO ACONTECEU?** (When did it happen?): Fields for "Data" and "Hora aproximada".
- PARA QUEM VOCE GOSTARIA DE ACIONAR O SEGURO?** (For whom do you want to open the claim?): Options for "Para mim" and "Para os demais envolvidos no acidente".
- POR FAVOR, NOS PASSE AS INFORMAÇÕES DA PESSOA ENVOLVIDA.** (Please provide the information of the person involved.): Fields for "Nome", "Telefone", and "Placa do carro".
- ENVIAR OS DOCUMENTOS SOBRE O ACIDENTE** (Send documents about the accident.): Section for "BOLETIM DE OCORRÊNCIA" and "FOTOS E VÍDEOS".
- SEU PEDIDO DE SINISTRO FOI ABERTO** (Your claim request has been opened.): Confirmation screen with "Número do protocolo: #542" and "Submitted the claim request".

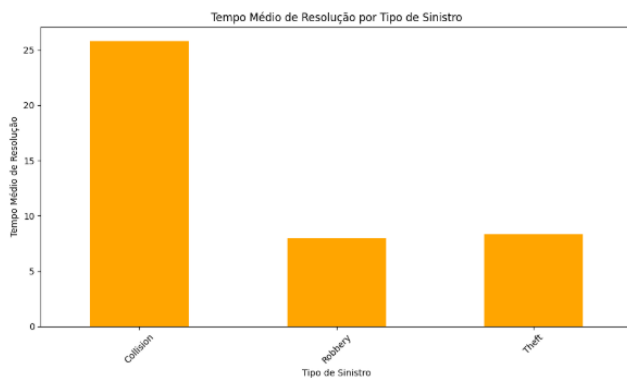
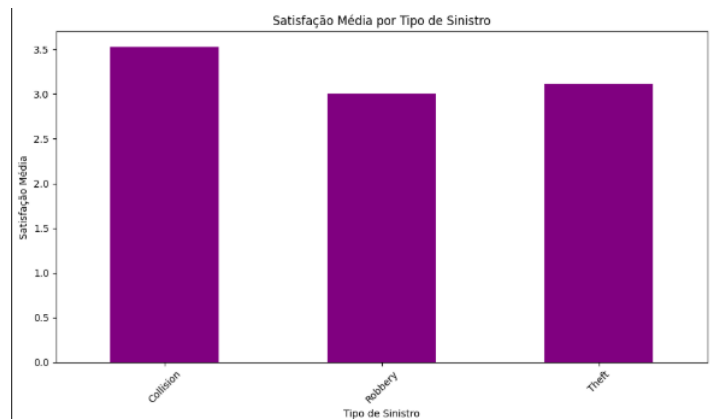
It can be seen that there are 6 steps in the customer acquisition process, which are: Choose claim type, Inform when it happened, To whom you want to open your claim, Inform people involved information, Add photos to help the analysis and Submit the claim request, in that order.

We will analyze the data provided to check for failures, what causes them and possible solutions:

CLaim Type	Resolution (mean)	Satisfaction (mean)
Collision	25.7	3.52
Theft	8.33	3.11
Robbery	8	3

We can see that 61% of the claims are Collisions.

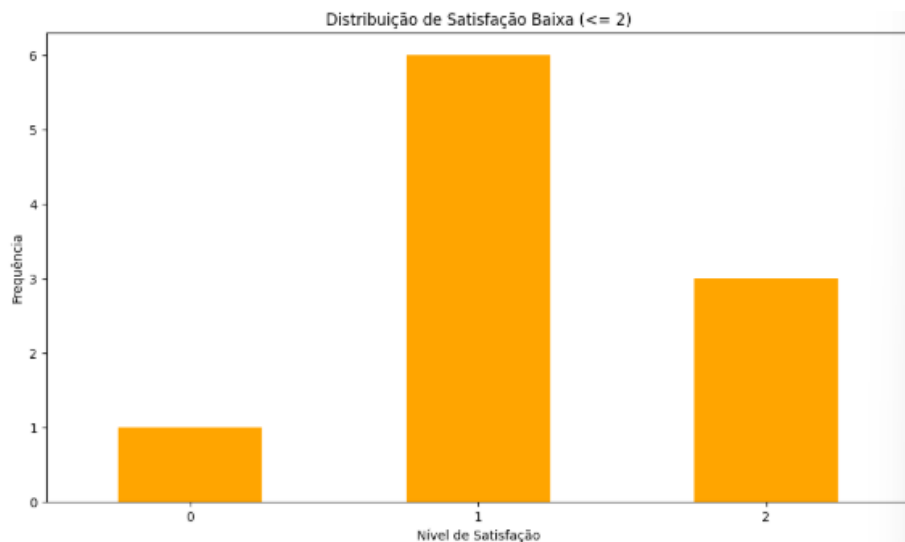
CLaim Type	Resolution (mean)	Satisfaction (mean)
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Collision incidents typically take longer to resolve, likely due to the complexity involved in gathering detailed information and coordinating with the other party involved. This process often requires additional documentation, communication, or verification steps, which can extend the resolution timeline. Addressing these delays may involve streamlining data collection, automating communication channels, or introducing clear guidelines to expedite interactions between all parties.

Now, let's look and analyze the cases of user dissatisfaction

Dissatisfaction cases ( $\leq 2$ ) → 10 occurrences → 25 days to get a resolution → 90% did not send a photo



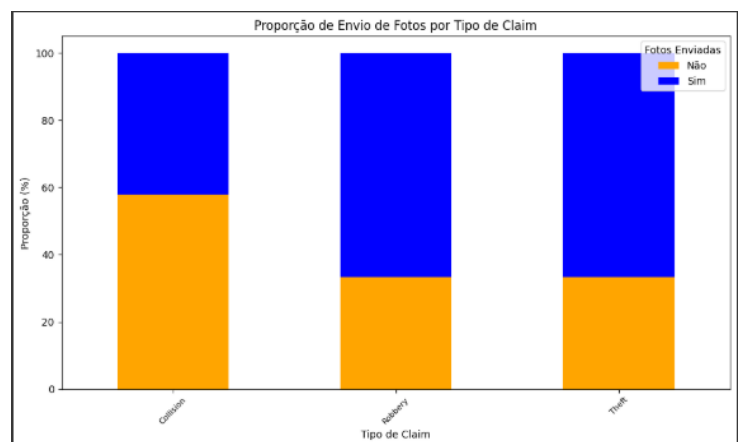
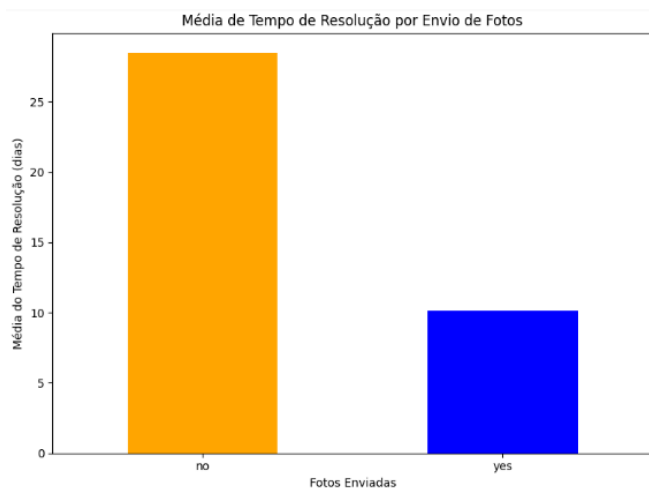
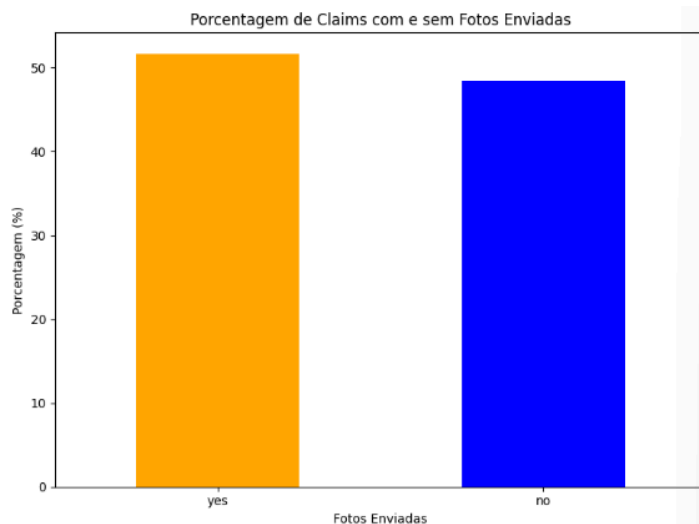
-Cases with low satisfaction represent 10 records.

-Average of 25.5 days for resolution, with a standard deviation of 19.23 days.

-Most cases (90%) did not have photos sent via the app.

The extended resolution time of 25.5 days on average, combined with a high standard deviation, suggests inconsistencies in handling these cases. The lack of photo submissions (90% of cases) is likely a critical factor contributing to delays, as photos can expedite the evaluation process. Implementing mandatory photo submissions, alongside user-friendly tools to guide customers, could address this gap, ensuring faster resolutions and improved satisfaction rates.

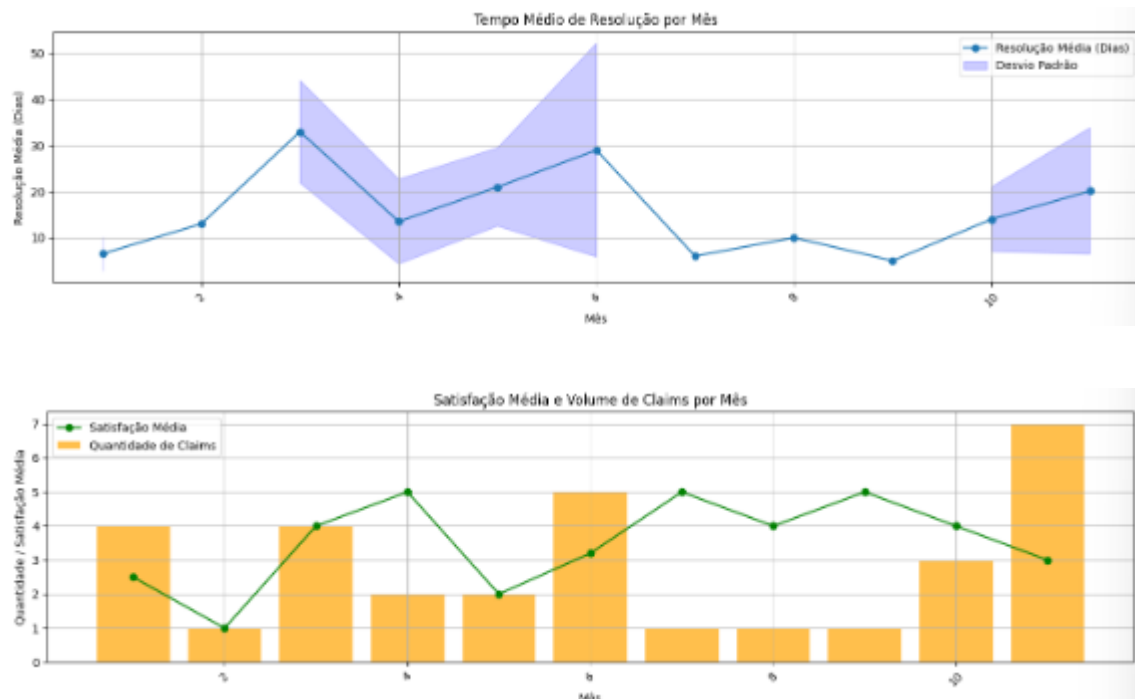
Now, let's look and analyze the effect of sending photos.



Data shows that the inclusion of photos significantly reduces the average resolution time for claims, highlighting their importance in the process. However, this practice is not yet a common habit among users, likely due to a lack of awareness about the benefits of submitting photos or technical difficulties during the upload process. Making photo submission mandatory, combined with a clear guide on how to capture relevant images, could not only standardize the process but also reduce inconsistencies and enhance customer confidence. Implementing this practice positively impacts operational efficiency and user experience, strengthening the company's reputation as innovative and efficient.



Now, let's look and analyze the effect of the season.



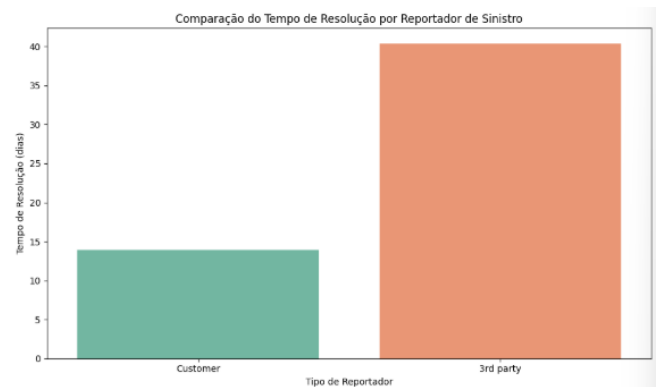
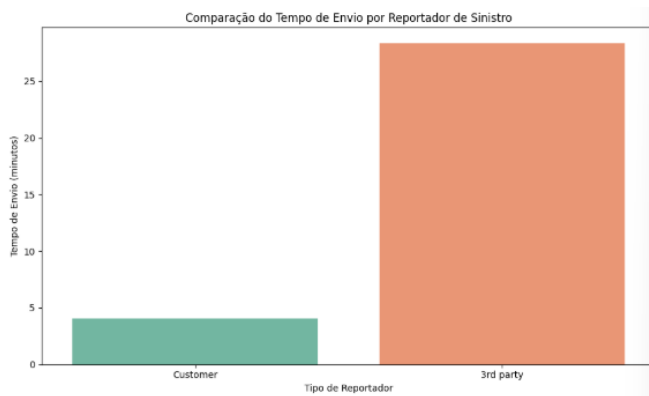
**Average Resolution:** Some months have significantly higher average resolution times, suggesting possible seasonal bottlenecks, such as increased demand during certain periods.

Months with greater variability in resolution time indicate an inconsistency in the process.

**Average Satisfaction:** Months with longer average resolution times tend to have lower satisfaction levels, reinforcing the correlation between resolution time and customer experience.

Higher resolution times during certain months indicate possible seasonal surges in demand or operational inefficiencies. This variability in processing time not only affects consistency but also impacts customer satisfaction, as longer wait times correlate with lower ratings. Addressing these seasonal bottlenecks by allocating additional resources during peak periods and standardizing processes can enhance efficiency and sustain a positive customer experience.

Let's look and analyze the difference of claim reporter:



The significant discrepancy in shipping times between the customer and the third party highlights inconsistencies in the process, likely caused by gaps in information provided or delays in communication. This disparity may stem from a lack of automated checks or clear instructions, leading to errors or incomplete submissions. Implementing an automated validation system, combined with clear, step-by-step guidance, could help reduce these inconsistencies and standardize the process across all stakeholders.

## Opportunities and Solutions

### What problem are we solving and why?

Once the difference in time optimization is identified, measures will be taken to increase this rate of sending photos, correcting a large gap in the process;

We also noticed the significant difference in time when sent by the customer and the 3rd party, which could be easily resolved and should not be a deadlock;

To improve the internal evaluation, transforming the evaluation into stars (1 to 5) makes it difficult to identify the points that need to be improved, which is why a more complete evaluation is required.

## Solution Scope

1 - Mandatory photo submission to improve the process. Considering that photo submission has been shown to significantly reduce resolution time, making photo submission mandatory can standardize information and help mitigate inconsistencies. A good practice would be to create a simple guide so that users know how to take and submit the required photos.

To minimize resistance, provide a user-friendly interface with clear instructions and examples of suitable photos.

2 - Information for the best shipping by the 3rd party. This can be a crucial factor in reducing discrepancies observed in shipping times between the customer and the third party. Providing an automated checklist, notifications to ensure that all data is filled in correctly before finalizing the shipment would be a practical improvement, and automatic validations before shipping can prevent filling errors.

- This also reinforces customer trust, showing that the company takes care of each step.

3 - Service evaluation form (additional). Implementing a form at the end of the process is a good idea, as it allows you to capture immediate feedback. In addition, it would be ideal to align the questions to identify specific bottlenecks that have not yet been resolved, such as satisfaction with times or clarity of the process.

- Direct feedback is crucial to identify blind spots in the process. In addition to assessing satisfaction, include questions about waiting times, clarity of instructions and ease of use.

- An additional approach would be to transform this feedback into quarterly reports for ongoing adjustments.

## How will we measure success?

In the first case, success will be measured by the unanimity in sending photos without losing the number of claims. Achieving success is the meaning of success;

In the second case, success will be measured through graphs that compare the before/after performance of 3rd parties and also the standardization of time compared to costumers;

Regarding evaluations, success will be measured by the continuous improvement of customer satisfaction and positive quarterly feedback, making the company even better.