



Mexico, October 2017

To whom it may concern,

**Grupo Nacional Provincial (GNP)** has over 110 years of experience in Mexico and it has become the national market's most renowned insurance company.

As part of **GNP's** continuous improvement initiatives, the company, in conjunction with **London Consulting Group**, carried out the **RE project**. The project focused on improving the quality, simplifying the processes and improving the personnel's level of productivity in the **Recruitment and Claims departments**. The project achieved the following results:

- Defining **level of service agreements** for each stage of the recruitment and claims processes.
- Defining **macro-structures** (Managers and Supervisors) based on optimal control channels.
- Implementing a **micro-structure** (Operative Personnel) based on a capacity plan tool which monitors the work volume in each area.
- Defining **Quality Models** for **MME** (Mayor Medical Expenses) Decisions and Automobile Appraisals.
- Implementing **indicators and an active supervision model** in order to manage, on an hourly basis, the personnel's performance at each stage of the process.
- Designing the personnel's **compensation schemes** according to service and productivity goals.
- **Cross Reengineering processes** which eliminated little value-added activities.

#### **Project One Results: Recruitment**

The implementation of a new work system generated the following results:

- **41% average improvement in the time** spent on issuing and modifying policies.
- **70% average increase in the recruitment department's level of productivity.**
- **8% reduction in payroll costs** in the involved departments.

The economic benefits which were achieved by the end of the project generated an **annualized return on investment of 1 to 1 over the investment made in the Recruitment department.**

#### **Project Two Results: Automobile Claims, Service Centers and MME**

The implementation of a new work system generated the following results:

- **MME: 13% improvement in Quality Evaluations**
- **Automobiles: 15% Improvement in Quality Evaluations**
- **Automobiles: 43% reduction in incorrect garage allocations (from 3.9% a 2.1%)**
- **Automobiles: 17% reduction in the most expensive Repair Center allocations**
- **Service Centers: 24% reduction in Waiting Time and 18% reduction in Service Time**

The economic benefits at the end of the project have generated a **return on investment of 4 to 1 over the investment made in Automobile Claims, Mayor Medical Expenses (Reimbursement) and Service Centers.**

**London Consulting Group's methodology** was one of the key aspects which ensured the project's success due to the manner in which change was managed, their shoulder-to-shoulder implementation methods, and the level of involvement displayed by the organization. These factors enabled us to generate a real change in the personnel's work culture.

Sincerely,



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Director of Operations GNP



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