



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**

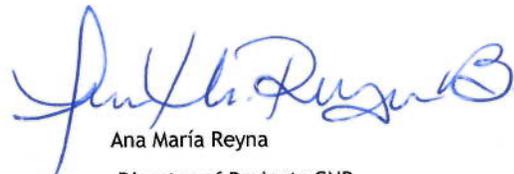
The economic benefits at the end of the project have generated a **return on investment of 4 to 1 over the investment made in Automobile Claims, Mayor Medical Expenses (Reimbursement) and Service Centers.**

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



Ana María Reyna
Director of Projects GNP