



Operations Effectiveness
Hong Kong, HK

Sun Life Financial is a Fortune 500 life insurance company with global operations. The Asia-Pacific business unit sought to close expense gaps by dramatically improving the efficiency of its back-office teams which supported its agent base. Trident was engaged to collaborate with front-line staff to develop ways to improve productivity, service and turnaround times and lower costs.

\$5,300,000 HKD EBITDA Improvement

The solution:

- Improved policy administration services productivity by over 70% by:
 - Cross-training service teams;
 - Eliminating non-value-added pre-underwriting steps and processes;
 - Eliminating manual printing steps;
 - Balancing workload amongst teams.
- Reduced claim turnaround times from 14 days to 4 days, and virtually eliminating all processing backlogs.
- Compressed after-call-work tasks in the customer call center by improving the call logging interface, and installing standardized call logging conventions. Reduced call handling times by 17%.
- Installed 'real-time' dashboards that measured and controlled productivity, quality, speed, error rates and backlog.
- Created a 'sustainability coordinator' position to ensure that observation and process change ideas continued to flow.
- Optimized data checking at data capture to improve productivity downstream in underwriting by 34%.
- Created resource planning tools to estimate future staffing levels based on forecasted work volumes. Known improvements were built into the plan.
- Enhanced the the claims assessment process to route inbound claims to assessors with correct authority limits.
- Coached and transformed front-line supervisors to 'actively manage.'

The results:

Sun Life Hong Kong's individual life operations experienced a 15% reduction in labor, benefit and overtime costs as a direct result of the engagement. Savings were captured after only 25 weeks, and the engagement did not rely on any IT system enhancements or capital investments.

"Based on the results of the first engagement, we have decided to re-engage Trident and expand the program to neighboring countries to uncover hidden potential."

Bruce Hodges, COO, Sun Life Financial Asia