



## CASE STUDY

# Old Mutual makes branch queues nine times shorter and sees 15% NPS increase with process automation



### Organization:

Old Mutual

### Industry:

Banking

### Location:

South Africa

Old Mutual embarked on a business transformation initiative with one aim: to put the customer first. However, Old Mutual has multiple lines of business, such as personal finance, mass market, and corporate. Each has different products which are hosted on different systems, supported by staff who only specialized in one line of business: a complex system with multiple entry points. So, employees couldn't see a holistic view of customer profiles and couldn't solve multiple queries for individual customers. The disconnected systems not only caused long wait times and an inconsistent customer experience, but generally slowed down the bank's productivity and innovation due to a lack of visibility.

Old Mutual began using Bizagi in-branch as a central portal to provide a 360-degree view of customers' portfolios, to resolve all queries in one interaction, regardless of which department they were talking to. Consequently, branch wait times are 9x shorter for 15,000 customers a day.

Customers can start their journey via the channel of their choice and are funnelled into the same central process, uniting Old Mutual's different lines of business for a consistent experience, which has been mapped out using Bizagi's BPM capabilities. So, from starting as an in-branch customer service tool, Bizagi now underpins the case management behind applications for the majority of Old Mutual products with the platform handling 330,000 cases per day and processing 2.4 million transactions per minute.

15% increase in Net Promoter Score

10x quicker customer onboarding time

9x shorter queues in branch

2.4 million transactions per minute

*"Customer experience rules the globe in corporate boardrooms, but only a handful convert this strategy into real business operations. Bizagi can simultaneously improve the 'Big tThree: CX, retention and upsell."*

**Lorelei Jensen,**

Head of Strategic Business Solutions

## Objectives

- 🎯 Accelerate delivery of a "360 customer view" across all channels for branch staff to increase customer satisfaction
- 🎯 Empower sales advisors to provide a consistent service and advice on the spot
- 🎯 Leverage customer insight and data analytics to better recommend relevant products
- 🎯 Integrate with digital technologies to ensure communication is delivered through the media of customer's choice (e.g. email, SMS)
- 🎯 Improve customer retention and business revenue from cross-sell and leads
- 🎯 Drive efficiencies in the back office

## Achievements

- ✔️ Branch wait time 9x shorter for 15,000 customers a day
- ✔️ Point of contact resolution improved by 30% as integrated systems provide staff with a holistic view of both customers and services available
- ✔️ Onboarding time 10x quicker to better serve customers and win more new business
- ✔️ Reduction in new staff training from 9 months to 10 days through integration
- ✔️ 30% uplift in sales from service
- ✔️ NPS improved by 15% with consistent and improved customer experience across all channels
- ✔️ Bizagi supports 40,000 transactions per second and over 330,000 cases per day
- ✔️ Reduction in FTE headcount for back-office administration

## Overview

Old Mutual is a pan-African banking and insurance group serving 12 million customers. Their digital transformation journey wasn't purely about shifting services online. They wanted to enable customers to engage via the channel of their choice and provide a holistic experience online, through call centers or in-branch.

## Challenge

Old Mutual found that their customers wanted holistic financial advice, not just product recommendations. This was particularly true in-branch, where they decided to begin their transformation journey, while also expanding their branch footprint from 70 to over 300. While many financial organizations are closing physical store branches, it was important to Old Mutual to optimize in-person experiences, as they have many customers in smaller towns across South Africa who value face-to-face service. Old Mutual wanted to remove complexity from how they served customers and offer them a multichannel experience.

Consultants were only trained in specific areas, for example, service, advice or lending. So, if a customer has a service query, they had to wait for this specialist to become available. Training new service agents took in the region of nine months, which posed a major barrier to expansion. If staff wanted to become versed across all Old Mutual's lines of business, they would need to understand over 500 product variations, with over 10,000 product or business rules stored across 11 systems with 1,000 different processes.

This issue wasn't constrained to branches, as their contact centers were divided up into eight different customer service centers for each business unit. It was a complex system with multiple entry points. There was no single view of a customer anywhere, so it was becoming increasingly difficult to administer as every product needed its own back office due to all the separate systems and associated processes.

But customers don't want to wait to deal with different departments, as it means long queues and a frustrating experience. This disconnect also made it hard for the customer service team to upsell products. The bank's siloed systems not only gave a disconnected customer experience, but generally slowed down productivity and innovation due to a lack of visibility.

## Solution

Old Mutual decided that they needed to break down silos across the business, and Bizagi would be the key system to hold everything together. The deployment of Bizagi at Old Mutual occurred in three phases:

### PHASE 1: Branch roll-out of back-office orchestration layer

Old Mutual first started using Bizagi in-branch, enabling service agents to better serve customers by providing all product and customer information in one place. Bizagi was used as a holistic platform to automate 1200 processes and help employees navigate customer service more easily, acting as the front-end for their contact centers.

"After really understanding, investing and working out how to mature our in-branch model with the Bizagi team, we now can deal with the scale and volume of operations very successfully."

**Loreli Jensen**, Head of Strategic Business Solutions

### PHASE 2: Digital process automation for omni-channel optimization

The next step was to use Bizagi to automatically capture data, using APIs to pull data from different sources including mobile, web and WhatsApp. Where it made sense to do so, Bizagi would initiate and leverage RPA bots. Bizagi acts as an orchestrator for all digital channels and means that employees don't have to manually capture data, which is faster and more accurate than human effort.

### PHASE 3: Cloud migration to better leverage data

Old Mutual are currently undergoing phase three, migration to the Bizagi cloud to leverage data sources directly in Bizagi. Using data directly rather than screen scraping will mean there is less exception handling, which further reduces the human effort required increases the speed of operations.

## Results

Old Mutual now uses Bizagi as its orchestration layer to integrate multiple systems including underwriting, money management, product administration, master data management, document management, and correspondence management. The platform acts as a central portal to put customer data at the heart of their operations, processing 40,000 transactions per second and over 330,000 cases per day per month. In-branch, Bizagi enables a holistic customer experience where all consultants can solve any customer query. Employees have a dashboard where they can clearly see five sections: Advice & Sales, Money Transactions, Change Status, Enquiry/Information and Complaints/Feedback. With all this information available at their fingertips, new staff training has been reduced from 9 months to 10 days, saving time and money and helping them to get their new branches up and running faster.

"The agents are able to give a better level of service and we've reduced the training from three months to three days: seven days on financial products and just three days on product because it guides them through every step, they don't need to know our products and services in-depth because we enable them with a project management tool."

**Loreli Jensen**, Head of Strategic Business Solutions

As employees can access all customer information through the Bizagi portal, this enables a better assessment of customer needs. Consequently, branch queues are nine times shorter and Old Mutual has seen an NPS improvement of 15%, as well as a consistent customer experience available across all channels. Since deploying Bizagi, there has been a 30% uplift in sales as staff have access to more resources and customer onboarding time is ten times quicker to better serve customers and win more new business.

"You've got this orchestration layer between your back end and front end, so we've managed to do a lot more point of contact resolution within our organization."

**Loreli Jensen**, Head of Strategic Business Solutions

So, from starting as an in-branch customer service tool, Bizagi now underpins the case management behind applications for the majority of Old Mutual products including insurance, loans, investments and pension funds. Bizagi acts as the orchestration layer, integrating multiple systems including underwriting, money management, product administration, master data management, document management, and correspondence management. They are now looking at migrating all their products over to Bizagi, supporting over 7.2 billion rands worth of assets.