

AT A GLANCE



Customer Name

BUPAwww.bupa.com.auIndustry: **Healthcare/
Insurance**Location: **Australia**

Bupa Australia Delivers Customer-Led Transformation

One of the Largest Private Health Insurance Companies in Australia Improves Performance and Customer Satisfaction with Genesys

CHALLENGES

- Managing high volume of customer claims and requests
- Improving integration between teams
- Increasing first contact resolution
- Providing visibility into customer demand and agent performance

SOLUTIONS

- Genesys Interactive Workspace
- Genesys intelligent Workload Distribution

Making Quality Healthcare Affordable and Accessible

Bupa Australia is part of the Bupa Group, an international healthcare leader with 22 million customers in more than 190 countries. The largest privately-owned health insurance company in the country, Bupa serves more than four million people across Australia and offers a broad range of services, including dental and general practice clinics, aged care homes, and optical stores. They also offer insurance services that extend beyond just healthcare, such as travel, pet, car, home, and life insurance.

Focusing on Customer Experience

Across their contact centre and back-office teams, Bupa employs more than 400 agents who handle 2.3 million calls and 2.5 million manual claims each year via multiple, disconnected channels. The lack of integration of teams resulted in about 30% of the workload being handed off internally. So each claim was touched twice, on average, and sometimes up to eight times before being completed. This made it difficult to respond to changing customer demands in real time.

In addition, workforce planning was tracked against core task times, counted manually, and then tallied daily. Thus, real-time visibility into agent performance and current workload was unavailable. This made it impossible to re-adjust workloads in real time or provide targeted coaching based on what agents were working on.

“It was like steering a ship from the wake, because we weren’t looking ahead to demand but rather looking back at what had been completed,” said James lansek, Head of Customer Service Design and Innovation.

The Transformation Begins

In late 2013, Bupa undertook a multi-year effort to transform its claims and customer administration teams. The goal was to deliver excellent customer service, efficiently and sustainably. To achieve that, four separate departments, each with different teams and skills, were integrated using a customer-centric model. Their goals: eliminate handoffs, increase first contact resolution (FCR), and provide leaders the real-time visibility needed to manage their teams effectively.

They selected one team to investigate, document, and agree upon a universal set of skills that all the teams needed. Unifying these skill sets allowed previously separate departments to function as one and deliver a truly seamless customer experience. However, the company realised their existing capabilities would be unable to handle this new method of service delivery. Already a Genesys customer, Bupa knew precisely which partner they wanted to assist with this transformation.

“Genesys has been the largest constant in all transformations at Bupa that have impacted customer experience in the contact centre and back-office environment for over five years,” said lansek. “So we approached them to help us distribute the workload and leverage our existing capabilities.”

For this specific initiative, disparate back-office processing teams in Adelaide, Melbourne, and Brisbane needed to blend customer enquiries between them whilst providing full visibility of the entire workload. So the company deployed Genesys intelligent Workload Distribution to deliver tasks that originated as scanned paperwork, claims, web forms, phone calls, and emails.

“Now we have real-time visibility into the total workload, queues, service levels, and backlogs,” said lansek. “This means we can distribute work amongst other teams nationally to manage spikes in demand. The visibility also extends to agent behaviour, allowing us to provide targeted coaching and skill allocation.”

Activating the New Customer Experience

In early 2015, the company implemented an operations control centre that provided the ability to report on customer demand in real time across contact centres, email response teams, and half of the claims teams.

“This capability was not even conceptually possible just 12 months earlier,” said lansek. “Blending task-based items, scanned paperwork, email, and phone calls helps us optimise our service levels. And we now have a universally skilled team to use as a template for all other departments.”

RESULTS

- Average handling time reduced from 13 minutes to 5.3
- First contact resolution improved to 99.8%
- Net Promoter Score improved from -37 to -8
- More than 50% reduction in end-to-end cycle times

“Partnering with Genesys has enabled us to deliver true, step-wise change and transformation that is materially changing the customer experience for the better.”

James lansek
Head of Customer Service Design and Innovation

As a result, Bupa has cut average handling time from 13 minutes to less than six and improved FCR to 99.8%. In addition, more than 80% of interactions are resolved in real time by agents using email, which reduces paper correspondence and saves approximately \$500,000 in mail costs alone.

Both customers and employees report being much happier with the new approach. Customers have indicated that they appreciate timely communication of updates and claim statuses. In addition, Bupa has seen its Net Promoter Scores rise significantly, from -37 to -8. Employee surveys show more job satisfaction, because workers are now empowered to manage things end-to-end and better communicate progress to customers.

“Working on this program has meant building a very strong relationship with Genesys,” said lansek. “It’s about value creation rather than just a buying-and-selling relationship. Having a whole team of technical experts with solution design and training means we can leverage global experience and technology in a really agile way.”

About Genesys

Genesys is the market leader in omnichannel customer experience (CX) and contact center solutions in the cloud and on-premises. We help brands of all sizes make great CX great business. The Genesys Customer Experience Platform powers optimal customer journeys consistently across all touchpoints, channels and interactions to turn customers into brand advocates. Genesys is trusted by over 4,500 customers in 80 countries to orchestrate more than 100 million digital and voice interactions each day.

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