



CASE STUDY

# Argo International Claims



GRACECHURCH



ARGO INTERNATIONAL

*Member Argo Group*

# THE BUSINESS CONTEXT



In the last two years, Argo International has undergone a significant transformation. A new management team, supported by a team of well-respected London Market underwriters and claims professionals, has made a commitment to becoming a step ahead of the market.

Backed by the Argo Group, but with the mindset of a smaller, traditional Lloyd's business, Argo International was well-placed to become a leading Lloyd's player.

A key component of this strategy was **claims**, the 'shop window' of the business. Led by Head of Claims, Ashley Lawrence, the claims team already had an established reputation for quality service, particularly in complex property claims.

However, the newly-expanded and energised team now had a real hunger to position themselves as the best in the market.

## THE BUSINESS IMPERATIVE

Elevate Claims into a recognised and valuable asset in the Argo business.



Using the Gracechurch Report, Argo International could identify where it ranked against the competition, as well as identifying areas for improvement.

By going one step further, holding individual meetings with key broking partners, the team created a detailed plan based on what its customers wanted.

## THE UNDERLYING PRINCIPLE

The team knew that the key to improving its claims service was to make a concerted effort to understand the 'broker psyche'.

As the 'middle man', brokers rely on claims teams to be transparent and responsive, thus avoiding any unpleasant or uncomfortable interactions as the claims process progresses.

Keeping this premise of an open and honest working relationship formed the basis of the team's efforts.

In the light of Gracechurch's performance studies and research insight, the Argo claims team understood what needed to be done and set about redefining how they worked as a team.



The resulting plan had four main pillars:

- Raising services standards to support Argo International's drive towards quality business
- Ensuring that improvement was sustainable in the long term
- Creating a consistent service ethos across all lines of business
- Gaining internal support – throughout the business – for its improvement efforts

“The Gracechurch Report showed us that it was important to be proactive and put ourselves in the shoes of the brokers. And to understand that the person in the middle delivering the message is relying on us to be honest and responsive and not delivering surprises which can be uncomfortable. It was all about understanding the broker psyche.”



## IMPLEMENTATION

With these four objectives in mind, the team made a series of commitments:

- A declaration of the aim to make its claims service the best in the market.
- An agreement to develop behaviours that would build the strong and lasting relationships needed to bring improved service.

In practice, this involved:

- Ensuring open communication with brokers at every step of the claims process
- Creating better internal dialogue and cross-team learning through regular team meetings
- Consistently addressing areas for performance improvement through regular team performance reports
- Providing clients with regular updates on the status of their claims
- Striving to find new ways to improve our claims procedure
- Setting annual claims goals, linked to personal appraisals
- 'Getting the little things right' – by creating a collective attitude that every action impacts on the whole claims operation



“Efficient, helpful and a market leader”\*

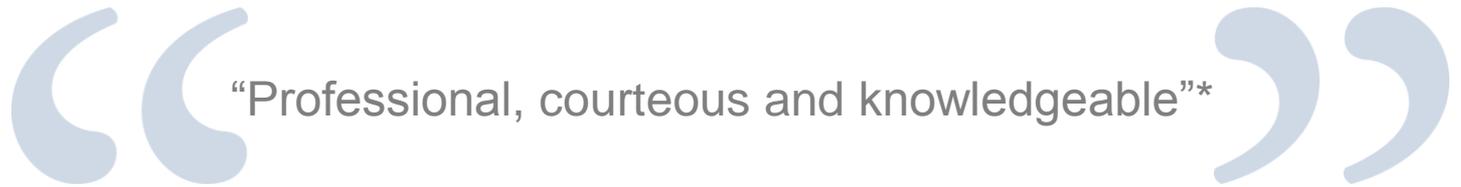
Argo International’s claims service has improved substantially. The implementation of new measures that focus on the needs of brokers, has dramatically decreased handling times.

*A 510% reduction in lead response times.*

“They are always ready and available”\*

An increased emphasis on providing a transparent and proactive claims process has significantly reduced the value of static claims.

*The value of static claims has decreased by over £7 million in the last year.*



“Professional, courteous and knowledgeable”\*



The new measures implemented have had an instant impact on how the Argo International claims service is viewed by clients.

Now ranked 10<sup>th</sup> best performing insurer for overall satisfaction in Gracechurch’s Q3 report.

Reflecting the need to maintain excellent service and improve it wherever possible, Argo International continues to work closely with Gracechurch on detailed performance benchmarking, which provides the intelligence necessary to adjust both strategy and execution where needed.



“Since we saw the first Gracechurch Report to now, there has been a dramatic change in team attitudes: morale has improved too. The first survey was an eye-opener but everyone has bought into the fact that they need to go out there and meet with the brokers. They know they are doing it, but it is not easy to see the fruits of their labour, so it is important that you can independently measure your performance.

The future is about growing our own talent and we’re creating a model, so that over the next 5-10 years we develop the next generation of adjustors with the same values.”

