

New Zealand Government Social Insurer: Customer Centric Transformation and Business Process Reengineering

Role: Principal, Transformation and Process Reengineering Lead

A New Zealand Crown entity responsible for the national accident compensation scheme sought a transformation partner to help it rebuild trust and confidence among claimants, levy payers and the wider public. The organisation had come under intense scrutiny following an independent review of its privacy and information security practices, and its leadership recognised that addressing those findings in isolation would not be enough.

The organisation needed to balance four objectives that pulled in different directions: restoring trust and confidence, embedding world class privacy and confidentiality, placing the customer at the heart of its service model, and maintaining levy stability and financial sustainability in the face of rising healthcare costs and volatile investment markets. Addressing these one at a time risked unwanted trade offs, so an integrated programme was required.

I led the design of an integrated transformation programme combining client centric process redesign with cultural change. The approach was structured in three phases:

- Vision: an internal review of past failures in process, technology and organisation, an external scan of leading practice in case management and digital service, and a target operating model spanning claims, customer engagement, dispute resolution, providers and information privacy
- Change readiness and culture assessment early in the programme, testing understanding of the case for change, willingness to change and organisational capability to change
- Detailed design through cross functional Process Innovation Teams, producing process, technology and organisation designs, a prioritised initiative roadmap and a business case

- Privacy by design, including a three lines of defence compliance model, need to know data access, a dedicated privacy function and staff accreditation
- Implementation over up to 36 months, supported by a programme office covering governance, controls, reporting and benefits tracking

A defining feature of the approach was capability transfer. Mixed client and consultant teams were structured so that the organisation progressively took ownership of the change, with external support stepping back as internal capability grew, leaving a lasting culture of continuous improvement rather than a dependency on advisers.

The programme gave the board and executive team a single, integrated blueprint for becoming a genuinely service centric organisation, with privacy designed into its processes and a business case structured to be largely self funding.

For more information about this case or to discuss how similar transformation programmes could be applied in your organisation, please contact me at marco@marcociobo.com or visit www.marcociobo.com.