



Electronic Bill-pay Roll-out for an insurance client: from concept to execution

With consumer self-service and paper reduction preferences on the rise, our client, a major insurance organization realized it was required to embrace electronic bill presentation and payments (EBPP) to retain its customer base.

The head of Billing and Revenue Management came to Revel with a clear vision for the business. This vision included a series of initiatives that would achieve breakthrough improvements in the areas of:

- Providing improved customer choice in online credit card payments and electronic bill-pay enrollment
- Cost reduction by leveraging technology, and generating cost savings in the next four years
- Resolving Agent complaints where at least the top 5 complaints would be addressed
- Customer satisfaction leading to improved JD Power scores
- Environmental impact by reducing the large volume of paper every year consumed in paper bill presentations every year

Revel Consulting was brought in to:

- Help the client understand the space of EBPP
- Review current internal capabilities for technology, operations, and management of EBPP implementation
- Assess in-house or outsource management issues
- Create a project plan and manage the creation, implementation, and adoption of the EBPP capability

Revel outlined the insurance industry adoption of EBPP capability, both from a client and consumer viewpoint. In parallel, it initiated an assessment of the client's internal capabilities—both from technology and management considerations.

Revel designed a plan to quickly implement the people, processes, and tools required to deliver the vision.

Revel mobilized:

- Experienced project managers to lead key initiatives to success
- Project management (PMO) tools and templates
- Portfolio Management tools and processes
- Requirements definition with business stakeholders



- Executive level status mapping and issue escalation processes
- Market research to support the client's vision and future strategy
- Key training for departmental staff

In the continuing engagement with the client, Revel is driving the following benefits in the evolution of the project:

Technology-driven benefits:

- Customer enrollment in electronic billing (eBills) via bill consolidators and financial institutions
- Customer enrollment in electronic billing via the biller directly
- Consolidation of electronic ACH payments into a single feed

Business-driven benefits:

Revel analyzed several implementation options for the client. These options involved various levels of involvement by vendors and internal client staff to implement the vision. Revel's recommendation resulted in:

- Increased net project benefit of \$1.7M over 4 years
- Centralization of customer data for improved reporting
- Improved customer and agent experience
- Elimination of vendor transaction fees
- Reduced technical complexity and project risk
- Greater clarity around requirements, changes, and understanding the impact to the EBPP program
- Increased level of standardization of methodologies, processes, and tools
- Project costing and containment strategies
- Engaging with stakeholders and maintaining level of commitment
- Resource planning, capacity planning, and capability planning in alignment with the project goals for current and future requirements
- Earlier visibility into program level risks
- Providing and staying on course with the overall progress of the project, allowing for better decision-making in allotting resources, capacity, and capabilities