



Executive Summary

- ❑ Leader in providing retirement annuities, life, supplemental health, and long-term care insurance
- ❑ Rapid growth was outpacing existing approach to running the business

Challenges

- ❑ Rapid growth of annuity business exceeding capacity to process
- ❑ Throwing resources at problems causing increased costs and lower profitability
- ❑ New product development taking excessive time and not responding to market demands

Results

- ❑ Expenses reduced by 23% in 13 months
- ❑ Productivity improved by 28%
- ❑ New more effective management process established