Insight and Design Group

BPO HEALTH CHECK

YOU SIGNED THE CONTRACT. NOW MAKE IT WORK.

An independent practitioner assessment of your outsourcing programme. Fixed scope. Fixed fee. Four weeks.

THE PROBLEM

THREE YEARS IN, THE SAVINGS AREN'T THERE.

Most insurers sign their BPO contracts during a competitive tender. The provider puts their best people forward, the price looks right, and the business case gets approved.

Three years in, the picture is different. The savings are not materialising. The SLAs are being met on paper but not in practice. The indexation clauses that nobody scrutinised at signing are quietly eroding the deal economics. The relationship has drifted, and nobody has the leverage to fix it.

You don't need a new strategy. You need someone who has sat on both sides of this table to tell you what is wrong and what to do about it.

WHAT YOU GET

FOUR DELIVERABLES.
ONE FIXED PRICE.

A four-week independent assessment of your BPO or outsourcing arrangement. Not a consultant's review. A practitioner's review.

01 BENCHMARKED COST POSITION

We test what you are actually paying against comparable insurance BPO arrangements, whatever form your pricing takes, whether per FTE, per transaction, per account, per outcome or a blend. We translate the commercial construct to a common basis so it can be compared like for like, and break the cost back to its real drivers: the underlying resourcing and role mix, plus anything sold into the deal such as proprietary platforms or technology. Where you are paying above market, we quantify the gap and show where it sits.

QUESTIONS WE ANSWER

- Is your effective cost competitive against the market, however the deal is priced?
- Beneath the commercial construct, what are you really paying for resourcing and technology?
- Where is the cost gap, and what is driving it?

02 RISK-RATED CONTRACT ASSESSMENT

We review your key commercial terms point by point against best practice, and rate each by financial risk and by the leverage you hold to improve it.

Terms we examine: indexation and price review; volume and demand adjustment; the SLA and service-credit regime; exit and termination provisions; benchmarking and audit rights; change control; liability and dependency; and data and security obligations.

QUESTIONS WE ANSWER

- Which clauses are quietly eroding the deal economics, indexation in particular?
- Where do you hold the leverage to renegotiate, and where are you exposed?
- Do your exit and benchmarking rights actually protect you?

03 OPERATIONAL PERFORMANCE REVIEW

The strategic deliverable. We assume your day-to-day SLAs are managed within standard governance against contractual KPIs; where they are not, that surfaces in the contract assessment. The real question is what you were promised and whether you got it. At award, your provider committed to a transformation and efficiency journey: a glide path of cost reduction, automation of back-office processes, channel and digital deflection, productivity and handling-time improvement, and AI-enabled change, each with target benefits and deployment dates. We test delivery against those original commitments, and benchmark it against what leading providers commit to.

QUESTIONS WE ANSWER

- What transformation and efficiency was committed at award, and what has actually been delivered?
- Which automation and AI initiatives are live, and which remain on the roadmap?
- Are the promised productivity, deflection and cost benefits being realised, or on track?
- How does your provider's delivery compare with the market?

04 PRIORITISED ACTION PLAN

This is where the findings become value. We translate everything the review surfaces into a single ranked plan: what to do, what it is worth, and the order to do it in. Every action carries an estimated financial impact, an indication of effort and complexity, and a named owner, so your leadership sees not just what is wrong, but the size of the prize in putting it right. The plan spans the full range, from quick wins you can capture inside the current contract through to the larger structural and transformation opportunities that reshape the economics of the deal.

QUICK WINS

Immediate, low-effort corrections: recovering over-charges, fixing indexation drift, tightening service credits. Value captured without reopening the contract.

STRUCTURAL VALUE

Renegotiation, commercial and SLA redesign, and productivity recovery. Larger value, realised through a focused programme of change.

TRANSFORMATION VALUE

The automation, deflection and operating-model gains your provider committed to but has not delivered. The biggest prize, and the clearest case for action.

WORKING WITH YOU

DESIGNED TO BE A LIGHT TOUCH.

The Health Check is designed to be easy from your side. It is **mainly a desktop exercise**, and we work from information you already hold: your contract and schedules, SLA and management-information reports, invoicing history, and the original provider proposal or transformation plan.

There are **no workshops to run and nothing to build**. We will ask for a small number of short conversations with your programme leads, and where appropriate your provider's account team. The data we need is what you already produce through standard reporting, analysis and contractual documents.

YOU GIVE US THE DATA. WE DO THE WORK.

HOW IT WORKS

FOUR WEEKS. EXPERIENCE THROUGHOUT.

WEEKS 1–2 **REVIEW & DATA**	We review your contract, schedules, SLA and MI reports, invoicing history and the original provider commitments, supported by a few short, structured conversations with your team.
WEEK 3 **ANALYSIS**	We test your cost position by role against comparable contracts, assess contract risk against best practice, and review delivery against the transformation you were promised.
WEEK 4 **FINDINGS**	We deliver a written report and a senior presentation to your leadership team, structured for the board: clear findings, quantified impact, and a prioritised action plan with ownership and sequencing.

EVERY ENGAGEMENT IS LED AND DELIVERED BY A SENIOR IDG PRACTITIONER WITH DIRECT BPO PROGRAMME EXPERIENCE. NO JUNIOR ASSOCIATES. NO HANDOFFS.

WHO IT'S FOR

SENIOR INSURANCE EXECUTIVES.

- COOs and CFOs with live BPO arrangements who want an independent view of commercial and operational performance.
- Procurement and Commercial Directors approaching a contract review, renewal, or provider change.
- Senior sponsors who have inherited an outsourcing programme and need an objective picture before committing further budget.
- Boards and audit committees seeking structured assurance on a major outsourcing arrangement.

WHY IDG

WE'VE BEEN IN YOUR SEAT. THAT'S THE DIFFERENCE.

IDG is a deep insurance-sector specialist. Our practitioners have directly managed BPO programmes across claims, finance and policy administration for UK and international insurers. We know what the provider's status reports are not telling you, because we have written those status reports.

Our clients typically identify savings opportunities that cover the cost of the review within the first year. Some proceed to a renegotiation or contract restructure; others use the findings to strengthen governance and supplier management. In every case, the output is a concrete, actionable picture of where your programme stands.

WHAT WE NEED FROM YOU

THE INFORMATION WE'LL NEED.

We work from documents you already hold. To run the Health Check efficiently we typically ask for the following. It is a standard set; most of it should sit within your existing contract management, reporting and governance material.

INITIAL RFP & SOURCING

- The original RFP issued to the market
- The provider's winning bid and proposal, including the pricing solution and the commercial impact of any transformation initiatives
- Evaluation summary and selection rationale
- The approved business case

CONTRACT & COMMERCIAL

- Signed Master Services Agreement (MSA)
- Service orders, statements of work and schedules
- All contract amendments, variations and change notes
- Indexation, benchmarking, audit and exit provisions

PRICING & INVOICING

- Current pricing schedule or rate card
- Invoicing history, ideally the last 12 to 24 months
- Volumes, transactions and resourcing by function
- The charging basis and the resourcing assumptions beneath it

SUPPLIER CONTRACT MANAGEMENT

- SLA and KPI definitions and the service-credit regime
- SLA performance reports, ideally the last 12 months
- Operational MI: volumes, handling time, quality, backlog, FTE actuals
- Service-credit and penalty history
- Evidence of regulatory and compliance assurance: how FCA, Consumer Duty, operational resilience and data protection obligations are monitored and met

TRANSFORMATION BENEFITS (IF APPLICABLE)

- The original transformation plan and committed benefits
- Roadmap, milestones and delivery status
- Realised benefits: efficiency, automation, deflection, productivity
- Status of any AI or automation initiatives

GOVERNANCE, RISK & RELATIONSHIP

- Governance structure: forums, terms of reference, escalation, RACI
- Recent governance or steering packs and minutes
- Risk register and issues log for the arrangement
- Account reviews or quarterly business review materials

OPERATING MODEL & SCOPE

- Functions and processes in scope, with job profiles and any process maps where available
- Locations, retained organisation and in-scope structure
- Volume forecasts and demand data
- Any regulatory or third-party risk obligations specific to the work

Where something is not readily to hand, we work with what is available and flag any gaps in our findings.

Insight and Design Group

Insight and Design Group is a specialist operator and delivery firm with deep roots in UK and European insurance. Four practices: Outsourcing and Operational Delivery; Procurement and Supplier Performance; Financial Performance and Insight; and Programme Delivery and Assurance. Every engagement is led by practitioners who have held senior operational and commercial roles inside insurance businesses.

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