

## SUCCESS STORY

# CIP established after lean administration project to manage membership fees

Public services, banking and insurance



## MB-Win

### What's in it for the workforce at TK?

Goals: Meeting the requirements of today and tomorrow.  
Reducing workloads.

It's about us — our tasks and requirements and the effort we put in.

We are involved and take part, putting solutions into practice ourselves.

We make our work easier for ourselves and perform better for our customers.

We are part of what we do.

We can improve the overall attitude to work, using our time productively and making the situation better.

We can identify ourselves more with our targets.

We use a structured process to identify small- and medium-scale inefficiencies and to take advantage of opportunities for change.

## INGENICS AG SUCCESSFULLY COMPLETES “MB-WIN” PILOT PROJECT AT TECHNIKER KRANKENKASSE CIP established to manage membership fees

Be it for manufacturing companies or service providers, Ingenics supports its clients in the introduction of continuous work improvement processes. In a pilot project at Techniker Krankenkasse in Hamburg, Ingenics employed tools and methods previously developed and proven in thousands of projects. The consulting firm convincingly applied its expertise to the nature of administration at TK, achieving a highly practical and useful result.

### About Techniker Krankenkasse

Techniker Krankenkasse is based in Hamburg, Germany, and employs around 13,000 people in 254 offices. With some ten million members, TK is one of Germany's largest health insurance providers. In 2013 the company was named “Germany's best health insurance provider” for the eighth time in a row by business magazine Focus Money.  
[www.tk.de](http://www.tk.de)

The introduction of continuous improvement processes (CIPs) calls for extensive experience on the part of the responsible consulting firm. As part of the “MB-Win” pilot project in a core department of Techniker Krankenkasse (TK) in Hamburg, Germany, the tools and methods previously developed and proven in thousands of projects were very convincingly applied to the specific nature of administration at the company. This demonstrated once again that these solutions are equally effective for service providers and manufacturing companies.

The aims of the pilot project had been precisely defined at the outset. Employees in pilot teams were to be involved in the ongoing development of their area of responsibility as part of a systematic bottom-up approach (working from specific individuals to the general supervisor, in contrast to a top-down strategy that would entail a stepwise progression from the general to the specific). The goal here was for staff to develop their skills and make better use of their potential. Another target was to reduce workloads by optimizing workflows and gearing them firmly toward customer requirements.

### The most important project results and Ingenics performances:

- › Established a systematic improvement process and a culture of change
- › Process management as a basis for improvement
- › CIP moderator training in service departments
- › Established a visual management system with a team board structure and meetings

In the first orientation workshop, project managers from TK and Ingenics agreed on the following specific CIP objectives:

- › avoid errors
- › improve working conditions
- › gain time
- › increase productivity
- › improve customer satisfaction

Essentially there are always two perspectives when it comes to identifying relevant needs for action: the employee perspective (with the main focus on learning to see small and medium problems as well as areas of potential and to make improvements using structured solutions) and the customer or process perspective (which mainly concerns the systematic identification of areas for action, optimization, and changes, such as improving cycle times). A key finding was soon arrived at working on this premise: establishing or improving transparency and effective communication regarding the team situation, developments, and results in a standardized form are decisive success factors for creating understanding and incentives to follow a philosophy and to take part in it.

In order to develop and establish the systematic improvement process, concrete CIP training for four pilot teams took place after the orientation workshop as part of the “MB-Win” pilot project. Managers and selected employees were taught a practical range

of methods, tools, and conditions for the establishment of a CIP:

- › The principles of a CIP in service departments
- › Visual management and visual office elements
- › Team board structure and meetings
- › Structured problem-solving as the foundation of the “MB-Win” groups
- › Process management from a customer perspective and optimization from the team perspective

The findings from the workshops were applied in practice during operation with lean methods being implemented. The tools and processes were continuously improved and adjusted to accommodate specific requirements, resulting in a highly practical and useful approach. It was agreed that establishing regular internal discussions involving team boards would be essential for monitoring the relevant key figures as well as systematically determining the appropriate action and accompanying measures.

*“All of this ultimately serves to increase staff satisfaction, productivity, quality, and transparency in individual departments.”*

Frank Lange,  
lead coordinator of the TK pilot project

Following this approach, the pilot teams have identified around 350 problems and opportunities for change, most of which have also been implemented. Using KPIs and structured communication is a way of making potential and success visible for everyone involved. At the same time, the active involvement of staff in a CIP boosts their motivation and the general level of acceptance for agreed measures.

## Efficiency improvement<sup>3</sup> – Building sustainable business success



In a nutshell, the core services of Ingenics can be summarized in three words: Planning. Optimization. Qualification. Or, to put it simply, efficiency improvement<sup>3</sup>. Our main focus is on three central areas of business – factories, logistics, and organization. Ingenics' history in these areas has been sustained for more than 35 years.

Benefit from unique experiences gained over the course of more than 5.100 successful projects. Discover how, considering your goals and objectives, we create space for your sustainable corporate success.

