MAX LIFE INSURANCE

D2S Digital To Sales

Project Title : D2S (Digital to Sales)

Building a <u>new – digitally enabled customer centric business model</u> for <u>increasing Cross-Sell revenue</u>

(BB - DMADV)

Presented by
Max Life Insurance

Sponsor : V. Viswanand (ex DMD) , Anurag Gupta (Head DSF & YBL Channels) | **Champion** : Pushpendra Singhal (Head CAT)
SME : Tarun Bahri (ex Head Quality & Innovation) Suhail Ghai (Director & CIO)

Quality Lead : Shweta Sahni | **Project Lead** : Shilpa Singh

Team Members : Deepak Dhody, Vineet Kumar, Anandhan Mahendran, Naveen Joshi, Varun Yadav, Ankur Singh, Sadika Gugliani, Kaif Saleem, Gopal Kumar, Salil Kapoor, Prateek Pandey, Mohit Vashist, Nirjhar Kasar, Arinjay Singh, Richa Razdan, Ayaaz Khan
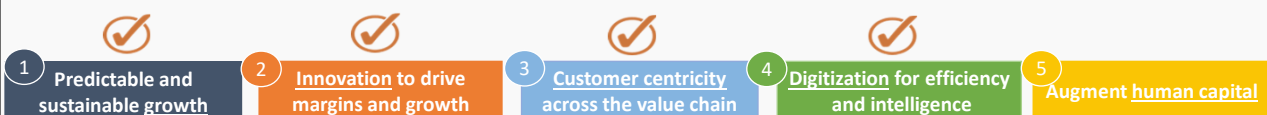
1

Project Selection and Prioritization

Project is linked to the Organizational Vision & Purpose of '**Inspiring People to increase the Value of their Life**' and our Strategic Priorities ; **Growth, Innovation, Customer Centricity & Digitization**

Project alignment with Organization business goals and objectives

Vision — To be the most admired life insurance company by securing the financial future of our customers

Purpose — **Inspire People to increase the Value of their Life** "I Lead #IAmTheDifference"

Values — Growth Mindset | Customer Obsession | Collaboration | Care

Integrity

We stand for: Financial Strength | Quality of Advice | Service Excellence | Super Human Capital | Values Driven Culture | Corporate Governance

Strategic Priorities

1	2	3	4	5
Predictable and sustainable <u>growth</u>	**Innovation** to drive margins and growth	<u>Customer centricity</u> across the value chain	**Digitization** for efficiency and intelligence	Augment <u>human capital</u>

2

Project Selection and Prioritization

South Asia Team Excellence Award · Q · Quality · Innovation · ASQ

Potential projects **get scored** using the **Selection Criteria** and shortlisted by the **Selection Committee** that assigns project **Category and Methodology** ; **D2S was a new concept to-be developed** and was selected as **DFSS (DMADV) Black-Belt**

Process for Project Selection & Prioritization

① Standard Project Selection Criteria and Rating Scale

Project Selection Criteria	Rating scale				
	5	4	3	2	1
Strategic Importance	Impacting >2 strategic objective + mission / vision	Impacting 2 strategic objective	Impacting 1 strategic objective	Impacting 1 functional objective	No Impact
Complexity / Change management	(Internal + External) >3	(Internal + External) 2 – 3	Internal >3	Internal 2>3	1
Customer Impact	Very High	High	Medium	Low	No Impact
Business Impact (revenue/cost)	> 10 Cr	5- 10 Cr	1- 4.9 Cr	50 K - 1 Cr	> 50 K

(Selection Criteria)

Example: Strategic priority (5) Complexity (4), Customer (4) & Business (5)
Total score: [(5*5)+(5*5)+(4*5)+(5*5)] = 95

② Project Scoring Methodology

Score	<= 20	21 - 40	41 - 80	> = 80
Methodology	No project	Maximizer	Green Belt	Black Belt

④ Project Categorization Matrix

1.1, 1.4 Rational for selecting Project Methodology

Project Category/ Type	Six Sigma				Yellow Belt
	DMAIC		DFSS		
	BB	GB	BB	GB	
Problem solving					
Process improvement					
Transformational					
Design			✓		

③ Project Selection Committee

- Chief Executive Officer (CEO)
- Chief Distribution Officer (CDO)
- Chief Operations Officer (COO)
- Head – Quality & Innovation
- Head Business Strategy
- Chief Finance Office (CFO)

3

Project Selection and Prioritization

South Asia Team Excellence Award · Q · Quality · Innovation · ASQ

Project got prioritized basis quantitative and qualitative evaluation

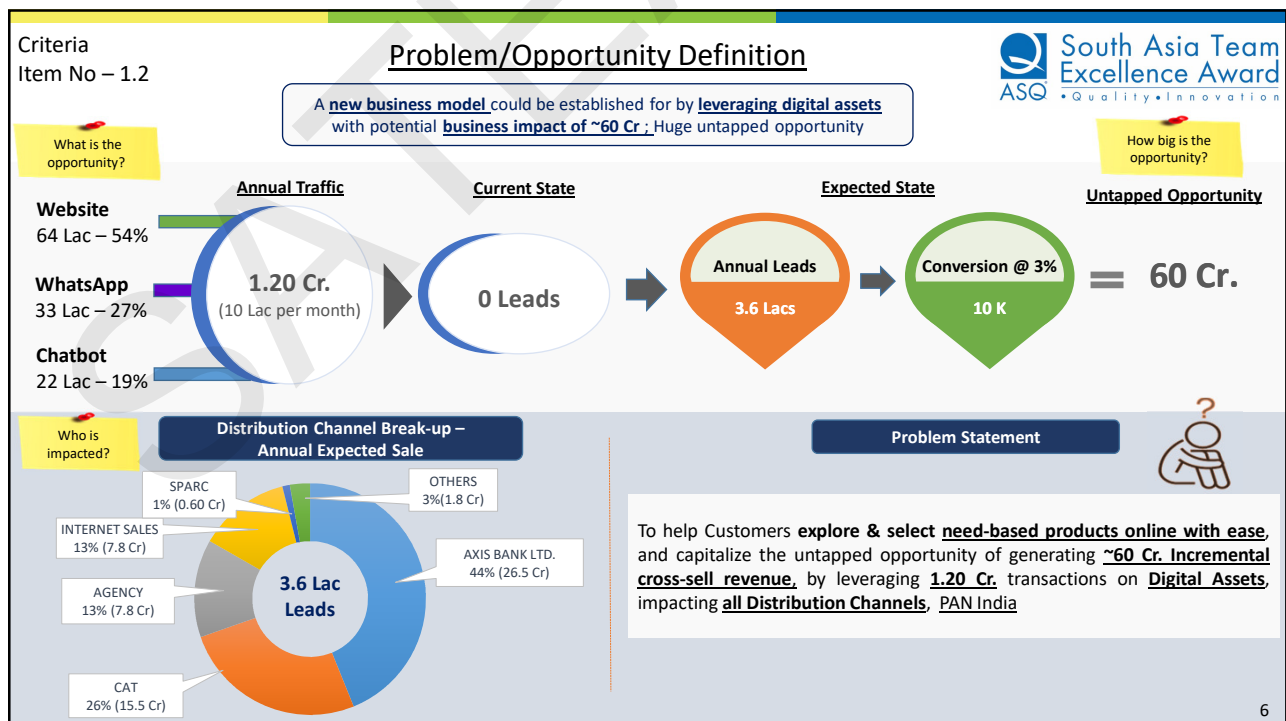| Sample Project List	Project Details						Selection Criteria based Rating (maximum 5)				Score	Methodology	Project type
Project Name	Function	Champion	Sponsor	Metric	Baseline	Target	Strategic Importance	Complexity / Change Management	Customer Impact	Business Impact			
New RA Success	Operations	Anubhav Sood	V.Gupta	RA Success %	21%	30%	5	4	4	4	85	DMAIC – Black Belt	Process Improvement
D2S (Digital to Sales)	**Distribution**	**Pushpendra Singhal**	**V.Vishy Anurag Gupta**	**Sales Conversion %**	**0%**	**15%**	**5**	**5**	**4**	**5**	**95**	DMADV – Black Belt	**Design**
Increasing Rider Upsell	Distribution	Sudhir K.	Vaibhav Kumar	Rider Attachment %	1.5%	10%	5	4	4	5	90	DMAIC – Black Belt	Design
Helpline NPS Improvement	Operations	Karan Mehra	Ramamurthy	NPS Score	56	75	4	4	5	3	80	DMAIC - Green Belt	Process Improvement
Online payment Success Rate	Operations	Sanjana Kapoor	Nisha Menon	Payment Success%	67	74	3	4	5	4	80	DMAIC – Green Belt	Problem Solving

Date that led to project prioritization

Criteria 1 — Strategic Importance

Impact on 4 strategic priorities
- **Sustainable growth**
- **Innovation for growth**
- **Customer Centricity**
- **Digitization**

Criteria 2 — Complexity/Change Management

- **Multi-channel set up;** Transforming sales from **agent led to digital led model**
- **3 Digital Assets** with **1.20 Cr.** Transactions from **3 channels** and **1.5 Lac + seller base**
- No **Processes & System Readiness**

Criteria 3 — Customer Impact

- **Unfulfilled customer need** in absence of product recommendations online
- **Confusion in making choice** due to product complexity

Criteria 4 — Business Impact

- **Innovative business models** to mitigate impact of **Open architecture**
- **Safeguard cross-sell growth** impacted with **drop in branch footfall**
- Huge **untapped business** opportunity worth **60 Cr.**

4

Problem/Opportunity Definition

1.20 Lac Customer Transactions catered through **Max Life Digital Assets** making it a critical touchpoint for **meeting existing customer need** of buying a **need based product with ease**

What is the problem/opportunity?

Max Life **Digital Assets**

Website

What's App

Chatbot

Where does it occur? Since when?

1.20 Cr. Customer Transactions catered annually through **DIY Policy Servicing Journey**

Existing Customer log-into Digital Assets (Website | Chabot | WhatsApp)

Complete Policy Self-Service (DIY) Journey

Journey ends with Thank You Message

Thank You!

Who is impacted?

Customer Voice (Pain)

Study of Customer Verbatim
Source : Digital NPS Report (by KANTAR)

On my policy log-in page new product information is not shared

I want to know about select products that suit my profile

Its confusing to understand product features

Customer Gain
(Underserved Customer Need Identified)

Explore new products online suited to meet changing life goals & family needs with ease of decision-making

Purpose - Inspire People to increase the Value of their Life

5

5

Problem/Opportunity Definition

A **new business model** could be established for by **leveraging digital assets** with potential **business impact of ~60 Cr** ; Huge untapped opportunity

What is the opportunity?

How big is the opportunity?

Website
64 Lac – 54%

WhatsApp
33 Lac – 27%

Chatbot
22 Lac – 19%

Annual Traffic

1.20 Cr.
(10 Lac per month)

Current State

0 Leads

Expected State

Annual Leads
3.6 Lacs

Conversion @ 3%
10 K

Untapped Opportunity

= **60 Cr.**

Who is impacted?

Distribution Channel Break-up – Annual Expected Sale

SPARC
1% (0.60 Cr)

OTHERS
3%(1.8 Cr)

INTERNET SALES
13% (7.8 Cr)

AGENCY
13% (7.8 Cr)

3.6 Lac Leads

AXIS BANK LTD.
44% (26.5 Cr)

CAT
26% (15.5 Cr)

Problem Statement

To help Customers **explore & select need-based products online with ease**, and capitalize the untapped opportunity of generating **~60 Cr. Incremental cross-sell revenue**, by leveraging **1.20 Cr.** transactions on **Digital Assets**, impacting **all Distribution Channels**, PAN India

6

6

Project Goals and Benefits

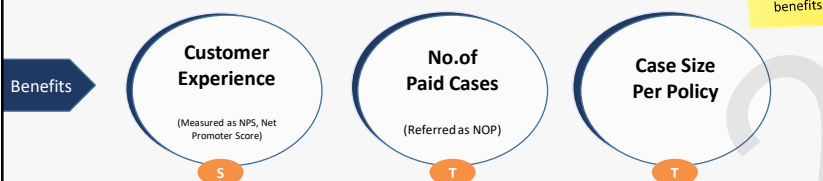South Asia Team Excellence Award • Quality • Innovation ASQ

Well defined **Project Goal of 15% Sales Conversion** by **Mar'24** (that is Customer Meetings to Sales) along with **tangible** & **intangible benefits** were identified

Project Goal Statement : Build a **digitally-enabled**, **customer-centric**, **innovative business model** for incremental cross-sell revenue by achieving **15% Sales Conversion** against current level of **0% (15% gap)**, by March **2024,** leading to **~60 cr.** revenue through scale-up over two years

Goals, timelines & baseline

Goal	Project Goal	Current State (Baseline)	Desired State	Gap	Timeline
	Sales Conversion % (Customer Meeting to Sale)	0%	15%	15%	Mar'24

(Being a new design there was no prior baseline no. available. The same was revised basis month 1 pilot results, as shown in section 4.1)

Additional Project Benefits

Tangible & Soft benefits

Benefits

- **Customer Experience** (Measured as NPS, Net Promoter Score) — S
- **No.of Paid Cases** (Referred as NOP) — T
- **Case Size Per Policy** — T

T- Tangible S-Soft

Project Impact on Organization Measure of Success

Performance Measures	Weight
Value of New Business	30%
Proprietary Channel Sales	15%
Net Promoter Score	15%
Return on Embedded Value	10%
Share holder Profit	10%
Protection Penetration	5%
Individual Renewal Premium	5%
Cost overrun	5%

Organizational Impact	→	60%

7

7

Methodology

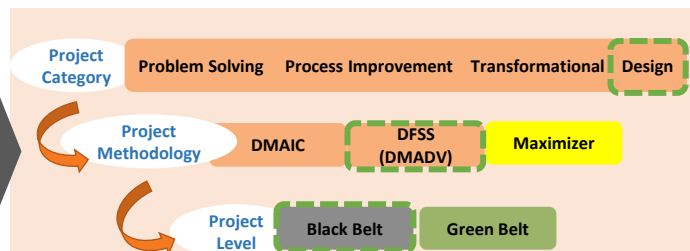South Asia Team Excellence Award • Quality • Innovation ASQ

DFSS, DMADV methodology was used basis the rational that D2S model was a new concept **'to be developed & designed'** for the first time in the Organization

Ref 3.1

1.4. 3.1 Methodology Phases with description

Rational for Selection of Project Methodoy

DEFINE	MEASURE	ANALYZE	DESIGN	VERIFY
• Questionnaire based VOC, VOB • Internal Benchmarking • SIPOC • Project Charter • Process Map (FDC) • Stakeholder Analysis • Communication Plan • ARMI • GRPI	• Survey • Brainstorming • Affinity Diagram • Control-Impact Matrix • Operational Definition • Data Measurement & Collection Plan • GRPI	• Competition Analysis • Process Study: GEMBA • Digital Assets Study • 5 Why • Hypothesis Testing • Solution Brainstorming • Solution Selection Matrix • Pre FMEA • GRPI	• Prototype • Solution Validation Survey • Post FMEA • Scorecard • Pilot Execution Plan • GRPI	• Pilot Testing • Control Plan • Control Chart • Scorecard • SOP • Lessons Learned • Scale-up Plan • GRPI

Standard Organization Level Project Categorization Matrix   Ref. 1.1

Project category	Six Sigma				Yellow Belt
	DMAIC		DFSS		
	BB	GB	BB	GB	
Problem solving					
Process improvement					
Transformational					
Design			✓		

Project Category: Problem Solving Process Improvement Transformational **Design**

Project Methodology: DMAIC **DFSS (DMADV)** Maximizer

Project Level: Black Belt Green Belt

8

8

4

Scope

Project Boundaries

To ensure team clarity on **project boundaries** the Project Scope was defined stating **'in and out of scope'** under **8 broad categories**

Categories	In Scope	Out of Scope
Channel	**Direct Sales Force (DSF)** Distribution Channel. Within DSF, 3 sub verticals called CAT, Elite and Sparc channels	Other 8 distribution channel (Bancassurance, Axis, Group Retail, Ecommerce, Agency, PD, Broca, Strategic Alliance
Geography	**280** DSF Channel branch office	All branch office of 8 other distribution channel
Process	Lead generation from Digital Assets. Start Point: Existing customer log-in to complete DIY journey for their policy. End Point: Sales conversion by sellers	Other DSF processes, processes falling under other 8 distribution channel
Customer	**10 Lac** existing DSF customer who can visit Max Life's' digital asset for self-servicing options	Existing customers of other distribution channels visiting Max Life's' digital asset
People	**3 K** strong sales force of DSF Channel, Business Partner Team	Employees, business partners, sellers of other sub-verticals of DSF and other 8 distribution channels
Technology	**Digital Assets** (Website, Whats App, Chatbot), CRM (called UNO) Lead Management System (called mSmart), Business Partner Dialer	All systems and platform other than Digital Assets, CRM, Lead Management and Business Partner Dialer
Time	**Exsisting customer** of DSF channel (CAT, Elite, SPARC verticals) visiting our digital assets during 1st Apr'23 to 31st Mar'24	Existing customer of DFS channel sub-verticals, and other channel customers visiting digital assets prior to 1st Apr'23
Products	**All products issued** to DSF for sourcing new business	Products issued to other 8 distribution channels

9

9

Project Schedule

Ref 1.4

Project Plan & Schedule for **DMADV phasese was drawn** with **Milestones & Success Measures** keeping Past Learning's in mind

Milestone and Schedule

Project Phase	Completion Date	Milestones	Start Date	End Date	Days	Success Measures
Define	10/4/23	Idea finalization	01/04	02/04	2	Finalize high level concept
		Capture VOC	03/04	06/04	4	Capture voice of customer, expectations and needs
		Process walk-through	03/04	05/04	3	Understanding high level process
		Stakeholder identification	05/04	06/04	2	Identify stakeholders
		Finalize Team Charter	06/04	08/04	3	Finalize goal, team, scope, timelines, impact, risks
		Project Kick-off (GRPI)	09/04	09/04	1	Build understanding, expectations, align & past learnings
		Toll – Gate Review	10/04	10/04	1	Review project plan, resolve roadblocks, close decisions
Measure	20/04/23	Potential cause identification	11/04	15/04	5	Finalize potential causes (break points)
		Potential cause prioritization	16/04	17/04	2	Finalize potential break points 'to be addressed' in design
		Data measurement - collection plan	17/04	19/04	3	Define operational definition & collect data
		Toll - gate review	20/04	20/04	1	Review project plan, resolve roadblocks, close decisions
Analyze	05/05/23	Competition analysis	21/04	25/04	5	Map potential design elements and map cross-sell models
		Process & Digital Asset diagnosis	21/04	25/04	5	Map processes & digital assets
		Identify Possible Design Alternatives	26/04	29/04	4	Identify list of potential designs
		Prioritize Design Option	30/04	01/05	2	Prioritize & finalize most viable design
		Hypothesis Testing & 5 Why	01/05	04/05	4	Alignment on inference drawn
		Pre-FMEA	05/05	05/05	1	Identify potential gaps (to be addressed) in selected design
Design	30/05/23	Finalize Detailed Process Flow	06/05	08/05	3	Draw detailed process map
		Develop Solution Prototype	09/05	23/05	15	Develop prototype of digital asset & process flow charts
		Solution Validation (Pre-Pilot)	20/05	26/05	6	Validate solutions through customer survey & analytics
		Solution Justification	27/05	29/05	2	Approvals on cost benefit analysis
		Toll - gate review	30/05	30/05	1	Review project plan, resolve roadblocks, close decisions
Verify	31/07/23	Pilot test run	03/06	30/07	60	Pilot execution on ground to test outcomes
		Capture Learnings & Course Correct	03/06	20/07	47	Monitor performance, deploy corrective measures
		Deploy control measures	05/06	05/07	30	Deploy control measures & track performance
		Toll - gate with scale-up approvals	30/07	31/07	2	Sign-off on project closure report, scale-up & communication

Standard Organizational Steps in place for Managing Change

Deviations reviewed in Toll-Gate meetings with Sponsor/Champion

Sponsor/Champion sign-off for changes made

Record maintained in Toll-Gate checklist for reference

10

10

5

Slide 11

Project Schedule

South Asia Team Excellence Award
ASQ • Quality • Innovation

Team Routine Plan, **MIS & Dashboards** agreed with Sponsor & Champion. Project tracking & monitoring done through **meeting adherence tracker**, **MOM** & **Toll- Gate Checklist**

Ref 2.1

Snapshot Team Routine

Expectations Communicated

Team Routines established

Tools Used

What (Team Routines)	Why	When (Frequency)	Whom	Who	How (Communication Mode)	Type (Communication Type)
Management Business Review (MBR)	To review progress, performance and seek inputs for course corrections (if any)	Monthly	Senior Leadership Sponsor, Champion Quality Head Project Lead	Shweta Sahni	Face-to-Face / MOM published on Email	Two Way / One Way
Sponsor Review	To review CTQ, action item progress and seek approvals/decisions	Fortnightly	Project Sponsor, Champion Project team	Shilpa Singh	Face-to-Face / MOM published on Email	Two Way / One Way
Champion – Quality Head Review	To track performance, action item movement & agree for upcoming weeks agenda	Weekly (Every Thursday)	Champion, Quality Head Project Team	Anandhan Mahendran	Face-to-Face/Teams / MOM published on Teams	Two way / One Way
Working Group Huddle	To discuss action item progress	Daily	Project Leader Project Team	Anandhan Mahendran	Teams Call	Two way
DMADV – Phase Wise Toll Gate Review	To review use of methodology, milestones, execution of inputs	End of Project Phase	Sponsor, Champion Quality Head, Project Lead	Shweta Sahni	Face-to-Face	Two-Way

Snapshot: MIS & Dashboards Plan

Measured and Monitored

Stakeholders	Type of MIS/Dashboard	Frequency
Sponsor, Champion, Quality Head, Project Team	Performance Dashboard on Input-Process-Output Metrics	Weekly
Champion, Quality Head, Project Team	Action Item Progress Report	Weekly
Vertical Heads, Sales Team Champion, Project Team	Vertical Wise – Sales Leader Wise – Performance vs Plan	Daily

Snapshot : Toll Gate Checklist

Project Lead	Sponsor	Champion	Quality Lead	Review Date	Actual Date
Shilpa Singh	V.Vishy, Anaurag Gupta	Pushpendra Singhal	Shweta Sahni	10/4/23	10/4/23

Define Stage : Milestone	Status (Yes/No)	Completion Date	Actual Date
Idea finalization	Yes	2/4/23	2/4/23
Capture VOC - VOB	Yes	4/4/23	5/4/23
Process-walk through	Yes	5/4/23	7/4/23
Stakeholder identification	Yes	6/4/23	6/4/23
Finalise Team Charter	Yes	8/4/23	8/4/23
Project kick-off (team alignment)	Yes	9/4/23	9/4/23
Toll-gate review	Yes	10/4/23	10/4/23

Champion Remarks : Define toll-gate complete with milestone delivered, approved for moving into measure

11

Slide 12

Project Schedule

South Asia Team Excellence Award
ASQ • Quality • Innovation

Snapshot of Team Routines

Snapshot - Minutes of Meeting published for weekly Champion Review

Mon 11/20/2023 4:04 PM
Shweta Sahni (Gurugram -90C - Quality, Service Excellence & Innovation)
MOM : D2S Weekly Review Call (20th Nov)

Hi All,

Please find MOM of the D2S project weekly review call.

Discussion & Agreed items:-

- In loyalty, we will shift lead allocation strategy from BRMs to Original seller mapped, if leads untouched for 5 days then re-allocation will be done to AVs –
- In loyalty, need to lift conversion from 1.38% to 5%, improvising on similar lines on elite at 8%
- Non CAT seller location leads to be passed onto AVs basis system tagging

S.no	Action Item	Responsibility	Time
1	Share RCA for drop in banner clicks	Sadika	22nd Nov
2	Evaluate & confirm back on SWP journey for CAT	Sadika / Shilpa	23rd Nov
3	Submit BRD on Axis Scale up to Senthil (with P2S & Rider requirements	Anandhan/Sadika	21st Nov
4	Finalize video bytes	Nirjhar/Kaif	22nd Nov
5	Shift loyalty lead allocation from BRM to Seller	Naveen/Varun	23rd Nov
6	Fix system based process of allocating non CAT location leads to AVs & execute	Naveen/Varun	23rd Nov
7	On-board new AVs	Naveen/Vineet	1st Dec
8	Train & on-board Agency resources	Salil/Anandhan	1st Dec

Snapshot – Action item progress reported and maintained for tracking purpose

Mon 11/6/2023 4:35 PM
Shweta Sahni (Gurugram -90C - Quality, Service Excellence & Innovation)
MOM : D2S Weekly Team Review

Hi All,

Please find the MOM for the weekly review of **D2S** held with Tarun. Requesting all to work on closing their action points.

Meeting Date – 6th Nov | Time – 2:00pm – 2:30pm
Attendees – Tarun, Anuj, Shweta, Salil, Vineet, Naveen, Shilpa, Sadika, Ankur, Kaif, Nirjhar, Deepti, Varun, Arinjay, Vartika

Key Points Discussed

- Agreement to on-board 2 more AV's this month for improving Conversion
- Huge drop in meeting rate in Oct has pulled down overall performance ; need to re-assign all leads to AVs after 4 days of no progress/untouched lead
- Approval from Tarun received on all the new ideas shared for increasing leads ; new placement, video on thank-you page, pro-active whats app nudge

S.no	Action Item	Responsibility	Timeline
1	Fix up meeting b/w Tarun & Pushpendra to align on lead re-assignment logic	Shweta	8th Nov
2	Recruit 2 AVs	Naveen / Vineet	20th Nov'23
3	Design process for churning Helpline leads; Check if leads are from open market or existing & begin sales of all plans by passing leads to SPARC for open market	Naveen/Shweta	10th Nov
4	Share plan for driving traffic from all social media for cross-sell via D2S	Kriti / Nirjhar	9th Nov

12

Slide 13

Risk

South Asia Team Excellence Award
ASQ • Quality • Innovation

Anticipated and **Developing Risk** identified & **Mitigation Steps** agreed at **project start** and **during other phases in toll - gate reviews**

Project Phase	Tools Used (How Recognized)	Risk Assessment	Risk	Mitigation Plan	Tracking Mechanism
Define	o Org. Risk Dashboard o COP Dashboard o Past Project Learning's	Anticipated (H) What can go wrong?	Poaching of customer belonging to other channels by pilot channel called DSF (Direct Sales Force)	1) Pre-alignment meeting with all Heads 2) In-built rule engines prescribed in poaching guideline on digital assets 3) Include members of other channel in UAT	Customer Ownership Policy (COP) Dashboard (COP : Rules to avoid customer poaching across channels)
Define	o Functional Dashboard o Toll Gate	Anticipated (H)	Non-allocation of budget towards digital built & enhancements	1) Pre budget approvals from CIO 2) Deprioritize low impact digital items (CIO : Chief Information Officer)	1) Finance Budget Tracker 2) Toll gate review
Measure	o Pre-FMEA o Toll Gate	Developing (M) What new risk can arise	Team unavailability to attend trainings due to other deliverables	1) Include project training as part of the individual L&D goal	1) Attendance tracker 2) Toll gate review
Design	o Past Project Learning o Toll Gate	Developing (M)	Low quality leads impacting seller belief in the new model	1) Representation from seller & business partner in team 2) Seller FGDs to capture inputs on Processes, Design	1) Lead Funnel Dashboard 2) Field Insighting Reports

(H) High Impact (M) Medium Impact

13

Slide 14

Project Champion and Team Selection

South Asia Team Excellence Award
ASQ • Quality • Innovation

SIPOC tool used to map the **high level journey of our digital assets** and for **Stakeholder Identification**

Supplier	Input	Process	Output	Customer
Existing Customer log-into Digital Assets - Website - What's App - Chatbot	Customer Log created in the back-end		• DIY* policy servicing journey completed • DIY policy servicing journey not completed *DIY – Do it yourself	• Existing Customer

Start → Customer log-into The dashboard page of Digital Assets → Complete DIY journey for Policy Servicing → Logs-off from the digital assets → End

Stakeholders Identified

Internal Stakeholders

Distribution Channel Leadership	Field Sales Force	Digital Team	Cross-functional team (UX/UI, Marketing, Products, Training)

External Stakeholders

End Customer	Business Partner

14

Project Champion and Team Selection

South Asia Team Excellence Award · Quality · Innovation

ARMI tool used to **define and understand Roles** of Champion, Sponsor and Team Members basis standard Max Life practice

ARMI Tool

Defined Champion Role

Key Stakeholders

What Role?

KEY STAKEHOLDERS	DEFINE	MEASURE	ANALYSIS	DESIGN	VERIFY
Sponsor (V.Viswanand, Anurag G.)	A	I	I	A	A
Champion (Pushpendra Singhal)	A	I/M	I/A	I/M	A
Project Leader (Shilpa Vig)	M	M	M	M	A
Quality Black Belt (Shweta Sahni)	M	M/R	M	M/R	M/R
Project Team (Vineet K, Naveen J, Anandhan M, Mohit V, Sadika G, Kaif S, Salil K, Arinjay S, Nirjhar K)	M	M	M	M	M
Other Stakeholders (Sales Field Team, Products, Marketing, Business Planning)	R	R	I	R	I

Champion's Role

A - **Approver** of team decisions

R - **Resource** to the team, one whose expertise, skills, "clout" may be needed on an ad-hoc basis

M - **Member** of team, with authorities and boundaries of the charter

I - **Interested party**, one who will need to be kept informed on direction, findings.

Project Team

Defined Expectation

What Expectations?

Champion's Responsibility / **Teams' Responsibility**

Sponsor	Champion	Quality Black Belt	Project Leader	Team Members
▪ Provide Strategic vision ▪ Guarantee commitment of team ▪ Removes roadblocks ▪ Toll gate reviews	▪ Ensure alignment with business ▪ Ensure resource allocation ▪ Provide expertise ▪ Decision making ▪ Removes roadblocks	▪ Provide guidance and expertise on DMAIC methodology ▪ Decision making with champion ▪ Enable project reviews ▪ Partner in execution	▪ Lead the team to success ▪ Regular reviews with Sponsor & Champion ▪ Task assignment and execution across DMADV phases	▪ Ensure closure of assigned actions ▪ Meet deadlines ▪ Actively participate in DMADV process

15

15

Project Champion and Team Selection

South Asia Team Excellence Award · Quality · Innovation

Champions Vision & **Project Need** shared with team
Communication plan & process for **DMADV phases** agreed

Project Champion
Pushpendra Singhal, CVP & Head DSF Cross-Sell

Project Champion's Vision was to build an **innovative, digitally enabled business model** for DSF Channel (PAN India) for incremental cross-sell revenue, meet **customers shifting preference towards digital** and **strengthen digital sales transformation** agenda for long term success

Champion's Vision

Why Project is Important?

- **1.20 Cr** existing customer transactions catered through digital assets
- **60 Cr.** potential loss at Org. level as digital remains untapped
- **DSF customer traffic is the 2nd largest** on digital assets
- **Meet Customer shifting preference** towards digital

Importance of Project to Champion's

Ref 1.4, 1.6

Tem Routine and **Communication Plan**

agreed with Champion

(For all DMADV Phases)

Level of Information

What (Team Routines-All Phases)	Why (Communication Reason)	When (Frequency)	Whom	Who	How (Communication Mode)	Type (Communication Type)
Management Business Review (MBR)	To review progress, performance and seek inputs for course corrections	Monthly	CEO, CFO, Sponsor, Champion, Quality Head Project Lead	Shweta Sahni	Face-to-Face MOM published on Email	Two Way One Way
Sponsor Review	To review CTQ, action item progress and seek approvals/decisions	Fortnightly	Project Sponsor, Project team	Shilpa Singh	Face-to-Face MOM published on Email	Two Way One Way
Champion – Quality Head Review	To track performance, action item & agree for upcoming weeks agenda	Weekly (Thursday)	Champion, Quality Head Project Team	Shweta Sahni	Face-to-Face/Teams MOM published on Teams	Two Way One Way
Working Group Huddle	To discuss action item progress	Daily	Project Leader Project Team, Extended CFT	Anandhan Mahendran	Teams Call	Two way
DMADV – Phase Wise Toll Gate Review	To review use of methodology, milestones, execution of inputs	End of Project Phase	Sponsor, Champion Quality Head, Project Lead	Shweta Sahni	Face-to-Face	Two-Way

16

16

Project Champion and Team Selection

Criteria
Item No – 2.1

Sponsor and Champion **selected team members**, basis required **expertise** and **expected role Competency Mapping Template** was used to ascertain **current knowledge, skill level and gaps**

Team Selection Process

Skill/Knowledge Mapping

(DMADV) Knowledge/Skill

Stakeholder Representatives

Stakeholders	Sponsor	Champion	Project Leader	Project Team	Extended Members	Quality BB
	Director & Head – DSF Channel	CVP & Head – CAT, Elite & Sparc Verticals	VP – Digital Transformation	DSF, Digital, UX, Training, BP	Sales Field Team, Products, Marketing, Business Planning	Quality Lead
Process Knowledge	✓	✓	✓	✓	✓	✗
Change Management	✓	✓	✓	✗	✓	✓
Innovation/Design (DMADV) Tool awareness	✓	✓	✗	✗	NA	✓
Digital Assets & CX Basics	✓	✓	✓	✓	✓	✗
Strategic Thinking	✓	✓	✓	✓	NA	✓
Leadership with Influence	✓	✓	✓	NA	NA	✓
Project Management Skills	✓	✓	✓	✓	NA	✓
Generative Team Building	NA	✓	✗	✗	✗	✓

✓ Already Trained   ✗ Not Trained (gap)   NA Not Applicable   ▶ Selection of cross-functional team basis standard Max Life Quality Practice   17

Project Champion and Team Selection

Criteria
Item No – 2.1

Change management tool **'GRPI'** was used to assess clarity on **Goals, Roles, Process** and identify **Inter-personal issues**

Standard process for Team Preparation basis Max Quality Framework ▶ Pre-Project Briefing and Introduction → Project Kick-off Meeting → Generative team building session → Stage based GRPI Assessment

Team Assessment

GRPI used for team assessment and scores used as input for required interventions for building strong collaboration

GRPI Assessments	Number of Respondents	Define Stage			Score	Action Taken
		Top 2	Middle	Bottom 2	Top 2 Box%	
Goal	19	17	2	-	89%	• Session on 'role clarity' by project champion
Role	19	15	4	-	79%	
Process	19	10	9	-	52%	• DSF process walk (GEMBA)
Interpersonal Relations	19	18	1	-	92%	

Top 2 Box% - ■ 80 or above   ■ < 80 to 65   ■ <65

Goals: Mission and goals of the team were made clear to all members

Roles and responsibilities: Roles and responsibilities were clearly assigned to each team member

Process and procedures: Processes & procedures were explained to each team

Interpersonal relationships: Project Leader checked whether the relationships among team members were healthy and supportive for a good team work

Team Building Program

Team Building Activity

Team Needs

Generative Team Building Sessions done
• Project opportunity reinstated
• Value addition towards team and channel success established
• Cross functional team linkage shared
• Team building activities done
• Expectations stated and doubts clarified

▶ Team preparation is part of standard Max Life Quality Framework   18

Slide 19

Criteria Item No – 2.1

Project Champion and Team Selection

South Asia Team Excellence Award — ASQ Quality • Innovation

> Project team was prepared to use all **DMADV tool** and each member was mapped **against phase wise tool** to identify training need

Team evaluation on Skill, Knowledge & Gaps

Ref 1.4, 3.1

Training Programs:
- Structured Six-Sigma Training & Certification Programs, as per standard Max Life Framework
- Six-Sigma GB/BB Training & Certification by external consultant
- Six-Sigma Yellow Belt Training on DMAIC by internal Quality BB
- Basic DMAIC/DMADV Tool Kit Program by Project Quality Mentor

Snapshot 1

Stakeholders / Tools	Sponsor	Champion	Channel Leadership	Project Leader	Field Sales Team	Core Team from Stakeholder Groups	Business Partner (BP)
Define Tools							
Questionnaire based VOC, VOB	✓	✓	✓	✗ NOT TRAINED	✓	✗ NOT TRAINED	✗ NOT TRAINED
Internal Benchmarking	✓	✓	✓		✓		
SIPOC	✓	✓	✓		✓		
Project Charter	✓	✓	✓		✓		
Process Mapping (FDC)	✓	✓	✓		✓		
Stakeholder Analysis	✓	✓	✓		✓		
Communication Plan	✓	✓	✓		✓		
ARMI	✓	✓	✓		✓		
GRPI	✓	✓	✓		✓		
Measure Tools							
Survey Questionnaire	✓	✓	✓		✓		
Brainstorming	✓	✓	✓		✓		
Affinity Diagram	✓	✓	✓		✓		
Control-Impact Matrix	✓	✓	✓		✓		
Operational Definition	✓	✓	✓		✓		
Data Measurement Plan	✓	✓	✓		✓		
GRPI	✓	✓	✓		✓		

- Project leader completed BB Training and was certified
- Core team members from external & internal stakeholder groups completed Basic DMADV Tool Guide Program

✓ Trained   ✗ Not Trained

19

Slide 20

Criteria Item No – 2.1

Project Champion and Team Selection

South Asia Team Excellence Award — ASQ Quality • Innovation

Snapshot 2

Stakeholders / Tools	Sponsor	Champion	Channel Leadership	Project Leader	Field Sales Team	Core Team from Stakeholder Groups	Business Partner (BP)
Analyze Tools							
Competition Analysis	✓	✓	✓	✗ NOT TRAINED	✓	✗ NOT TRAINED	✗ NOT TRAINED
Process Study: GEMBA	✓	✓	✓		✓		
Digital System Study	✓	✓	✓		✓		
Hypothesis Testing	✓	✓	✓		✓		
Solution Selection Matrix	✓	✓	✓		✓		
Pre-FMEA	✓	✓	✓		✓		
GRPI	✓	✓	✓		✓		
Design Tools							
Prototype	✓	✓	✓		✓		
Post-FMEA	✓	✓	✓		✓		
Scorecards	✓	✓	✓		✓		
Control Plan	✓	✓	✓		✓		
GRPI	✓	✓	✓		✓		
Verify Tools							
Pilot Execution Plan	✓	✓	✓		✓		
Pilot Test	✓	✓	✓		✓		
Control Chart	✓	✓	✓		✓		
Scorecards	✓	✓	✓		✓		
Lessons Learnt	✓	✓	✓		✓		
SOP	✓	✓	✓		✓		
Scale-up Plan	✓	✓	✓		✓		
GRPI	✓	✓	✓		✓		

- Project leader completed BB Training and was certified
- Core team members from external & external stakeholder groups completed basic DMADV tool guide program

➤ Six-sigma belt training & certification by Max Life Quality Assurance Team once completed remain valid

20

Stakeholder Management

South Asia Team Excellence Award • Quality • Innovation

Using the **Stakeholder Prioritization Matrix**, all stakeholders were ranked basis their aggregate scores on **Influence, Interest and Support** to determine **level of communication & feedbacks**

Stakeholder Prioritization Matrix

Ref 2.1. Sl. 14

Stakeholders	Influence	Interest	Support			Score	Prioratization Rank
	Level of Influence	Level of Interest	Current	Required	Gap		Stakeholder Prioritization
DSF Field Sales Team	4	5	5	5	-	14	2
Channel Leadership	5	5	3	5	2	15	1
Digital	5	5	4	5	1	15	1
UX/UI Team (User Experience & Research Team)	5	5	5	5	-	15	1
Training	4	5	3	3	-	12	3
Marketing	4	4	3	3	-	11	4
Products	4	3	3	3	-	10	5
End Customer	5	5	4	5	1	15	1
Business Partner	4	5	2	3	1	12	3

INTERNAL / EXTERNAL

Rating scale 1-5, 5 being highest

21

21

Stakeholder Management

South Asia Team Excellence Award • Quality • Innovation

Stakeholder Resistance, both **Active & Passive** were identified, addressed and validated throughout project stages in Sponsor/Toll Gate reviews & GRPI

Stakeholders	Project Phase	Type of Resistance	How Identified	What Resistance	How Addressed	How Validated
DSF Field Sales Team		✖				
Channel Leadership Team	Define	Active	Kick-off Meeting	Inter Channel Customer poaching	Automate rules for customer segregation	Sponsor Review
Digital	Measure	Passive	Champion's Review	Budget Sign-off	Low impact items deprioritized	Toll-Gate/ GRPI Score
UX/UI Team (User Experience & Research Team)		✖				
Training	Analyze	Passive	GRPI Assessment	Bandwidth for Business Partner	Temporary trainer assigned from Sales	GRPI Score
Marketing		✖				
Products		✖				
End Customer	Measure	Active	One-to-One Call	Time spent for asset walkthrough, feedback	Pre-book slots on suitable dates	One-to-one feedback
Business Partner		✖				

Resistance identified

Deal with Resistance

INTERNAL / EXTERNAL

22

22

Stakeholder Management

Based on **Stakeholder Impact & Importance** their **Involvement** & **Feedbacks** were considered across all project phases

South Asia Team Excellence Award • Quality • Innovation

Stakeholders	Project Phaze	How were they involved?	Stakeholder feedback and it's impact	Impact - Importance
Team Members (INTERNAL) DSF Field Sales Team	MDV	Brainstorming for root cause/solutions and execution	o Lean fulfilment process design o Ease in on ground execution	H H
Channel Leadership Team	DMADV	Reviews for Decision making, course correction, field alignment	o In-built rules to avoid poaching o Belief building across field	H H
Digital	DMADV	Workshop on system integration & automated journey design	o Integration b/w multiple systems o Seamless digital journey	H H
UX/UI Team (User Experience & Research Team)	DMADV	Market & Customer Insights Develop Porotype & Digital Journey	o Use analytics like hotjar/google o Customer centric journey designed	H H
Training	MDV	Weekly huddles to Design scripts, content & delivery plan	o Build complaint – easy scripts o Knowledgeable tele-caller & Seller	H M
Marketing	MDV	Weekly huddle to Design content for digital assets	o Design need based campaigns o More traffic on digital assets	M M
Non Team Members Products	MDV	Weekly huddles to analyze need based product offering	o Showcase profile based products o Ease in generating customer leads	M L
EXTERNAL End Customer	DMDV	Focus Groups to capture VOC at pre-post design stage to validate	o Relevant offering, Quick response o Need based assisted sales model	H H
Business Partner	MADV	Brainstorming to built secure integrations for tele-calling process	o Customized dialer for output o Improved funnel performance	H M

(D-Define, M-Measure, A-Analyze, D-Develop, V-Verify)

23

23

Project Approach & Tools (Using Project Summary Template)

DMADV phase wise tools used and **clear understanding** of the **purpose was drawn**

South Asia Team Excellence Award • Quality • Innovation

Ref. Project Template 3.5

Ref 1.4

Phase	Tool	Purpose
Define	• Questionnaire based VOC, VOB • Internal External Benchmarking • SIPOC • Project Charter • Process Mapping (FDC) • Stakeholder Analysis • Communication Plan • ARMI • GRPI	• To capture voice of customer/business • To study similar models in E-com within & outside the company • To envisage & study high level process, interlinkages & stakeholder identification • To draw a clear project plan (business case, goal, scope, timelines, impact, team) • To envisage detailed process design, study decision points & hand-off in process • To prioritize stakeholders/team members • To define team routines and governance structure • To identify stakeholder role across DMADV • To build team understanding on Goals, Roles, Process & Interpersonal issues
Measure	• Survey • Brainstorming • **Affinity Diagram** • Control-Impact Matrix • Operational Definition • Data Measurement & Collection Plan • GRPI	• To understand customer needs & preferences • To capture potential causes or break points in 'to-be' design • **To organize potential causes or break points into themes basis their natural affinity** ✓ • To prioritize potential causes 'to be addressed in the final design' • To built uniform understanding of input and output parameters • To finalize data requirement and plan • To build team understanding on Goals, Roles, Process & Interpersonal issues
Analyze	• Competition Analysis • Process Study: GEMBA • Digital System Study • 5 Why • Hypothesis Testing • Solution Brainstorming • Solution Selection Matrix • Pre-FMEA • GRPI	• To evaluate potential design elements & map other cross-sell models • To study other digital sales journey and tele-calling process • To evaluate gaps in as-is digital journey & analyze page wise performance • To identify causes of potential gaps identified in as is digital & cross-sell journey • To statistically validate high impacting potential causes • To identify potential designs • To compare design alternative and prioritize • To identify potential failure modes in the to-be solution design • To build team understanding on Goals, Roles, Process & Interpersonal issues
Design	• Prototype • **Solution Validation Survey** • Post-FMEA • Scorecard • Pilot Execution Plan • GRPI	• To visualize the model and its multiple solution elements • **To validate the solution built from end customer & internal stakeholders** • To compare RPN (Risk Priority Number) with pre FMEA RPN • To design a score card on input,process,output parameters for monitoring • To outline the action item wise execution plan for smooth & timely pilot run • To build team understanding on Goals, Roles, Process & Interpersonal issues
Verify	• Pilot Test • Control Plan • Control Chart • Scorecards • SOP • Lessons Learnt • Scale-up Plan • GRPI	• To validate the new design and outcomes • To define input process outcome indicators • To track process stability (Chart) • To monitor performance across parameters against defined targets • To document step by step process and KPIs • To record lessons learnt • To outline a clear project plan for seamless scale-up • To build team understanding on Goals, Roles, Process & Interpersonal issues

24

24

Identification of Factor and/or Causes

South Asia Team Excellence Award
• Quality • Innovation

Stakeholder Expectations & Need

VOB and VOC was captured to understand the expectations through **Interviews , FGDs and Survey Reports** endorsing project need

End Customer

Unable to find alternate **product information online**

Your chat bot response to my product query was not helpful

Difficulty in making **choices**

Sales Leadership

We have **never explored our digital assets** as a means to generate new business

Open architecture in the Insurance sector call for **exploring alternate sources** of business

Drop in customer footfall in offices post Covid is **impacting** cross-sell growth in future

Field Sales Force

As sellers, we need **quality leads from head office** with drop in branch footfall

DSF being a pure cross-sell channel must find new **ways of sourcing leads**

We need to generate leads through **low cost models**

25

25

Identification of Factor and/or Causes

South Asia Team Excellence Award
• Quality • Innovation

Outside in view of Customer – Business Preferences

Studying **External Survey reports** also confirmed the **shift in Customer preference & Business** towards **digital models**

Consumer interest in digital Engagement is growing
(McKinsey & Company, TECE Survey,Feb'19)

Consumer wants to interact in a variety of ways
(McKinsey & Company, TECE Survey, Feb'19)

Business Benefits adopting to Digital Model
(Super Office Blog, Mar'23)

Legend: Health insurance, Banking, Energy providers, Mobile providers, Car insurance

	Today	Future
Not at all	27 / 8 / 13 / 9 / 26	7 / 7 / 6 / 5 / 11
For every fourth query or fewer (1–25%)	33 / 14 / 20 / 21 / 22	20 / 17 / 13 / 15 / 19
For up to half of the queries (26–50%)	21 / 16 / 20 / 21 / 19	28 / 18 / 18 / 20 / 20
For up to three-fourths of the queries (51–75%)	12 / 20 / 18 / 19 / 14	20 / 19 / 17 / 20 / 18
For nearly all queries (76–100%)	8 / 40 / 29 / 29 / 19	26 / 47 / 46 / 40 / 32
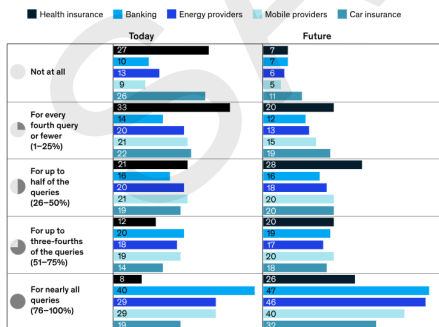
Source: McKinsey TECE survey, February 2019, n = 3,610

Use of online and digital services, %
How often you use online services to resolve service queries?
How often you would like to use them in future?

Customers are looking to interact in a variety of ways—online and offline.

Use of online and offline services, %
How do you communicate with your service provider today?
How would you like to communicate in the future?

Legend: Today, Future

	Today	Future
Telephone	79	75
Email	78	81
Website/self-service	60	62
Branch	48	53
App/mobile website	44	49
Letter	42	50
Chat	30	35
SMS	18	21
Videochat	15	19

Source: McKinsey TECE survey, February 2019, n = 3,610
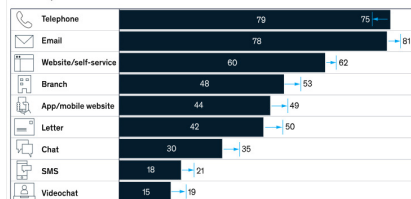
McKinsey & Company

Use of online and offline services, %
How do you communicate with your service provider today?
How would you like to communicate in future?

TOP BENEFITS OF ADOPTING A DIGITAL MODEL

Benefit	%
Improve operational efficiency	40%
Meet changing customer expectations	35%
Improve new product quality	26%
Increase design reuse	25%
Reduce product development costs	24%
Introduce new revenue streams	21%
Reduce the cost of poor quality	14%
Increase first pass yield	5%
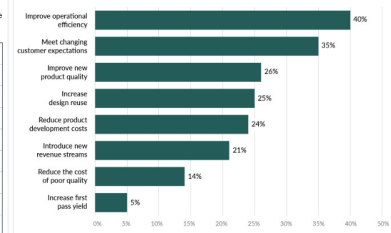
Top 2 Benefits
Improved Efficiency
Meet customer changing expectations

26

26

13

Slide 27

Criteria Item No – 3.2

Identification of Factor and/or Causes

South Asia Team Excellence Award — ASQ · Quality · Innovation

Defining Team Boundaries & Goal

> With this in-depth need analysis, **Team Charter** drawn with **DSF channel in scope** and **60 Cr.** projected business impact through **scale-up of model in top 3 contributing channels**

BB : Business Case (Methodology : DMADV)

Our existing customers frequently use our digital assets to seek policy information or complete self-help transactions. Presently, 1.20 Cr. customer transactions (10k per month) are done on our digital assets, of which the majority 80% comprise of the top 3 contribution sales channels that is, Axis (44%), DSF (27%) and Agency (13%).

However, there is no structured model for tapping these customers for lead generation to cross-sell and is a huge lost opportunity. Moreover, post Covid, there is drop in walk-in customer at branch offices which has been a key touchpoint for cross-sell and as an organization there is a need to find alternate – digitally enabled ways.

Most importantly, customer preference is shifting towards digital and we need to build a seamless online buying journey for enhanced experience. Therefore, we are undertaking this project to design a structured journey from lead generation to cross-sell. This project is directly linked to our values of **Growth Mindset, Collaboration & Customer Obsession**

Problem Statement

Untapped opportunity worth 60 Cr. of incremental revenue through cross-sell from digital assets with a potential to impact all distribution sales channel, especially DSF, Axis and Agency having maximum digital transactions. Hence, there is a need to establish and prove this model as a new source of generating new business & being able to cater to changing customer preference.

Impact

Business Impact
- **60 Cr.** business impact post scale-up across channels over 2 years
- **7 Cr.** annualized business impact through phase one scale-up in DSF

Goal — Goal Statement

Metric	Current level	Goal	Target date
Conversion Rate % (Meeting to Sales)	0%	15%	31st Mar'24

Goal determined basis **external & internal Benchmarking** with e-commerce channel

Project Scope

Process under improvement - Lead generation from digital assets
Starts with - Existing customer log-in to digital asset for policy self service
Ends with – Lead conversion to sales by sellers
In Scope : Customer : Existing customer | Digital Assets : Website, Chabot, WhatsApp | Channel : DSF (POC & Ph-1), Axis, Agency
Verticals : DSF: Loyalty, Sparc, Elite | Geography : PAN India
Out of Scope : Non-DSF, Prospects, Leads from sources other than digital

Project Plan

Phase	Start	End	Milestones
Define	1st Apr'23	10th Apr'23	Opportunity sizing	VOC	Finalize goal
Measure	11th Apr'23	20th Apr'23	As is study of digital assets	Competition benchmarking
Analyze	21st Apr'23	05th May'23	Design high-level process options (digital assets & back-end fulfillment)	Shortlist best-fit design for POC
Design	6th May'23	30th May'23	Finalize & document new process	Prepare Pilot Test Plan Design Scorecard	Develop Prototype
Verify	1st June'23	31st Jul'23	Pilot Launch	Course-Corrections	Define Controls

Project Team

Team

Sponsor : V. Viswanand (ex DMD), Anurag Gupta (Head DSF)
Champion : Pushpendra Singhal (Vertical Head)
SME : Tarun Bahri (ex Quality & Innovation Head), Suhail Ghai (CFO)
Quality Lead & BB: Shweta Sahni   **Project Leader :** Shilpa Singh

Team Members
Distribution – Vineet Kumar, Naveen Joshi. Arinjay Singh, Varun Yadav, Mohit Vashist (Business Partner) | Digital Tech – Ankur Singh, Kaif Saleem, Sadika Gugliani, Gopal Kumar | Products – Prateek Pandey | Marketing - Nirjhar Kasar, Richa Razdan | QISE - Anandhan Mahendran

---

Slide 28

Criteria Item No – 3.2

Identification of Factor and/or Causes

South Asia Team Excellence Award — ASQ · Quality · Innovation

Snapshots of Tools used in Define

> **SIPOC** drawn, **Team Governance** and **Communication** plan defined and **Change Management tools** like **ARMI & GRPI** were used

Team Governance

(Why) Communication Reason	(When) Frequency	Whom	Who	(How) Communication Mode	Type (Communication Type)
Management Business Review (MBR) — To review progress, performance and seek inputs for course corrections	Monthly	CEO, CFO, Sponsor, Champion, Quality Head Project Lead	Shweta Sahni	Face-to-Face MOM published on Email	Two Way One Way
Sponsor Review — To review CTQ, action item progress and seek approvals/decisions	Fortnightly	Project Sponsor, Champion Project team	Shilpa Singh	Face-to-Face MOM published on Email	Two Way One Way
Champion – Quality Head Review — To track performance, action item & agree for upcoming weeks agenda	Weekly (Every Thursday)	Champion, Quality Head Project Team	Shweta Sahni	Face-to-Face/Teams MOM published on Teams	Two Way One Way
Working Group Huddle — To discuss action item progress	Daily	Project Leader Project Team, Extended CFT	Anandhan Mahendran	Teams Call	Two way
DMADV – Phase Wise Toll Gate Review — To review use of methodology, outcomes, execution of inputs	End of Project Phase	Sponsor, Champion Quality Head, Project Lead	Shweta Sahni	Face-to-Face	Two-Way

ARMI Tool

Champion's Role
- A - Approver of team decisions
- R - Resource to the team, one whose expertise, skills, "clout" may be needed on an ad-hoc basis
- M - Member of team, with authorities and boundaries of the charter
- I - Interested party, one who will need to be kept informed on direction, findings.

KEY STAKEHOLDERS	DEFINE	MEASURE	ANALYSIS	DESIGN	VERIFY
Sponsor (V.Viswanand, Anurag G.)	A	I	I	A	A
Champion (Pushpendra Singhal)	A	I/M	I/A	I/M	A
Project Leader (Shilpa Vig)	M	M	M	M	A
Quality Black Belt (Shweta Sahni)	M	M/R	M	M/R	M/R
Project Team (Vineet K, Naveen J, Anandhan M, Mohit V, Sadika G, Kaif S, Salil K, Arinjay S, Nirjhar K)	M	M	M	M	M
Other Stakeholders (Sales Field Team, Products, Marketing, Business Planning)	R	R	I	R	I

Teams' Responsibility

Sponsor	Champion	Quality Black Belt	Project Leader	Team Members
• Provide Strategic vision • Guarantee commitment of team • Removes roadblocks • Toll gate reviews	• Ensure alignment with business • Ensure resource allocation • Provide expertise • Decision making • Removes roadblocks	• Provide guidance and expertise on DMAIC methodology • Decision making with champion • Enable project reviews • Partner in execution	• Lead the team to success • Regular reviews with Sponsor & Champion • Task assignment and execution across DMADV phases	• Ensure closure of assigned actions • Meet deadlines • Actively participate in DMADV process

GRPI Tool

GRPI Assessments	Number of Respondents	Top 2	Define Stage Middle	Bottom 2	Score Top 2 Box%	Action Taken
Goal	19	17	2	-	89%	Session on 'role clarity' by project champion
Role	19	15	4	-	79%	
Process	19	10	7	-	63%	DSF process walk (GEMBA)
Interpersonal Relations	19	18	1	-	92%	

Top 2 Box% - 80 or above | < 80 to 65 | <65

Stage Wise - Team Score

Stage wise team scores maintained and **8% lift** seen by project closure

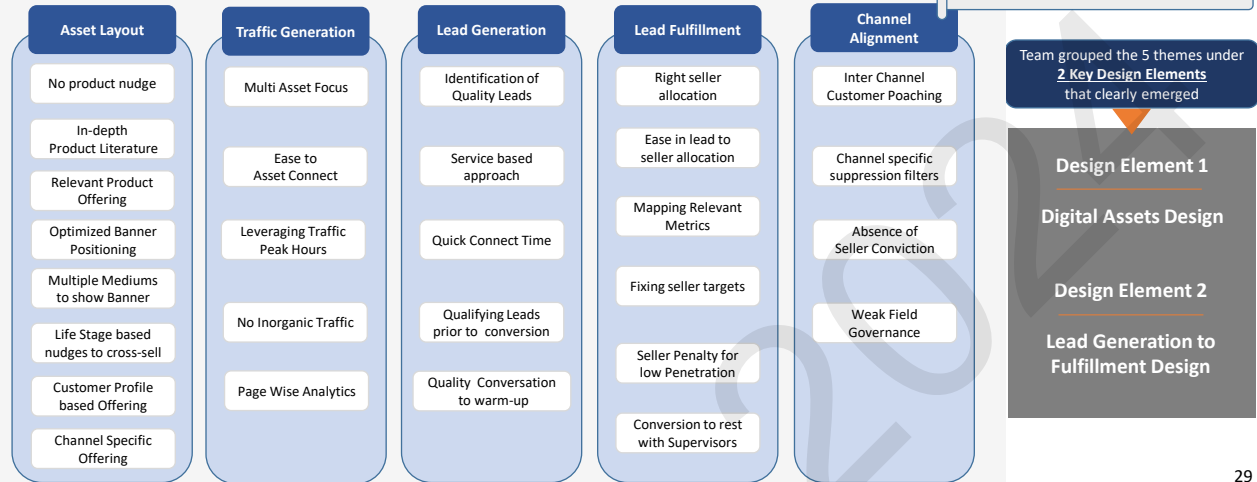| Define	Measure	Analyse	Develop	Verify
92%	93%	95%	98%	100%

Identification of Factor and/or Causes

Through **system walk-through** & **brainstorming**, we uncovered **28 potential causes (break-points)** that our **to-be design must address**.
Using **Affinity Diagram**, we categorized these into **5 themes** & grouped under **2 key Design Elements**

Potential causes: break points to be addressed

Affinity Diagram
Cross-Sell on Leads from Digital Assets

Brainstorming covered **56 people** from all stakeholder groups including end customer

Asset Layout	Traffic Generation	Lead Generation	Lead Fulfillment	Channel Alignment
No product nudge	Multi Asset Focus	Identification of Quality Leads	Right seller allocation	Inter Channel Customer Poaching
In-depth Product Literature	Ease to Asset Connect	Service based approach	Ease in lead to seller allocation	Channel specific suppression filters
Relevant Product Offering	Leveraging Traffic Peak Hours	Quick Connect Time	Mapping Relevant Metrics	Absence of Seller Conviction
Optimized Banner Positioning	No Inorganic Traffic	Qualifying Leads prior to conversion	Fixing seller targets	Weak Field Governance
Multiple Mediums to show Banner	Page Wise Analytics	Quality Conversation to warm-up	Seller Penalty for low Penetration	
Life Stage based nudges to cross-sell			Conversion to rest with Supervisors	
Customer Profile based Offering				
Channel Specific Offering				

Team grouped the 5 themes under **2 Key Design Elements** that clearly emerged

Design Element 1

Digital Assets Design

Design Element 2

Lead Generation to Fulfillment Design

29

29

Identification of Factor and/or Causes

Using the **Control Impact Matrix**, **19 causes prioritized (break-points)** to be addressed in the final design were prioritized

Potential Cause (break-points) prioritised

Impact

Control

Control/Impact Matrix	High	Medium	Low
Controllable	• Product Nudges • **Optimized Nudge Positioning** ✓ • **Profile - Stage based nudges** to cross-sell • Choices for Product Offering • Multiple Mediums to showcase Banners • Multi Asset Focus • Organic Traffic Generation • **Service Based Approach** • Identification of Quality Leads • Quick Connect Time • Quality Conversion to Warm-up Leads • Right seller allocation • **Ease in Leads to seller allocation** • Mapping relevant Metrics • Inter channel customer poaching • Channel specific customer filters • Weak field governance	• Channel specific offering • Customer Segment Based Offering • Leveraging traffic peak hours	• In-depth product literature • AI enabled lead generation • Seller penalty for low penetration • Conversion accountability with Supervisors
Uncontrollable		• Customer Lifestage based Offering	• Ease to asset connectivity

30

30

Slide 31

Criteria Item No – 3.2	Identification of Factor and/or Causes	South Asia Team Excellence Award • Quality • Innovation

Snapshot : Systematic approach to data collection/fact finding

Operational Definition drawn for **common understanding** of **prioritized causes.**
Data Measurement & Collection Plan prepared for timely and smooth data collation

S.no	Performance Indicator (Y)		Operational Definition	Data Source	Sample Size, Duration	Who will collect	How data will be collected
Y	Conversion Rate		Total no. of leads allocated to sellers/Total no. leads converted	Channel Report	100%, 3 months 100%, 1 month	Anandhan	IT Auto Extract
Y1	Interest Generated		Total no.of customers logged on digital asset/Total no.of banner clicks	Digi Log File	100%, 3 months 100%, 1 month	Kaif	IT Auto Extract
Y2	Lead Count		Total no.of banner clicks/Total no.of lead generation by tele-caller	BP Process Report	100%, 3 months 100%, 1 month	Anandhan	IT Auto Extract

Snapshot Data Measurement Plan

	Hypothesis (X)	Input/Process Indicator	Operational Definition	Data Source	Sample Size, Duration	Who will collect	How data will be collected
X1	Does information placement on digital assets (product nudge) impact interest generation?	Product Nudge Placement	Specified positioning of product nudge information on page layout	Hotjar Recordings	50 User Sessions	Kaif	Google Analytics - Heatmaps
X2	Is there a significant difference in user clicks basis device category (mobile vs desktop) impacting interested generation (click rate)?	Device Category (Desktop, Mobile)	Type of device that includes desktop, mobile & tablet on which product information (nudge) is shown to customer	Hotjar Recordings	50 User Sessions	Kaif	Google Analytics - Heatmaps
X3	Is there a significant difference in week of day on lead count?	Day of the week	Specific day of the week for login	Ecom Flash Report D2S Track Report	100%, 3 months 100%, 1 month	Anandhan	IT Auto Extract
X4	Is there a signification difference in plan type on lead count?	Plan Type	Product categorization – PAR, Non-Par, Protection, Ulip	Ecom Flash Report D2S Track Report	100%, 3 months 100%, 1 month	Anandhan	IT Auto Extract
X5	Does time of the day impact lead count?	Time of the day	Specific time slot of a day for login	Ecom Flash Report D2S Track Report	100%, 3 months 100%, 1 month	Anandhan	IT Auto Extract
X6	Is there a significant difference in day of the month on lead count?	Day of month	Specific day of month for login	Ecom Flash Report D2S Track Report	100%, 3 months 100%, 1 month	Anandhan	IT Auto Extract
X7	Does tenure of seller impact conversion rate?	Seller Tenure	Seller classification basis tenure from joining date	Ecom Flash Report D2S Track Report	100%, 3 months 100%, 1 month	Anandhan	IT Auto Extract

Snapshot Data Collection Plan

Asset Type	Transaction Count	Banner Click (Y/N)	Click Date	Click Time	Plan Type	Seller Type	Seller Tenure (in months)
Chatbot	32	Y	12-06-23	10:25	Ulip	Active	37

31

Slide 32

Criteria Item No – 3.3	Use of data and/or facts to draw inferences	South Asia Team Excellence Award • Quality • Innovation

Analysis Snapshot of potential causes (break-points) for insights on to-be-design

Key Insights on user behaviour drawn from e-com journey using tools like **Hotjar** & **Goggle Analytics**

Ref 3.2

X1 — Does **information placement** on digital assets (product nudge) impact interest generation (user clicks) ?

X2 — Is there a significant difference in **user clicks basis device category** (mobile vs desktop) impacting interested generation (click rate)?
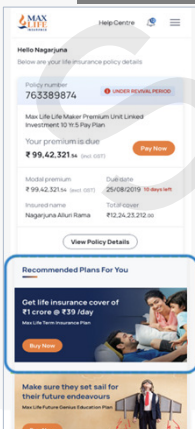
👁 **Low Visibility of the Banners** ✅

Analysed over **50 Hotjar sessions**, revealing low visibility of product nudge banner **placed at the bottom** due to **limited user scroll activity**

📋 **Average Scroll depth** ✅

Through **Google Analytics**, we found **18% scroll rate** to the **bottom of the page**

Lower clicks in case of desktop users

Device Category	Login Success	Banner Click
Desktop	33	16.5
Mobile	66	83
Tablet	1	0.5

Current **Banner Click Rate** shows a scope of leads for users logging in using desktop

32

Slide 33

Use of data and/or facts to draw inferences

South Asia Team
Excellence Award
ASQ • Quality • Innovation

Analysis Snapshot of potential causes (break-points) for insights on to-be-design

Ref 3.2

Statistical insights drawn through Hypothesis Testing

X3 — Is there a significant difference in **Day of the Week** on **Lead count?**

One Way Anova

Interval Plot of Lead vs Day
95% CI for the Mean

The pooled standard deviation is used to calculate the intervals.

Analysis of Variance

Source	DF	Adj SS	Adj MS	F-Value	P-Value
Day	6	371281	61880.2	902.42	0.000
Error	14	960	68.6		
Total	20	372241			

P-Value 0.000

Means

Day	N	Mean	StDev	95% CI
Sun	3	182.33	7.51	(172.08, 192.59)
Mon	3	500.00	9.17	(489.75, 510.25)
Tue	3	560.00	10.00	(549.75, 570.25)
Wed	3	580.00	10.00	(569.75, 590.25)
Thu	3	546.67	7.64	(536.41, 556.92)
Fri	3	602.33	7.51	(592.08, 612.59)
Sat	3	515.00	5.00	(504.75, 525.25)

Pooled StDev = 8.28079

- **Null Hypothesis H₀:** Day of the week has no impact on lead count
- **Alternative Hypothesis H₁:** Day of the week has a significant impact on lead count
- **Test Outcome** : P-value is less than 0.05, indicates there is a **statistically significant impact** of day of the week on lead count

Business Conclusion : There is a **statistically significant impact of the day of the week** on lead generation, with **Sunday performing the worst** and **Friday the best**.
One should consider this in planning lead generation activities or allocating resources

X4 — Is there a significant difference in **Plan Type** on **Lead count?**

Interval Plot of NOP vs Plan Name
95% CI for the Mean

Plan Name

The pooled standard deviation is used to calculate the intervals.

Analysis of Variance

Source	DF	Adj SS	Adj MS	F-Value	P-Value
Plan Name	5	6178	1235.5	7.08	0.000
Error	26	4536	174.5		
Total	31	10714			

P-Value 0.000

Means

Plan Name	N	Mean	StDev	95% CI
Max Life Fast Track Super	2	4.000	0.000	(-15.199, 23.199)
Max Life Flexi Wealth Advantage	9	25.22	5.70	(16.17, 34.27)
Max Life Online Savings Plan Wealth Solution_NC	1	1.000	*	(-26.152, 28.152)
Max Life Savings Advantage Plan	1	3.000	*	(-24.152, 30.152)
Max Life Smart Secure Plus Plan	14	40.93	18.13	(33.67, 48.19)
Max Life Smart Wealth Advantage	5	12.000	1.000	(-0.143, 24.143)

Pooled StDev = 13.2091

- **Null Hypothesis H₀:** Plan Type has no impact on lead count
- **Alternative Hypothesis H₁:** Plan Type has a significant impact on lead count
- **Test Outcome** : : P-value is less than 0.05, indicates there is a **statistically significant impact** of **Plan Type on lead count**

Business Conclusion : There is a **statistically significant difference in plan type on lead count.** Notably, the Max Life Smart Secure Plus Plan outperforms, while Max Life Fast Track Super and Online Savings Plan Wealth Solution exhibit lower numbers

X6 — Is there a significant difference in **Seller Tenure** on **Conversion Rate?**

Interval Plot of NOP vs ths
95% CI for the Mean

ths

The pooled standard deviation is used to calculate the intervals.

Analysis of Variance

Source	DF	Adj SS	Adj MS	F-Value	P-Value
ths	4	464.40	116.100	116.10	0.000
Error	10	10.00	1.000		
Total	14	474.40			

P-Value 0.000

Model Summary

S	R-sq	R-sq(adj)	R-sq(pred)
1	97.89%	97.05%	95.26%

- **Null Hypothesis H₀:** Seller Tenure has no impact on conversion rate
- **Alternative Hypothesis H₁:** Seller Tenure has significant impact on conversion rate
- **Test Outcome** : : **P-value is less than 0.05**, indicates there is a **statistically significant impact** of **Seller Tenure on conversion rate**

Business Conclusion : seller tenure significantly impacts conversion rates. Sellers with more **experience (12-18 months and above 24 months)** tend to have higher conversion rates compared to those with shorter tenure. Therefore, **targeting strategies for different tenure groups** may help optimize conversion rates

33

Slide 34

Use of data and/or facts to draw inferences

South Asia Team
Excellence Award
ASQ • Quality • Innovation

Analysis Snapshot of potential causes (break-points) for insights on to-be-design

Competition Analysis within and outside Life Industry helped evaluate potential design elements and other cross-sell models

Amazon (Cross-sell/Up-sell)

If any special offer is given when we purchase a policy it should be showcased in the banner

- Crosselling protection plans
- Easy to add
- Good visibility just above the buying option
- Can be given at the checkout section also

HDFC Life

Multiple design elements analyzed to identify possible design options
Digital Assets – Website | Chatbot | Whats App

	HDFC Life	ICICI PRUDENTIAL	amazon	Articles and Blogs	MAX LIFE
Ingress Point	• Customer service dash board • Application home page	• Customer service dash board	• After selecting product • Check out page	• Article page	• Customer service dash board • Thank you page
Type	• Banner	• Banner	• Banner and Text	• Hyperlink + Image	• Banner
Positioning	• Top of the screen(on App) • Bottom of the page (Dash board)	• Bottom of the page (Dash board)	• After product description • Left hand section (Web) • Below Payment Review	• End of the article • After a product description	• Top of the screen(on App) • Left hand side of the page (website)
Findability	✅ Easy	❌ Hard	✅ Easy, but congested information	✅ Easy	✅ Easy
Product relevance	❌ Generic Products	❌ Generic Products	✅ Relevant Products	✅ Relevant Products	❌ Generic Products
Post click screen	• Product description • Buying Page	• Product description • Buying Page	• Adds to the cart	• Hyperlink	• We will contact you shortly message
Ease of purchase	❌ Bit confusing	❌ Bit confusing	✅ Easy	• Depends on hyperlink	❌ Can't buy online
Product comparison	❌ Not Available	❌ Not Available	✅ Available	• Article/blog dependent	❌ Not Available
Offers Section	❌ Not Available	❌ Not Available	✅ Available (Good visibility)		✅ Available (but Hidden)

34

Slide 35

Use of data and/or facts to draw inferences

South Asia Team Excellence Award · Quality · Innovation

Through GEMBA, 5-Why, Competition Study & Hypothesis of prioritized causes we **identified problems** & **mapped possible solution alternatives**, that got further prioritized using **Solution Selection Matrix**

Step 3: Impact*9 + Cost*9 + Ease*9 = Final Score
>=180 – Solution Approved
<180 – Solution Discarded

Theme	Prioritized Cause	Problem (Step 1)	Possible Solution Alternative (Step 2)	Impact	Cost	Ease	Time	Total
Asset Layout	Product Nudge	Absence of Product Nudge	1. Two products	54	27	72	27	180
			2. Three products	72	27	72	36	207
			3. Single product	27	18	72	18	159
	Optimized Nudge Positioning	Absence of right spot to place the nudge to gain maximum customer attention	1. Placement on landing page	63	36	72	45	216
			2. Placement on servicing page	45	45	18	63	171
			3. Placement on servicing & log-out page	54	45	9	63	171
			4. Placement on landing & log-out page	81	36	72	45	234
	Relevant Product Offering	Absence of Product Choices	1. Banners of top contributing product	81	27	54	36	229
			2. Banner of online term product only	36	27	54	27	144
Traffic Generation	Generate Traffic Organically	Ways to drive more customers to digital assets missing	1. Push SMS campaigns led by marketing	27	18	72	18	159
			2. Embed links in the ongoing communication to bring customer on digital assets	63	36	72	45	216
			3. Special theme based pull campaigns	72	18	27	54	171
Lead Generation	Identification of Quality Leads	No option to capture response confirming 'interest to buy'	1. Give indirect CTA (call to action) of 'know more' to avoid drop out at first step	27	18	27	63	135
			2. Give clear CTA 'to buy' to filter cold leads	81	18	72	54	225
	Quick Connect	No mechanism increasing risk of losing hot leads to competition	1. Day end file allocation to tele-callers	18	18	36	27	99
			2. Auto lead transfer to seller	63	45	54	63	225
			3. Real time calling on auto lead transfer to TC	81	45	54	63	243
Lead Fulfillment	Ease of lead allocation to sellers	Absence of allocation route	1. Excel based allocation	27	18	27	63	135
			2. Auto lead allocation in sales tool, mSmart	72	72	72	72	288
			3. Manual lead file upload in sales tool, mSmart	63	18	72	45	198
Channel Alignment	Seller conviction in digital leads	No prior experience to show success	1. Showcase competition model & benefits	36	27	54	27	144
			2. Multi-layered launch & communication series	81	36	72	45	234

Snapshot | Design Element 1 | Design Element 2

35

Slide 36

Use of data and/or facts to draw inferences

South Asia Team Excellence Award · Quality · Innovation

Pros & cons of multiple design options were deliberated, basis which **5 Potential Designs emerged** for end-to-end process model. **Solution Selection Matrix** helped finalize the **Most Viable Process Design (Design 2)**

Prioritisation of Design Options

Snapshot : Solution Selection Matrix

Impact*9 + Cost*9 + Ease*9 = Final Score
>=180 – Solution Approved
<180 – Solution Discarded

01 Generate Interest on Asset & allocate leads directly to sellers

02 Real time customer connect by Tele-callers followed by lead conversion via Seller

03 Generate interest on Asset with Three-Way Conference from Warm up to Sale *(Customer - Tele Caller – Seller)*

04 Generate interest & assign leads to tele-calling team for conversion

05 Self-serve online purchase

Potential Solution Design	Impact	Cost	Ease	Time	Total
Design 1 Generate Interest on Asset & allocate leads directly to sellers	36	27	36	36	135
Design 2 Real time customer connect by Tele-callers followed by Lead conversion via Seller	72	45	63	45	243
Design 3 Generate interest on Asset with Three-Way Conference from Warm up to Sale	18	27	72	36	153
Design 4 Generate interest on asset & & assign leads to tele-calling team for conversion	45	45	18	63	171
Design 5 Self-serve online purchase*	81	54	54	63	252

*Future stage design also envisaged at this stage and was later scoped for development in phase 2

36

Slide 37

Criteria
Item No – 3.3

Use of data and/or facts to draw inferences

South Asia Team
Excellence Award
ASQ • Quality • Innovation

Design Flow

Understanding the New Design, **Insta lead warm-up by tele-callers** followed by **conversion through seller**, called **'D2S'** or **'Digital to Sales'**
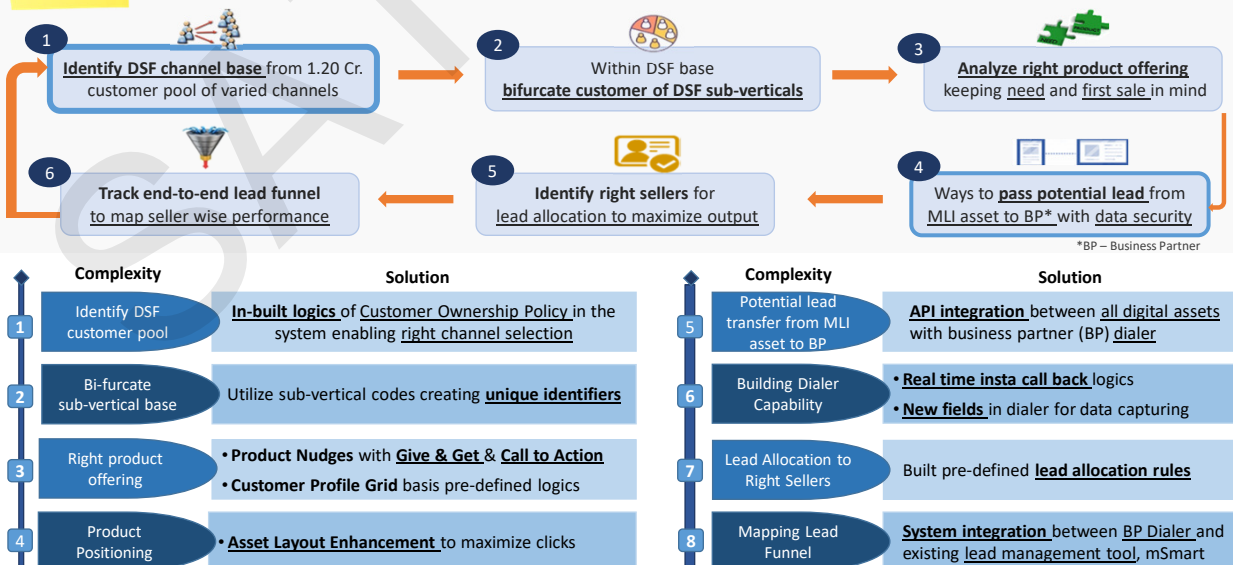
Customer logs into **Max Life Digital Assets (Website | Chabot | WhatsApp)** → Customer Clicks on **Product Banners** sharing 'Interest to buy'   **Auto Lead Transfer** → **Insta Call** by Tele-Calling Team to **Warm-Up & Pre-Fix Appointment**

Existing Customer

New Product Banner   CLICK

✓ Appointment SMS to Customer
✓ Auto nudge to Seller

Auto Lead Transfer

System based **Lead Assignment to Seller** → Seller meets Customer to **close the Sale** → **New Product Sold** and Dashboard published

SOLD

Transforming D2S into a self-serve online purchase journey was envisaged as the end stated, future design and scoped for development in phase 2

37

Slide 38

Criteria
Item No – 3.3

Use of data and/or facts to draw inferences

South Asia Team
Excellence Award
ASQ • Quality • Innovation

Design Complexities and Solves

Understanding key Complexities in developing the final Design and **Solution elements designed to solve them**

1. **Identify DSF channel base** from 1.20 Cr. customer pool of varied channels →
2. Within DSF base **bifurcate customer of DSF sub-verticals** →
3. **Analyze right product offering** keeping <u>need</u> and <u>first sale</u> in mind →
4. Ways to **pass potential lead** from MLI asset to BP* with data security
5. **Identify right sellers** for lead allocation to maximize output
6. **Track end-to-end lead funnel** to map seller wise performance

*BP – Business Partner

#	Complexity	Solution
1	Identify DSF customer pool	**In-built logics** of <u>Customer Ownership Policy</u> in the system enabling <u>right channel selection</u>
2	Bi-furcate sub-vertical base	Utilize sub-vertical codes creating **unique identifiers**
3	Right product offering	• **Product Nudges** with <u>Give & Get</u> & <u>Call to Action</u> • **Customer Profile Grid** basis pre-defined logics
4	Product Positioning	• **Asset Layout Enhancement** to maximize clicks

#	Complexity	Solution
5	Potential lead transfer from MLI asset to BP	**API integration** between <u>all digital assets</u> with business partner (BP) <u>dialer</u>
6	Building Dialer Capability	• **Real time insta call back** logics • **New fields** in dialer for data capturing
7	Lead Allocation to Right Sellers	Built pre-defined **lead allocation rules**
8	Mapping Lead Funnel	**System integration** between <u>BP Dialer</u> and existing <u>lead management tool</u>, mSmart

38

Use of data and/or facts to draw inferences

Pre-Design Solution validation

Failure Mode Effect Analysis **(FMEA)** conducted to identify **potential failures** in the **to-be design** enabling **team to incorporate mitigation steps** while **designing the prototype and fulfillment process**

Snapshot of FMEA at pre-design stage

Process Name - D2S
Prepared by - Shweta Sahni, Naveen Joshi, Anandhan Mahendran
Date & Version No - May'23 Ver 1.0
Impact Rating Description - High - =/greater than 180, Medium - 100 to 180, Low : Less than 100

S.no	Process Step	Potential Failure	Potential Effect(s) of Failure	SEV	Potential Cause(s)/ Mechanism(s) of Failure	PRO	Current Design/Process Controls	DET	RPN (E*G*I)	Recommended Action(s)
1	Existing customer clicks on product banner in website/whats app/chatbot	Customer does not see/click the banner	Low volume generation at top of the funnel	9	1. Weak banner positioning 2. CTA not compelling 3. No enough products shown	5	Validation of design elements through customer/field sales at protype stage to capture feedback	3	135	Digital team to conduct monthly analytics on customer responses for contineous fixes basis response study
2	Auto lead transferred to dialler	Leads don't pass due to dialler	Drop in top of the funnel	9	Back-end logic error	5	UAT at development stage ensuring leads pass basis defined logics	4	180	Maintain daily lead log to evaluate drop in count
3	Real time call back made	Delay in call back despite lead passing to dialler	Lost opportunity as customer may buy from elsewhere	9	1. Customer logs in non working hours 2. Callers busy at same time	7	Reports available for tracking call drops	3	189	Deployement of appropriate headcount basis volume calculation
4	Tele-caller engages with customer to warm up the lead	Difficulty in call opening & poor connect established	Low volumes in warm leads	8	1. Improper training 2. Limited product knowledge	7	No process to enable team as new process	6	336	1. Structured Scripts, Product Sessions & Role Plays 2. Call audit process
5	Interested customer lead file passed to HO for mSmart upload	File not shared the same day	Delay in lead allocation to seller reducing chances of getting a customer meeting	7	Team leader at BP might skip due to other priorties	3	Daily MIS published on leads generated to process supervisor	3	63	Process Supervisor to track daily reporting on whats app/emails
6	Lead uploaded in seller tool, mSmart	File not uploaded or delayed upload	Delay in lead allocation to seller reducing chances of getting a customer meeting	8	De-priratised over other tasks	7	Process supervisor to seek email confirmation from HO daily	3	168	Transition from manual to auto lead upload in seller tool, mSmart
7	Seller fixes meeting with customer to close the call	Meeting not done	Low conversion	9	1. Not prioratised as led count is low 2. Skips keeping track	8	Dashboards with open leads to be published	3	216	Pre-meeting auto reminders
8	Dashboard published by HO team	Improper/untimely reporting	Drop in funnel due to poor governance	7	Low priority at BP with process being new	4	Fix responsibility at BP	2	56	1. Freeze MIS templates 2. Process Supervisor to report day end status on whats app/emails

39

39

Solution Design and Validation

Ref 1.2

In-depth data analysis of Customer Base & recently sourced products helped design the **'Customer Profile Grid'** enabling us to showcase **'need based product banners'**

Snapshots Solution Elements

Customer Profile Grid
Smart logics in-built in digital assets to showcase **need based product banners**

5 relevant Product nudges designed as Banners & Video Bytes with **'Give & Get'** and **'CTA'** (call to action) to quality leads

Age	Income	Existing Product	Product Recommendation 1	Product Recommendation 2
<50	<5L	Non Par	SWIP	FWAP
		Par	SWAG	FWAP
		ULIP	SWAG	SWIP
		Term	SWAG	SWIP
	>5L	Non Par	SSPP	SWIP
		Par	SSPP	SWAG
		ULIP	SSPP	SWIP
		Annuity	SSPP	SWIP
>50	<5L	Non Par	SWIP	GLIP
		Par	SWAG	GLIP
		ULIP	SWAG	SWIP
		Term	SWAG	GLIP
	>5L	Non Par	GLIP	SWIP
		Par	GLIP	SWAG
		ULIP	GLIP	SWIP
		Annuity	SWAG	SWIP

Existing Plan
Term Plan

Logic 1

Current Profile
Age <50 | Income >5 Lac

Logic 2

Product Recommendation 1
SWAG Plan

Logic 3

Product Recommendation 2
SWIP Plan

Pay ₹1 Lakh per year for 8 years
Get ₹34.5 L* as lifelong income
Buy Now

Pay ₹10 Lakhs for 10 years (single premium)
Get ₹1.19 L* as annuity per year
Buy Now

Pay ₹1 Lakh per year for 10 years
Get ₹52.4 L as maturity benefit (for 50 years policy term)
Buy Now

40

40

41

42

Slide 43

Criteria Item No – 3.4

Solution Design and Validation

Multiple validation approaches

We validated the solution designed with customers & sellers through **Focus Group Discussions** and **Run Pilots** before deployment of process design

Standard Organizational process to **Solution Validation** → Prioritize Solutions → Run Pilot (POC) → Capture VOC → **Course Correction & Full Scale Deployment**

Step 1 VOC — **Focus Group Discussions** with **100 Customers & Advisors**

Step 2 POC — **Pilot Test in 2 Regions** with maximum customer transactions on our digital assets

Step 1 — **Focus Group with Customers (Sample size : 60)**
- Digital Assets Walkthrough
- Inputs captured on various journey elements (ease, content, speed)

Step 2 — **Focus Groups with Sellers (Sample Size : 40)**
- Walkthrough of product offerings being shown on digital assets
- Inputs on lead generation process

Step 3 — **VOC Prioritization & Deployment**
- Prioritized VOC basis customer & seller ranking deployed in solution design

Examples of POC Findings & Course Correction

Hotjar & Google analytics tools to evaluate website page performance
- ○ Helped in suitable positioning of Product banners e.g. Premium Payment
- ○ Need to de-clutter log out page

Call recoding & calibrations held for business partner calling team
- ○ Surfaced the need for deploying language specific callers

Study of Lead Funnel data
- ○ Seller not meeting on scheduled date keeping meeting rate low
- ○ Customer meetings not done in locations with no seller presence

43

Slide 44

Criteria Item No – 3.4

Solution Design and Validation

Multiple validation approaches

Post FMEA saw **drop in RPN score** at pre-pilot stage

Process Name - D2S
Prepared by - Shweta Sahni, Naveen Joshi, Anandhan Mahendran | **Reviewed & Approved by** - Pushpendra Singhal
Date & Version No - V 1.0 27th Jul'23

S.no	Process Step	Potential Failure	Potential Effect(s) of Failure	SEV	Potential Cause(s)/ Mechanism(s) of Failure	PRO	Current Design/Process Controls	DET	Pre RPN	Post RPN	Recommended Action(s)
1	Exsisting customer clicks on banner in website/whats app/chatbot	Customer does not see/click the banner	Low volume generation at top of the funnel	9	1. Weak banner positioning 2. CTA not clear 3. Not enough products shown	5	Validation of design elements through customer/field sales at prototype stage to capture feedback	3	135	130	Digital team to conduct monthly analytics on customer responses for contineous fixes basis response study
2	Auto lead transfer to dialler	Leads don't pass through dialler	Drop in top of the funnel	9	Back-end logic error	5	UAT at develoment stage ensuring leads pass basis defined logics	4	180	81	Maintain daily lead log to evaluate drop in count
3	Real time call back made	Delay in call back despite leads passing to dialler	Lost opportunity as customer may buy from elsewhere	9	1. Customer logs in non working hour 2. Callers busy at same time	7	Reports available to tracking call drops	3	189	162	Deployement of appropriate headcount basis volume calculation
4	Tele-caller engages with customer to warm-up the lead	Difficulty in call opening and poor connection established	Low volumes in warm leads	8	1. Improper training 2. Limited product knowledge	7	No training process currently in place	6	336	168	1. Structured scripts, product sessions & role plays 2. Call audit process
5	Interested customer lead files passed to HO for mSmart upload	File not shared the same day	Delay in lead allocation to seller reducing chances of getting a customer meeting	7	Team leader at BP might skip due to other priorities	3	Daily MIS published on leads generated to process supervisor	3	63	63	Process supervisor to track daily reporting on whats app/emails
6	Lead uploaded in seller tool, mSmart	File not uploaded or delayed upload	Delay in lead allocation to seller reducing chances of getting a customer meeting	8	De-prioritised over other tasks	7	Process supervisor to seek email confirmation from HO daily	3	168	72	Transition from manual to auto lead upload in seller tool, mSmart
7	Siller fixes meeting with customer to close the call	Meeting not done	Low conversion	9	1. Not prioratised as lead count is low 2. Skips keeping track	8	Dashboards with open leads to be published	3	216	162	Pre-meeting auto reminders
8	Dashboard published by HO team	Improper/untimely reporting	Drop in funnel due to poort governance	7	Low priority at BP with process being new	4	Fix responsibility at BP	2	56	42	1. Freeze MIS templates 2. Process supervisor to report day end status on whats app/email

44

Slide 45

Solution Design and Validation

Solution Justification through **Cost-Benefit-Analysis** was done leading to **POC approvals from Finance & Project Sponsors**

How justified

S.no	Cost Elements	Year 1 (Rs. Crs.)	Year 2 (Rs. Crs.)	Total (Rs. Crs.)
(A) CAPEX (Fixed Capital Cost)				**1.48**
1	In-built Customer Ownership Policy rule engine on digital assets	0.24	-	0.24
2	In-built suppression logics prior to lead transfer	0.18	-	0.18
3	Integration of digital assets to business partner dialer	0.21	-	0.21
4	Designing of product banners & video bytes	0.09	-	0.09
5	Re-designing of digital assets	0.12	-	0.12
6	Dialer customization at business partner	0.21	-	0.21
7	Integration b/w dialer and sales lead management system	0.11	-	0.11
8	End state DIY journey	0.32	-	0.32
(B) OPEX (Recurring Operating Cost)				**0.84**
8	Tele-caller cost	0.08	0.11	0.19
9	Virtual seller cost	0.1	0.15	0.25
10	Training Cost	0.05	0.1	0.15
11	Digital asset / dialer development cost	0.1	0.15	0.25
Total Cost Capex + Opex		1.81	0.51	2.32
Expected Business Impact (Rs. Crs.)		25	38	63
Net Business Impact (Rs. Crs.)		23.19	37.49	60.68

45

45

Slide 46

Solution Design and Validation

Pilot Execution Plan and **Performance Dashboards** were developed as pre-requisite to Pilot Launch

Pilot readiness

1 **Snapshot – Pilot Execution Plan** with actions categorized into PPT for systematic deployment

People / Process / Technology

Sr. no	Action Item	Responsibility	Timelines	PPT Category
1	Resource calculation with CBA	Naveen/Shweta	2nd May	People
2	Resource allocation at BP	Salil	4th May	People
3	Design Training Content, Scripts	Salil	7th May	People
4	MOS alignment of channel leadership	Vineet/Shweta	3rd May	People
5	Conduct analysis & design Profile Grid	Prateek	8th May	Process
6	Design back-end integration flowchart	Shilpa	10th May	Process
7	Finalize lead allocation strategy	Vineet/Varun	11th May	Process
8	Finalize products & USPs for banners	Kriti/Nirjhar	13th May	Process
9	Design framework of digital assets	Kaif	10th May	Tech
10	Develop system logics for lead transfer	Sadika	12th May	Tech
11	Built suppression logics in system	Sadika	14th May	Tech
12	API integration b/w Asset & Dialer	Shilpa/Sadika	22nd May	Tech
13	Integration b/w Dialer & mSmart	Vineet	July	Tech

2 **Snapshots – POC Dashboards** designed & approved pre launch

Funnel View

Overall D2S Funnel Dashboard (Daily)

Parameters	June	%	July	%	YTD	%
Call Transfer						
YTC						
NC						
Connected						
Lead Generated						
Call Back						
Not Interested						
Allocated in Field						
Contacted by seller						
Meeting Done						
NOP						
Conversion on Meeting						
Conversion on Leads						
Adj MFYP (Lac)						

Template

Sub-Vertical View on Seller Meetings

Vertical Wise	Total Leads	Meeting Done	Meeting %	Meeting Not done
Loyalty				
Elite				
Sparc				
Total				

46

46

23

Slide 47

Solution Design and Validation

Pilot launched successfully in **DSF** on **1st June**. Top to bottom **funnel metrics defined** & **MOS tracked.**
Correction Measures taken basis **Learnings & Feedbacks** from data & insights

South Asia Team Excellence Award — ASQ • Quality • Innovation

Pilot went live on 1st June with well defined funnel

Metric	MOS	Jun Actual	Jul Actual
Banner Clicks	4000	2385	4795 ⬆
Call Connects	65%	55% (1308)	61% (2932) ⬆
Lead Rate	25%	16% (210)	22% (658) ⬆
Meeting Rate	45%	37%	48% ⬆
Conversion (Meeting to Sales)	7%	4%	7% ⬆
Sales Volume	20	2	14 ⬆
Penetration (Leads to Sales)	3.2%	1.4%	5% ⬆
Ticket Size	30000	22000	83714 ⬆
Rs. Val (in Lac)	11	0.45	11.9 ⬆

Learning & Course Correction basis Data & Feedback

Connect Rate

Absence of real time connect with 45% customers clicking banners in non-working hours mostly in weekdays impacting connect rate (55% vs 65% goal)
- **Increased resources** from 3 to 5 dedicated callers
- **Staggered shifts** from 8am to 8pm, earlier 9am to 6pm
- **Calling strategy** to shift **from FIFO to LIFO+FIFO**
- Focus on increasing banner clicks
- Auto trigger product brochure on what's app
- Enable BOT chat facility

Lead Rate

49% customers wanted Query Resolution or Did not realize clicking banner impacting lead rate (16% vs 45% goal)
- Shift from 'sales' to **Service + Sales Script** for interest generation
- Structured **Role Play, Call Calibration** & **Audits**
- **Tele-caller incentive** announced

Meeting Rate

Seller not meeting on scheduled date keeping meeting rate low (37% vs 45% goal)
- **Introduce PFA**, pre-fix appointment by callers
- Lead allocation to **Dedicated pool of Performing Tenured Sellers to maximize penetration**
- **Insta Whats App** reminder to Seller through Vymo
- 15 minute **pre-appointment reminder calls** to seller
- **Real time lead transfer** to VYMO effective

Conversion

Ask for 'assisted online sale & unable to source in non CAT locations (4% vs 7% goal)
- **Deploy Virtual Sellers for assisted online sales**
- **Jugalband Sessions** b/w sellers and callers
- **Seller contest** announced
- Sharp MIS & leadership reviews

47

Slide 48

Project Summary Template

DMADV phase wise tools used with **clear understanding** of the **purpose & conclusions drawn**

South Asia Team Excellence Award — ASQ • Quality • Innovation

Project Template

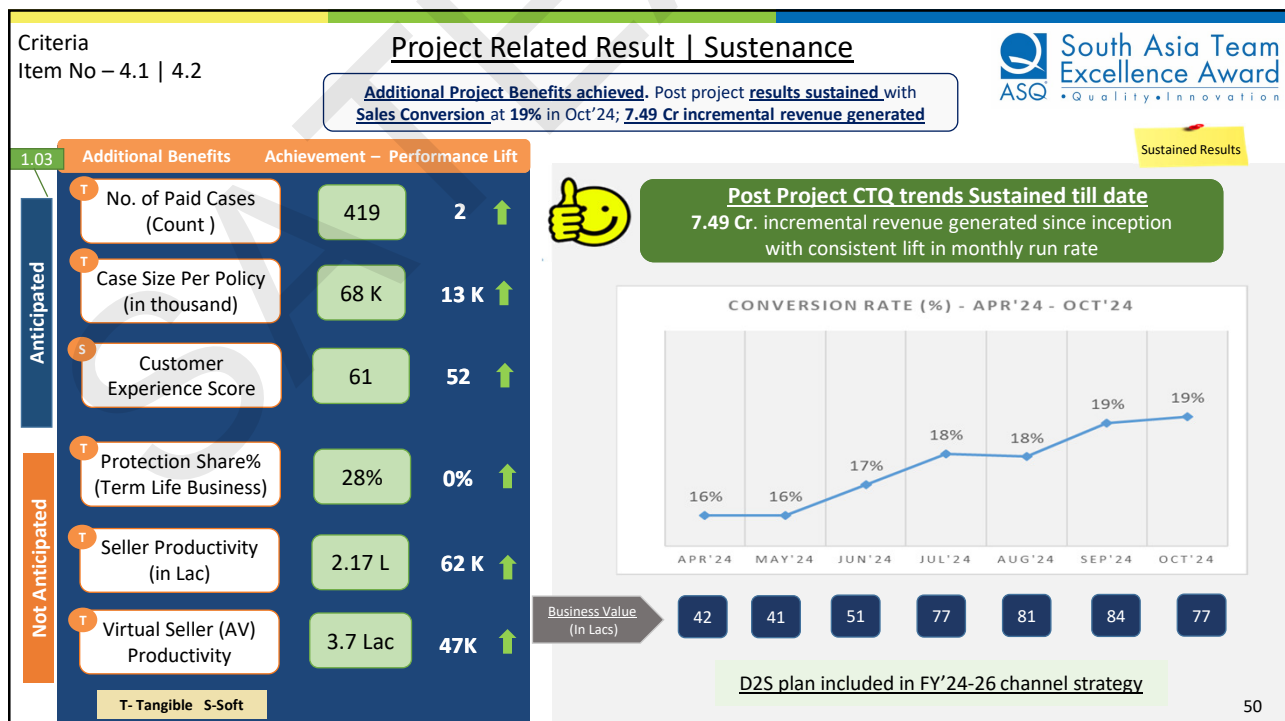| Phase	Tool	Purpose	Conclusion
Define	• Questionnaire based VOC, VOB • Internal External Benchmarking • SIPOC • Project Charter • Process Mapping (FDC) • Stakeholder Analysis • Communication Plan • ARMI • GRPI	• To capture voice of customer/business • To study similar models in E-com within & outside the company • To envisage & study high level process, interlinkages & stakeholder identification • To draw a clear project plan (business case, goal, scope, timelines, impact, team) • To envisage detailed process design, study decision points & hand-off in process • To prioritize stakeholders/team members • To define team routines and governance structure • To identify stakeholder role across DMADV • To build team understanding on Goals, Roles, Process & Interpersonal issues	• Understanding of customer/business requirements and pain points • Gained clarity for digitally enabled sales model, CTQ & Baseline defined • 7 internal and 2 external stakeholders identified • Established clear outline & alignment leading to formal project kick-off • Helped preempt the potential gaps in the 'to-be design' envisaged • Influence, Interest & support mapped to derive Prioritization Rank • Alignment across stakeholders on level & frequency of communication • Established uniform understanding of expectations & roles • GRPI Score attained and corrective actions taken to overcome gap areas
Measure	• Survey • Brainstorming • Affinity Diagram • **Control-Impact Matrix** ✔ • Operational Definition • Data Measurement & Collection Plan • GRPI	• To understand customer needs & preferences • To capture potential causes or break points in 'to-be' design • To organize potential causes or break points into themes basis their natural affinity • To prioritize potential causes 'to be addressed in the final design' • To built uniform understanding of input and output parameters • To finalize data requirement and plan • To build team understanding on Goals, Roles, Process & Interpersonal issues	• Derived inputs for system and process 'to be design' • 28 potential causes or break points identified (for inclusion in to-be design) • 5 themes derived basis which 2 design elements identified • **19 potential causes (break points) prioritized** (for inclusion in to-be design) ✔ • Common team understanding of parameters established • Data collection of prioritized causes with ease & accuracy • GRPI Score attained and corrective actions taken to overcome gap areas
Analyze	• Competition Analysis • Process Study: GEMBA • Digital System Study • 5 Why • Hypothesis Testing • Solution Brainstorming • Solution Selection Matrix • Pre-FMEA • GRPI	• To evaluate potential design elements & map other cross-sell models • To study other digital sales journey and tele-calling processes • To evaluate gaps in as-is digital journey & analyze page wise performance • To identify causes of potential gaps identified in as is digital & cross-sell journey • To statistically validate high impacting potential causes • To identify potential designs • To compare design alternative and prioritize • To identify potential failure modes in the to-be solution design • To build team understanding on Goals, Roles, Process & Interpersonal issues	• Potential design options arrived at • Potential problems & solution alternatives identified for 19 potential causes (break-points) • Potential problems & solution alternatives for 19 potential causes (break points) • Root cause of gaps in as-is journey arrived at • Root causes validated through data completed • 5 potential design solutions finalized • Most viable design solution prioritized for prototype • Potential failures with high RPN & mitigation steps in to-be design finalized • GRPI Score attained and corrective actions taken to overcome gap areas
Design	• Prototype • Solution Validation Survey • Post-FMEA • Scorecard • Pilot Execution Plan • GRPI	• To visualize the model and its multiple solution elements • To validate the solution built from end customer & internal stakeholders • To compare RPN (Risk Priority Number) with pre FMEA RPN • To design a score card on input,process,output parameters for monitoring • To outline the action item wise execution plan for smooth & timely pilot run • To build team understanding on Goals, Roles, Process & Interpersonal issues	• Feedback gathered, iterations done and approval on design received • End customer & stakeholder go ahead of the solution design • Lower RPN for potential gaps attained in comparison to pre-FMEA • On-time availability of robust scorecards to enable performance monitoring • Organized & timely execution and monitoring of pilot • GRPI Score attained and corrective actions taken to overcome gap areas
Verify	• Pilot Test • Control Plan • Control Chart • Scorecards • SOP • Lessons Learnt • Scale-up Plan • GRPI	• To validate the new design and outcomes • To define input process outcome indicators • To track process stability (Chart) • To monitor performance across parameters against defined targets • To document step by step process and KPIs • To record lessons learnt • To outline a clear project plan for seamless scale-up • To build team understanding on Goals, Roles, Process & Interpersonal issues	• Design readiness for scale-up established • Clearly drawn indicators and targets to drive sustenance • Established that process is stable with no data point outside control limit • Governance of performance parameters against targets • Well defined end to end process enabling ease of process transfer • Timely course corrections & formation of repository for future reference • Easy replication of model across other channels • Final GRPI Score attained showcasing trend of team score across phases

48

Criteria
Item No – 4.1

Project Related Result

South Asia Team
Excellence Award
ASQ • Quality • Innovation

Project CTQ of **17% Sales Conversion achieved** against the **goal of 15%** with **2.93 cr. incremental revenue** & annualized **12cr.** impact for DSF ; Other **funnel metrics improved** substantially

Project Outcomes

Project Goal : Sales conversion from **0%** to 15% by Mar'24
Result : 17% sales conversion with **2.93 Cr. incremental revenue** for DSF channel in FY'24

17%
Conversion Lift
2.93 Cr.
0%

Pre Project
(Apr'23 Conversion%)

Post Project Scale-Up
(Mar'24 Conversion%)

Project Control
CTQ met : 17% actual vs 15% projected goal

Project Period CTQ Trends (Sales Conversion %)

Conversion Target (%)
Actual Sales Conversion%

During Scale-up
During POC

	June'23	Jul'23	Aug'23	Sep'23	Oct'23	Nov'23	Dec'23	Jan'24	Feb'24	Mar'24
Target	4%	5%	7%	7%	9%	10%	12%	12%	11%	15%
Actual	3%	7%	15%	14%	10%	15%	15%	14%	10%	17%

CTQ Sales Conversion

| Business Value (In Cr) | 0.0046 | 0.12 | 0.14 | 0.20 | 0.14 | 0.10 | 0.35 | 0.43 | 0.38 | 1.06 |

Ref 1.2

Project Funnel Metrics
POC vs Scale-up
(Jun'23 vs Mar'24)

Banner Click # (Customer showing Interest)
improved from 2300 to 6900
Total 44K customer clicks during project

2300 (Jun'23)   6900 (Mar'24)

Banner Click # on Website & What's showing interest to buy

Lead Rate (% Customers agreed to buy new plan)
improved from 16% to 71%

16% (Jun'23)   71% (Mar'24)

Leads generated from contacted customer by tele-calling team

Sales Meeting (% customer met against Leads)
improved from 37% to 43%

37% (Jun'23)   43% (Mar'24)

Customer meetings done by sellers

49

49

Criteria
Item No – 4.1 | 4.2

Project Related Result | Sustenance

South Asia Team
Excellence Award
ASQ • Quality • Innovation

Additional Project Benefits achieved. Post project **results sustained** with
Sales Conversion at 19% in Oct'24; **7.49 Cr incremental revenue generated**

Sustained Results

1.03

Additional Benefits	Achievement – Performance Lift	
Anticipated		
No. of Paid Cases (Count)	419	2 ↑
Case Size Per Policy (in thousand)	68 K	13 K ↑
Customer Experience Score	61	52 ↑
Not Anticipated		
Protection Share% (Term Life Business)	28%	0% ↑
Seller Productivity (in Lac)	2.17 L	62 K ↑
Virtual Seller (AV) Productivity	3.7 Lac	47K ↑

T- Tangible   S-Soft

Post Project CTQ trends Sustained till date
7.49 Cr. incremental revenue generated since inception with consistent lift in monthly run rate

CONVERSION RATE (%) - APR'24 - OCT'24

APR'24	MAY'24	JUN'24	JUL'24	AUG'24	SEP'24	OCT'24
16%	16%	17%	18%	18%	19%	19%

Business Value (In Lacs)

| 42 | 41 | 51 | 77 | 81 | 84 | 77 |

D2S plan included in FY'24-26 channel strategy

50

50

Slide 1

Criteria Item No – 4.2

Sustenance

Performance **Score Cards**, **Control Plan**, **Control Chart**, **Call Audits**, **Target Allocation** **Structured Reviews** are some of the Control Measures in place for driving sustenance

Snapshots Control Measures

Process Control System Developed
To define control limit of performance indicators

Input Process Outcome Indicator	Control Limit	Checking Item	Frequency	Responsibility
Banner Clicks #	>=4k Banner Clicks	D2S MIS	Daily	DSF BP (Ravikant)
Lead Rate %	>=25% Lead generation	D2S MIS	Daily	DSF BP (Ravikant)
Conversion %	>=7% Conversion (meeting to NOP)	D2S MIS	Daily	DSF BP (Ravikant)
Penetration %	>=4% penetration (leads to NOP)	D2S MIS	Daily	DSF BP (Ravikant)

Control Chart
To determine & monitor process stability

I-MR Chart of Penetration

UCL=10.97%, X̄=5.39%, LCL=-0.20%
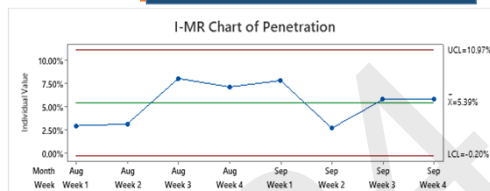
D2S Dashboard Introduced
To track input-process-output indicators

Parameters	Overall Mar (On Applied)	%	Overall YTD	%
Call Transfer	6903	-	44975	100%
YTC	304	4%	308	1%
NC	1953	30%	11978	27%
Connected	4646	70%	32689	73%
Lead Generated	3316	71%	11729	36%
Call Back	566	12%	7836	24%
Not Interested	764	16%	13124	40%
Allocated in Field	1260	38%	5401	46%
Contacted by seller	815	65%	4377	81%
Meeting Done	539	43%	2710	50%
NOP	193		449	
Conversion on Meeting	23%		17%	
Conversion on Leads	7%		5%	
Adj MFYP (Lac)	96.21		242.63	
AFYP (Lac)	112.87		278.96	
Ticket Size	0.50		0.54	

Process SOP Documented
For standardization & saved in BPM folder

MAX LIFE INSURANCE

Standard Operating Procedure
- Function – Distribution (DSF Channel, Agency
- Process – D2S: Digital to Sales
- Function Head – Anurag Gupta
- Process Owner – Pushpendra Singhal

Version No: Draft 1.0
Release Date: 15/10/2023
Document Classification: Internal

Internal

1. INTRODUCTION
   1.1 PURPOSE
   The purpose of this document is to define the standard operating procedures for the D2S (Digital to Sales) Model. The processes defined in the document are new and an outcome of the POC conducted in DSF channel. These will be further replicated in other channels like Agency, Axis as part of scale-up plan for D2S. The objective is to document the end to end process from start point of existing customer logging on Max Life Digital Assets till lead conversion by seller.
   1.2 SCOPE
   - In Scope: Customer: Existing customer | Digital Assets: Website, Chatbot, WhatsApp | Channel: DSF (POC & Ph-1), Axis, Agency | Verticals: DSF: Loyalty, Sparc, Elite | Geography: PAN India
   - Out of Scope: Non-DSF, Prospects, Leads from sources other than digital
   - Process start point: Existing customer log-in to complete DIY journey for their policy
   - Process end point: Lead conversion by sellers
   1.3 ACRONYMS AND DEFINITIONS

D2S Targets added in Annual Business Plan
To set accountability of field sales team

187 Cr → 230 Cr. → 299 Cr. → 518 Cr.

12 Cr. D2S Plan (FY'26)

51

Slide 2

Criteria Item No – 4.3

Future Opportunities
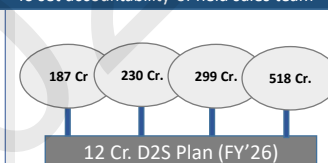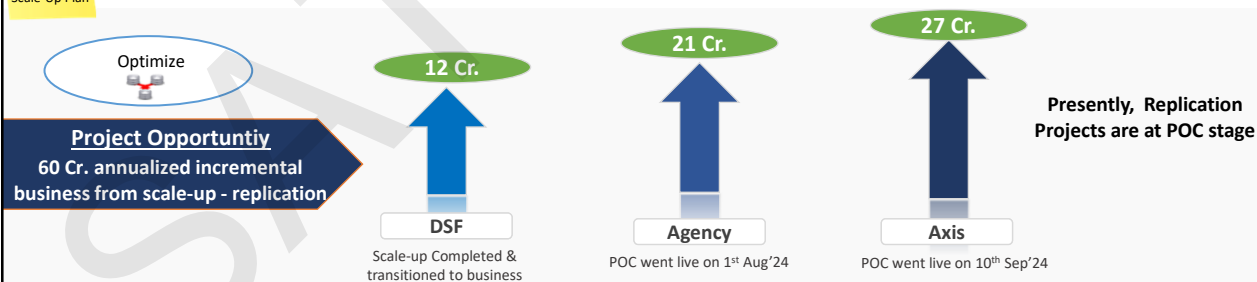
POC milestones achieved **establishing D2S as a viable business model** for incremental revenue, leading to formal leadership sign-off to **Scale-up & Replicate model** in other channels with **60 Cr. revenue opportunity**

Scale-Up Plan

Optimize

Project Opportuntiy
60 Cr. annualized incremental business from scale-up - replication

12 Cr. — DSF — Scale-up Completed & transitioned to business

21 Cr. — Agency — POC went live on 1st Aug'24

27 Cr. — Axis — POC went live on 10th Sep'24

Presently, Replication Projects are at POC stage

Future Journey Prototype - 3 Step Self Serve Online Purchase Journey for seamless Customer Experience

Step 1: Customer Clicks Product Banner

Pay ₹1 Lakh per year for 10 years | Get ₹52.4 L as maturity benefit (for 50 years policy term)
Buy Now

Step 2 : Updates Information & Documents

Step 2/3 You are seconds away from securing your family!
Your Estimated Premium is ₹ 10,000 Monthly
View Premium Summary

Step 3: Makes Payment Completing the Journey

Payment Successful!
On the due date, your premium will be debited automatically
Max Life Smart Fixed-return Digital Plan (192654945)

Setup Auto Debit
To complete the process you need to setup the E-Mandate registration.

52

Lessons Learnt

Learnings documented & maintained in **Quality Repository**
Project Storyboard published Org.wide as part of **project closure communication**

Standard approach to sharing lessons learnt

Learnings from data & insighting → Solves Deployed → Repository Maintained in central drive → Project Storyboard enclosed in org. wide Project Closure mail

Learning Area	Learning Captured	Mitigation Steps (Solve)	Solve Type	Impact	Ownership
Interest Generation on Digital Asset	• Customers click product banner by mistake but don't want new plan • 45% banner clicks in non-working hours	• **Specify CTA** (call to action) button as 'Buy Now' & not 'Know More' • Changes in calling strategy from FIFO to **FIFO+LIFO**, Introduce **Staggered Shifts**	Digital	Banner Clicks	Digital Team (Sadika)
Customer Connect	• Customer lost to competition incase of delayed warm up call back	• In-built system integration for **real time insta call back** on banner click	Digital	Lead Rate	Digital Team (Sadika)
Customer Meetings	• Sellers delay reaching out to customers	• **Pre-book appointment** • Insta **what's app reminder** • Create **dedicated seller pool**	Process	Meeting Rate	Business Partner (Mohit)
Lead Fulfillment	• Some customer want online support • Lost sales in locations with no seller	• Deploy **Virtual Sellers** for online sales	Process	Conversion Rate	DSF Sales (Naveen)
Team Alignment	• Unstated interpersonal issues in CFT go unnoticed	• Track alignment score at every stage and take action, using **GRPI tool** • Team building exercise/training • Celebrate **milestone, R&R**	Process	Project Outcome	Champion & Q Lead (Pushpendra, Shweta)

53

53

Project Communication process followed, with sign-off on **Project Closure Report (PCR)** the org.wide **communication was published**

Project Closure Report Signed off

Project Closure Report

Project Name: "D2S" – An innovative – digitally enabled customer centric business model for increasing Cross-Sell revenue

Project Sponsor: Anurag Gupta (Head Direct Sales Force & Yes Bank Channel)

Project Champion: Pushpendra Singhal (Head CAT, DSF Channel)

Project Leader: Shilpa Singh

Black Belt Mentor: Shweta Sahni

I. Project Description (Business Case)

Our existing customers frequently use our digital assets to seek policy information or complete self-help transactions. Presently, 1.20 Cr. customer transactions (10k per month) are done on our digital assets, of which the majority 80% comprise of the top 3 contribution sales channels that is, Axis (44%), DSF (27%) and Agency (13%). However, there is no structured model in place for tapping these customers for lead generation to generate cross-sell revenue and is a huge lost opportunity. Moreover, post Covid, there is a drop in walk-in customer at branch offices which has been a key touchpoint for cross-sell, and as an organization there is a need to find alternate – digitally enabled ways.

Most importantly, customer preference is shifting towards digital and we need to build a seamless online buying journey for enhanced customer experience. Therefore, we are undertaking this project to design a structured journey from lead generation to cross-sell for incremental revenue. This project is directly linked to our values of Growth Mindset, Collaboration & Customer Obsession

II. Project CTQ

CTQ Parameter	Unit of Measure	At Project Start		Target		On Project Closure		Financial Benefits / Revenue Enhancement	Completion Date
		CTQ	Business Impact	CTQ	Business Impact	CTQ	Business Impact	Amt.	
Conversion Rate %	%	0%	-	15%	2 Cr.	17%	2.93 Cr.	2.93 Cr 60 Cr. (on scale-up)	March 2024

Other Benefits / Remarks –
1. Proved a viable business model to be scaled-up in other distribution channels
2. Customer centric cross-sell journey established

Signatures:

Project Leader	Sponsor	Champion	Black Belt Mentor	Quality Leader	CBA Sign-off
Shilpa Singh	Anurag Gupta	Pushpendra Singhal	Shweta Sahni	Tarun Bahri	Finance

Standard Org. wide Formal Communication on Project Completion by Quality Team

QI&SE TEAM RECOGNIZES

PROJECT LEADER: SHILPA SINGH

For the successful closure of Black Belt Project D2S (Digital to Sales)

Project Title	CTQ Impact	Department	Project Champion	Project Team
'D2S' : Digital to Sales Building an innovative, digitally enabled business model for increasing cross-sell revenue	Established an innovative, scalable, cross-sell model with 60 Cr. potential Conversion rate improved from 0% to 15% generating 2.93 cr. incremental revenue	**Distribution: Direct Sales Force**	**Pushpendra Singhal**	Vineet Kumar Naveen Joshi Anandhan M. Mohit Vashist Sadika Guliani Gopal Kumar Kaif Saleem Salil Kapoor Richa Raazdan Arinjay Singh Varun Yadav Prateek Pandey
		Project Sponsor **Anurag Gupta**	Quality Mentor **Shweta Sahni**	

54

54

Project D2S won **'Project of the Year Award'** at Max Life's annual Quality Competition and won the **'Platinum Award'** at **CII Six-Sigma Competition** in Sep'24

'Project of the Year Award' at Max Life Annual Quality Competition
Cross-Functional Team **sharing success** & **celebrating together**

'Platinum Award' at CII National Level Six-Sigma Competition in **New Product Development Category**

55

55

Thank You

Project team is enriched with immense **Learnings** and continues to **stand Together** to **strengthen D2S model** in its scale-up journey

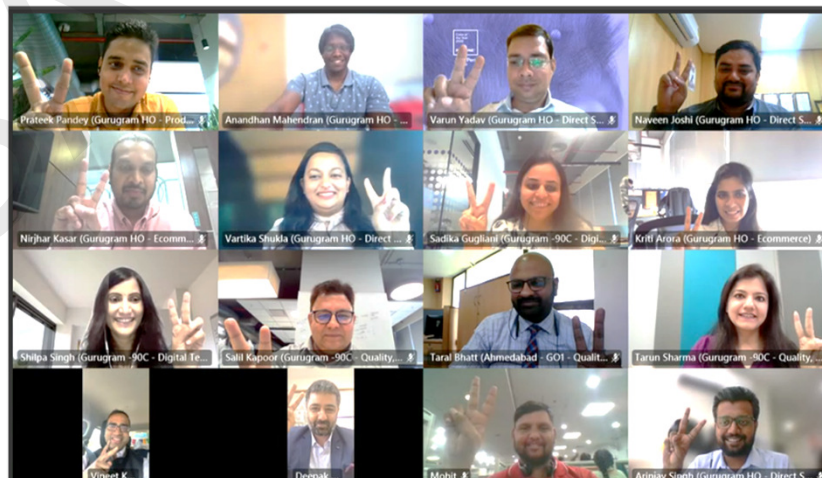Staying true to our values of **Collaboration, Customer Obsession** and **Growth Mindset !**

D2S Digital To Sales

Project Sponsor
V. Viswanand – Ex DMD

Anurag Gupta
Project Sponsor - Head DSF & YBL Channels

Pushpendra Singhal
Project Champion – Head CAT

56