

# AVIVA

## – streamlining the purchasing process during the company’s rebranding

AVIVA plc – a British insurance company listed on the London Stock Exchange and New York Stock Exchange. It is one of the biggest companies in the UK and the fifth biggest global company in terms of turnover, capital and number of customers. The Group operates in 28 countries all over the world, including Poland.

The Group, upon its formation called CGNU, was established in the year 2000 as a result of the merger of Norwich Union and CGU plc. CGU itself was created by the 1998 merger of two British insurance companies: Commercial Union and General Accident. The Group adopted the name „AVIVA” in Poland in 2005.

### About us

Enaf Sp. z o.o. is a leader of personalized business prints in the Polish market. The company owns its success to launching modern Internet technologies dedicated to purchasing processes optimization. The 5x9online System enables automation of production preparation processes, eliminates a painstaking approval process and misprints correction as well as forces uniform prints production standards.

### Challenge:

1. Shortening the order lead time in the environment of agents and branches scattered all over the country;
2. Ensuring visual conformity of all products regardless of the localization of a given agent/branch;
3. Streamlining the order placement process;
4. Adjusting the settlement process to the accounting system used by Aviva;
5. Delegating the purchasing process (business cards and rubber stamps) from the Purchasing Department to Assistants working in regional offices and branches;
6. Ensuring fast exchange of business cards for all employees during the change of the company’s name and logo;
7. Taking over the role of service provider and settling payments directly with self-employed insurance agents.

### Solution:

1. Launching the 5x9online System as the purchasing system for the headquarters, regional offices and branches;
2. Transferring production of all prints to one site and unifying production processes;
3. Adopting the purchase approval mode in line with the Customer’s requirements;
4. A fixed way of issuing invoices;
5. Individual user’s manuals for the regional office employees responsible for placing orders;
6. Preparing the database in advance and verifying it at the Excel sheet level;
7. Integrating the 5x9online System with an internal shop at Aviva where Agents and branches can buy materials supporting sales.

### Results:

1. An average order lead time was shortened from 14 to 4 days;
2. All prints are subject to unified quality and color control what in turn guarantees repeatability of jobs;
3. Simplifying and shortening the settlement time by means of a unified standard of issuing invoices and generating purchase specification;
4. 3500 people authorized to use Aviva’s business cards received new prints within 10 days of the order confirmation;
5. All business cards and prints are ordered directly at the printing house and there is no need for the Aviva employees to get involved in the purchasing process;
6. Decreasing the cost of business cards for both the Headquarters and Insurance Agents.

Aviva was looking for a company that was able to produce – with a tight deadline – 3500 sets of business cards for all employees and representatives due to the change of the company's name from Commercial Union to AVIVA. At the beginning, the employees of Administration Department at AVIVA, responsible for the process of exchanging business cards, were not fully aware of all benefits and additional possibilities provided by the 5x9online System.

During the negotiations concerning this particular order, the Customer was offered the complex solution in the area of business prints production as well as the possibility to implement this solution on a permanent basis, what in turn enabled effective management of

purchases in the future.

At the beginning, the most important objectives for the Customer were to shorten the order lead time and to avoid additional costs connected with misprints that could occur while rewriting or copying texts. In the course of the Customer's purchasing process analysis, we identified a number of areas in which some costs, which were perceived as unavoidable by the Customer, could be reduced.

During the initial phase of our cooperation we focused on presenting the Customer with the scope of purchasing process automation that enabled elimination of the stage of correcting material ready for print.

### The order placement model before the system was implemented:

#### Headquarter

- an e-mail with order sent to a printing house
- typesetting
- sending the preview for verification
- checking graphic and spelling mistakes
- sending remarks and corrections to the printing house
- production
- order specification and billing

Duration of the process: approx. 14 days.

#### Agent

- obtaining graphic elements and fonts in line with the Corporate Identity (CI)
- order at a local printing house
- typesetting
- sending the preview for verification
- checking graphic and spelling mistakes
- sending remarks and corrections to the printing house
- production
- order specification and billing

Duration of the process: approx. 10-21 days.

### Results:

- the Purchasing Department had to be considerably involved in the production preparation process;
  - a big number of complaints because of overlooked misprints;
  - errors in invoicing and not clear way of describing accounting documents;
- prints used by Agents were often not in line with the approved CI of AVIVA;
  - AVIVA had no possibility to verify the content of business cards.

### The order placement model after the system was implemented:

#### Headquarter

- logging into the system
- entering the variable data; the system fills in the remaining data automatically
- on-line preview of the file
- placing order
- production
- order specification and billing.

Duration of the process: 4 days.

#### Agent

- logging into the system
- entering the variable data; the system fills in the remaining data automatically
- on-line preview of the file
- generating a pro-forma invoice
- payment
- production
- final invoice
- report for AVIVA

Duration of the process: 6 days.

## Rebranding

While preparing for the order realization we put special emphasis on obtaining complete and verified data before the production stage began. Apart from data typically used in business cards, such as: first name and surname, telephone number or address, it was very important to obtain complete information regarding the volumes for individual surnames as well as other data necessary for order specification and settlement.

All data were collected in one Excel file and sent to the Customer for verification before the production began. In the case of Insurance Agents, a unified list of position names was used.

While the Customer was verifying their own database, we were setting the 5x9online System to their needs. All kinds of business cards were entered and rules of dealing with long and non-standard texts were set. The business card preview was approved on the basis of

several chosen surnames that included some language exceptions as well as elements difficult from the layout point of view.

In order to prove the quality of production we printed a sample of the chosen surnames.

The database was imported and production files were generated on-line. The only verification was carried out internally and it was a random check of data during the prepress stage of production. Because of the data import we received full information needed to distribute and settle the order. The delivery of prints enabling easy distribution to final users was agreed on with the Customer. Shipping documents and invoices were delivered together with ordered prints.

The total production time of business cards for 3500 people took less than 10 working days.

## Further cooperation

All data used during the rebranding period were saved and are still available to the Customer. There is a possibility of new production and edition of prints that have already been ordered – it makes next production runs easier. The 5x9online System was integrated with AVIVA's internal shop dedicated to the Company's agents. The whole purchasing process is managed by the departments' assistants and people who need prints. It

is no longer necessary for the Purchasing Department to get involved in it at the order placement level – it is only responsible for settlements and monitoring of the contract execution. The self-employed Insurance Agents settle the accounts directly with us by means of integrated IT systems so the Customer does not need to serve as a middleman anymore.

## Final benefits

- decreasing the unit price due to economies of scale;
- unified quality of prints for all representatives of the company;
  - shortening the order lead time;
- decreasing the Customer's internal costs by means of eliminating unnecessary processes;
  - shortening the time needed for settlements thanks to electronic documents flow;
    - standardizing names of positions and layout;
- eliminating prepress errors/misprints typical for the printing industry.



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