

# Billing & Payment Solution

**Capgemini helps a property & casualty insurer reduce costs, time to market and customer response time by modernizing a legacy billing system.**

A California-based property and casualty firm wanted a cost-effective way to improve customer service and retention, reduce expenses, and enhance the policyholders' billing and payment experience.

The insurer needed to implement billing and payment processes that provided simplicity and flexibility to guarantee a positive customer service experience. The associated processes dictated requirements for a scalable billing solution to manage the financial transactions associated with insurance policies such as variable installment payments, electronic payments, credit card payments, refunds, and amendments. The business rules governing these billing processes were extremely complex and varied widely based on product type and state regulations.

The insurer's legacy billing system was extremely expensive and cumbersome to maintain, frequently provided erroneous results, and utilized a green-screen interface that was difficult to use for customer service representatives (CSRs).

Capgemini was brought in to provide a custom solution that would simultaneously address business needs, resolve immediate problems of the legacy system, and allow expansion into new states and lines of business. Our client wanted to accomplish a few goals:

- Enhance customer satisfaction and retention
- Lower costs
- Increase business volumes
- Reduce time to market for new products and expanding business to new geographic territories.

## **Our Solution**

Capgemini's insurance consultants performed a two-week strategic planning session to determine highlevel business requirements and expectations. We proposed a scalable, web-based solution that uses a business rules engine to manage dynamic business rules. These business rules can be easily viewed and updated by business users as state regulations change or when our client expands into new states or lines of business.

Our end-to-end solution delivered a comprehensive billing and payment system from requirements definition through deployment. The project was managed by Capgemini using a rational unified process-based iterative approach. We worked hand-in-hand with business end users to document detailed requirements and design a solution that addresses business needs.

During the **project initiation phase**, we offered training on the development process to the client team participating in the project.

Throughout the **development** lifecycle, Capgemini worked closely with our client to manage dependencies on related projects, facilitate knowledge transfer, and solicit frequent feedback. To lower development costs, we used a high ratio of onsite to offshore resources: 1:8 onsite to offshore.

The team was organized into logical sub-teams, each focused on the development of specific functionalities. An architecture team was responsible for developing the core architectural components and performing design and code reviews throughout the project.

### The Technology

The billing and payments system was developed primarily using WebSphere® J2EE technologies. A series of COBOL programs were also developed to interface to legacy applications responsible for policy and claims data. MQSeries was used as the communications mechanism between WebSphere and the COBOL interface programs. The billing and payments system was developed on a scalable, high performance architecture primarily using WebSphere J2EE technologies and a fault tolerant, XML-based messaging framework using MQSeries.

Billing, payment and other business processes and rules were abstracted out, maintained, and managed using a commercially available Javabased

business rules engine. This provides the insurer with a powerful competitive advantage, allowing rapid expansion into new states and lines of business.

Our client required aggressive performance criteria for the system, including support for at least 500 simultaneous users with response times of 2-3 seconds for all transactions. Capgemini developed and executed a robust set of performance scripts to ensure that the application meets and exceeds this threshold.

### The Results

The new billing and payment systems received overwhelmingly positive response from our client. Due to the iterative nature of the development process, end-users were able to test and provide feedback throughout the project to ensure the final deliverables met their needs, as outlined in Figure 1.

For more information, contact us at [insurance@capgemini.com](mailto:insurance@capgemini.com).

Figure 1	Business Goals			
	Satisfaction and retention	Cost reduction	Increased business volumes	Reduced time to market
Simplified billing and payment processing through a full featured and integrated B&P solution	+			
Reduce customer, agent and call center confusion through improved accuracy of information	+	+	+	
Reduce problem resolution time by flexible and immediate access to information	+	+		
Ease of use through greater flexibility for agents, call centers and customers			+	+
Scalability to address volumes, new products and new geographic markets by a flexible architecture and business rules engine		+	+	+



### About Capgemini and the Collaborative Business Experience

Capgemini, one of the world's foremost providers of Consulting, Technology and Outsourcing services, has a unique way of working with its clients, called the Collaborative Business Experience.

Backed by over three decades of industry and service experience, the Collaborative Business Experience is designed to help our clients achieve better, faster, more sustainable results through seamless access to our network of world-leading technology partners and collaboration-

focused methods and tools. Capgemini utilizes a global delivery model called Rightshore® which aims to offer the right resources in the right location at competitive cost, helping businesses thrive through the power of collaboration.

Capgemini employs approximately 92,000 people worldwide and reported 2008 global revenues of 8.7 billion euros.

More information about our services, offices and research is available at [www.capgemini.com](http://www.capgemini.com).