



## How do we contribute to the UN Sustainable Development Goal #8 about promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all?

Goal number eight is primarily concerned with poor working conditions of the 2.2 billion people living below the US\$2 poverty line who are often caught in low paid and exploitative jobs (United Nations 2017). Further, the goal is combining economic growth measured in BNP and sustainability, which for many years have been two contradictories as production has diluted our planet's resources and harmed the environment.

With this article, we wish to look at the goal in the context of a developed country such as Denmark. In this part of the world, the problems are different to the ones in developing countries and concern one of our most important resources: people. For this reason, we want to emphasize the importance of a sustainable work environment and not only a sustainable production of goods. Today, we are expected to be efficient and productive 24/7 in an increasingly complex working environment demanding high performance due to increasingly complex competition and disruption of traditional business understanding and manners. For many, this is causing frustrations and stressful workdays. To overcome this, we need to rethink the way we work by redesigning the structures surrounding the work processes. Motivate and help our employees to adapt to new working conditions by making these as easy as possible to use and thereby secure efficiency and limit complexity of work. All with the aim of both economic growth and a healthy workforce working in a decent and fair working environment.

### Case: Optimizing processes in a Danish insurance company

In one of the largest insurance companies in Denmark, the first incoming call from clients reporting damages is crucial to the

further internal process of an insurance case. If the employee taking the call does not ask and note all the relevant information, it will result in longer claim cycles, numerous reworks, incorrect payouts and lower customer satisfaction. The intention was naturally to handle the incoming calls without mistakes and the management repeatedly told the importance of taking good notes and offering correct services. Still, the employees often failed, which was frustrating to them and inefficient to the company.

By observing the situation and interviewing the employees responsible of taking calls, we found that the task of both providing a good service, remembering to ask all the right questions and taking quality notes was a quite complex and demanding task. The guidelines for correct information collection were not intuitive and the systems and forms to follow were confusing. Knowing this, we redesigned a new digital template structured to match the customer's situation and a natural flow of the conversation.

The implementation of the digital template resulted in easy and efficient note taking for the employees and the intuitive visual template ensured an increase in correct documentation processes by 79%. Additionally, the time spent on each insurance claim was reduced by 31% and the number of employees involved in each case was reduced by 11%. Moreover, the design solution gives rise to an overall enhanced employee satisfaction simply because the work process has been optimized and structured in a way that is less complex enabling the employees to feel satisfied with their own job. Altogether, insurance clients received a better service and the employees experienced a less stressful workday.

