



## HERDING CATS (COST ACTION TEAMS)

- **Client:** A large financial services company
- **Business Area:** Group, Life, and Health segments
- **Opportunity:** Identify and realize general cost savings through fast, action-oriented Workout approach
- **Approach:** Conducted seven 2-day events to focus on different types of waste (e.g., printing cost, external contracting for claims investigations, etc)
- **Results:**
  - Identified \$4.5 million in potential gains and made action plans to investigate and/or implement changes
  - Action plans harvested \$3 million in 2007, with other opportunities still under investigation