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FOR A Greater PURPOSE

A passion for insurance, dedicated staff, and innovative technology has enabled Xchanging to provide peace of mind to customers across numerous industries.

Images by Scott Ehler

“There has to be a bigger purpose, and, for me, that is really helping customers, helping individuals through the medium of insurance to get back to life, back to work, or back to their pre-loss positions.”

- Diego Ascani

Diego Ascani, Managing Director of Xchanging Australia, started his professional career as a lawyer. “Growing up in South Africa, I developed a keen interest in the notions of equality and justice. This interest grew into an interest in law, the judicial process, and how the average person could avail themselves of the protections that the law provided.”

After studying and gaining his commercial and legal qualifications, Diego began working for a mid-sized legal practice where he handled personal injury claims. On behalf of government, local and international insurers and reinsurers, Diego attended to the loss adjusting and adjudication of major losses across sectors including government, banking, manufacturing, and mining.

“It was at this time that I gained real experience and exposure into

the mechanics of the insurance industry. I also gained a vast amount of personal satisfaction in witnessing firsthand how insurance can work to reinstate people and businesses, as far as possible, to their pre-incident condition. I think this is what gave me my life purpose: seeing how I was instrumental in getting people through losses they had suffered and into a better position.”

While handling some major insurance claims emanating from the mining disaster of Merriespruit (Virginia, South Africa, 1994), the collapse of HIH (Australia, 2001), the 2004 Indian Ocean tsunami, and Hurricane Wilma (Atlantic basin, 2005), Diego found his passion for the industry.

In 2009, he was approached to join Xchanging. “When approached to join Xchanging and manage their recently acquired company Cambridge, I saw this as an opportunity to take my passion

further, and, with the help of some excellent people, implement change and improve the service experience of our customers.

“I joined as general manager in 2009. Over the past five years, we have improved our operational and financial performance, with increasing levels of customer satisfaction—a real challenge in this industry. Our employee engagement results continue to rise each year as we build this industry into one worth working for. I became managing director in March 2012 and now oversee the entire Australian operation.”

Xchanging’s vision is to be recognised for excellence in complete software-enabled solutions that allow customers to focus on their core business goals. “Our strategy is to provide innovative solutions to satisfy our customer needs. I believe that alignment is the key to everything that we strive to achieve, and it is through >



alignment that we unify the company's vision and goals. I think if people are clear about our vision and goals and are aligned to how we seek to achieve them, then success will follow.

"We also need to be aligned to our customers' needs, and each person in the organisation needs to understand how they contribute to achieving customer satisfaction. It is my job to ensure that everyone understands what we do, how we do it, for whom we're doing it.

"This belief goes back to when I discovered my purpose. You don't just work for an insurance company or a claims management operation; there has to be a bigger purpose, and, for me, that is really helping customers, helping individuals through the medium of insurance to get back to life, back to work, or back to their pre-loss positions. And we do that in the most efficient and effective way to ensure the end customer experience is the best it can be."

Xchanging's culture stems from creating the right environment to encourage collaboration and innovation. "You need to create a situation where every person in the organisation feels empowered to make a positive contribution and is encouraged to think about ways of

doing things better. By doing this, organisations can achieve true innovation. The insurance industry is, by nature, a very traditional one and quite risk averse, so there are times when being innovative is actually counterintuitive because it is viewed as risky. But the world around us is changing rapidly, and standing still is not an option.

"Xoom is an example of where one of our employees, in collaboration with the technology team, actually came up with the idea of creating a mobile application specifically designed for workers compensation. Through Xoom, we now provide 24/7 access to policy and claims information to authorised people from any mobile device. This idea, generated from 'the floor', became the first app of its kind and earned Xchanging a *BRW* top 50 innovative company award in 2013. In 2014 we again made the top 50 list for our innovative work in customer service and complaints management."

Xchanging employees are a vital element of the company's ongoing success. "I began working at Xchanging with a team of great people, and we continue to attract great people into the organisation. We look for people who fit our culture and sign up to our values—and the right attitude is essential.

"I think we succeed through teamwork based on mutual respect and the desire to invest in each other's success. Training and development is embedded in everything we do; we have dedicated learning and development personnel who train our people in learning academies in Sydney and Melbourne. This training is complemented by external training and education wrapped up in a strong innovation and continuous-improvement philosophy."

Three of Xchanging's values are excellence, integrity, and customer focus. These values reflect the company's expectations of both suppliers and employees. "What we demand of our key suppliers is nothing less than we expect from our own employees. We constantly measure the performance of our key

suppliers and partners to ensure they are aligned to what we are trying to achieve. It's in the measuring that we hold our key suppliers accountable.

"We measure how our suppliers perform and compare them to each other using KPIs or minimum service standards. If they're not meeting the required standard, we have an intelligent conversation with them and afford them the opportunity to improve. If they don't improve, we make alternative arrangements. It is all about sharing a joint vision, about measuring and holding our key suppliers accountable.

The future is bright for Xchanging as the company continues innovating through technology and developing its people. "It is a future where Xchanging will grow particularly in the personal injury and general insurance claims and policy administration areas. I see tremendous growth potential over the next few years. A lot of our growth will be achieved through technology enablement in the insurance industry, and we are currently implementing our global software platform called Xuber into the Australian market—starting with workers compensation.

"Xuber is an example where we're bringing in a global solution, adapting it to local conditions, and using it to expand services and service capability in the industry. By December 2015, we will be a fully IT-enabled operation, offering people, processes, and the latest technology to meet our insurance customer needs.

"It is incredibly rewarding to see where my passion has led me, and incredibly exciting to be part of the transformation that is currently occurring." •

"Injury Treatment has been fortunate working with an innovative and responsive worker's compensation insurer in Xchanging. We have appreciated being involved in a collaborative pilot design and implementation process whereby we have been recognised by Xchanging for our expertise in workplace rehabilitation." - Brooke Taylor, Executive General Manager, Injury Treatment Pty Ltd

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- Diego Ascani



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