

Talking Points (for Client Facing Employees)

Global Business Services Center (GBSC)

Talking Points to Support the Announcement of the Global Business Services Center

Crawford & Company has established a Global Business Services Center in Manila, Philippines and started initial operations on September 1, 2014. Additional operations will be phased-in over a three-year period. The opening of this center supports Crawford's strategic priorities and will help meet the growing demands of our customers.

These Talking Points are being provided to help support the change management efforts while maintaining consistent messaging throughout the process. Please familiarize yourself with these Talking Points so you can provide additional information to your clients as needed.

Talking Points (for Client Facing Employees)		
Subject	Key Talking Points	Guidance
What is the Global Business Service Center?	The Global Business Services Center allows us to consolidate certain business functions, shared services, and currently outsourced processes. The center is staffed by Crawford employees and will be phased-in over a three-year period.	Stress that this is a Crawford facility with Crawford management overseeing operations and staffed by Crawford employees.
How will this impact Crawford & Company	<ul style="list-style-type: none"> ▪ Supports our strategic priorities ▪ Next step in our global business evolution ▪ Consolidating operations allows us to leverage our collective knowledge and expertise to enhance innovation ▪ Will reinforce our industry leading position ▪ Provides platform to support future growth efficiently while meeting the evolving needs of our clients 	Mention Crawford's leading position in the industry and how this new operation supports this.
Background and Context (Why and why now?)	Opening a center in Manila, staffed by Crawford employees, is aligned with our strategic plan and will help us drive business value. We're doing this now in anticipation of specialized talent shortages in strategic areas of focus over the next decade, increasing pricing and margin pressures, as well as evolving competition.	Emphasize the fact that this aligns with our strategic priorities and enables Crawford to better serve its clients.
When will this happen?	Initial operations began in September of 2014 and will be phased-in over a 3 year period.	Customers will see a positive impact almost immediately
How will this impact our clients?	The center will enable Crawford to better serve its customers by: <ul style="list-style-type: none"> ▪ Improving turnaround time ▪ Enhancing process control ▪ Achieving higher quality ▪ Lowering the error rate ▪ Facilitating continuous improvement 	Stress our commitment to excellent customer service and continuing to find ways to better serve our customers.
Will our clients notice a change?	<ul style="list-style-type: none"> ▪ Service levels should increase 	Point out that we are looking at

	<ul style="list-style-type: none"> ▪ Impact to our clients should be positive ▪ Process changes should be seamless ▪ Some clients may notice some changes as additional operations are phased-in over the three-year period 	streamlining processes, so any change should be positive and seamless.
How will sales be impacted?	The new center helps us be more agile in the marketplace and will help us grow our business.	Talk about the growth potential provided by this new operation.
Our commitment	Our commitment is and will continue to be to our clients and providing excellent service.	Reinforce our long standing commitment to customer support.