



Case Study

Operational Excellence

Global insurance company – life insurance and superannuation products

Stakeholders: CIO, Chief Architect, and VP Software Development

Goals

- ◆ Simplifying the artefacts that constitute the workflows within the organisation, including the electronic forms used by customers and business partners.
- ◆ Legacy software replacement. Analysing the product design process, with the objective of radically simplifying the specification of insurance premium calculations, as well as improving quality and reducing product maintenance costs.

Results

S23M Managing Partner Jorn Bettin analysed the electronic document workflows within the organisation by conducting workshops with relevant domain experts, and led a proof-of-concept implementation to represent these workflows and related document formats in a unified technology. Jorn analysed the pricing models used by the customer, coached the customer on best practices for the design of pricing engines, and provided the customer with concrete recommendations regarding the use of and limits of rule engine technologies.

- ◆ Key stakeholders are now familiar with advanced value chain analysis techniques.
- ◆ The reengineered solution reduced the size of specifications for premium calculations by a factor of up to 20 (by raising the level of abstraction, and by better modularisation).
- ◆ Increased performance of the premium calculation engine by a factor of 20.



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Avoid costly misunderstandings

Taxonomy development: Development of domain-specific glossaries, identification of commonalities and variabilities, and removal of barriers to cross-disciplinary collaboration.

Prevent growth of legacy risks

Legacy replacement risk management: Collaboration with legacy technology experts to preserve and recover critical tacit knowledge. Incremental validation and deployment of new solutions. Confirmation that legacy is fully decommissioned, and is not operated in parallel indefinitely.

Eliminate duplication that does not contribute to resilience

Rationalisation of system portfolio: Systematic analysis of commonalities and variabilities across internal systems, identification of risks and duplication of functionality, development of an M & A system integration road map.

Maximise the level of automation in operations

System integration strategy: Identification of relevant domain experts, definition of key implementation milestones, development of a risk management plan, identification of appropriate technology for system integration, structuring the system integration team.

Detect mistakes at the earliest possible point in time

Data quality assurance: Analysis of data quality & metadata quality. Review of data capture & information management practices. Root cause analysis of incomplete or incorrect data sets.



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