

Tier 1 Insurance Company – Post-Acquisition Integration of Separate Claims Operations

Business Opportunity and Background

A global multiline insurance company acquired a tier 1 company, requiring integration of the two separate North American claims operations into a single, streamlined organization. Doing so required the integration of two distinct cultures while attempting to accomplish shared claims organization goals and objectives, work on multiple claims systems during the integration process, and manage new systems implementations and corresponding legacy system migrations.

Challenges

The company engaged Majesco to help plan and execute the claims operation integration. Majesco helped the company:

- Organize and structure the integration work effort into its required sub-components, identify and validate initial observations and findings, and establish and execute on key deliverables, drivers and dependencies.
- Develop detailed project plans and associated artifacts to document and track the proposed integration approach for a single claims organization, and successfully manage its key processes to meet savings objectives.
- Manage communication across the two teams, including the documentation and validation of all relevant recommendations and decisions.
- Share responsibility with work stream leads for delivery of identified deliverables and outcomes on time and to plan.



Key Business Capabilities Needed:



Create and operate a single claims organization.



Implement the acquiring company's claims service center model across the combined claims organization.



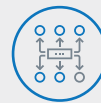
Enable centralized FNOL for all lines of business within the claims service centers.



Create centers of excellence for four key lines of business.



Enhance Litigation Management capabilities.



Develop a roadmap to transition from two claims systems in the mid-term to a single Claims platform for the long term.



Provide dedicated program management to enable focused business transition.

How They Did It:



The Majesco team approach was twofold: 1) determine a plan of action and 2) execute on the plan to fill the gaps. During the first phase, the team gathered information on the current state of program management within the client's claims organizations, understanding the culture, processes and systems in place. The details were then analyzed against best practices, previous Majesco experience, client-specific nuances and accepted program management standards to determine a method for improving the level of success within the client's claim organization during the merger integration process.

The approach consisted of a Program Manager to provide leadership and best practice examples, establish a more formalized program governance structure, manage risks/issues, and provide overall program management for the multiple claims work streams and the overall claims organization. In addition to providing leadership, the Program Manager was also tasked with providing Business Analyst support where needed within the various individual Claims work streams.

Throughout the client integration effort, the Program Manager was working directly with the Group Claims Technology and Operations VP providing weekly, and often daily, updates, gathering input and ensuring the program management structure that was put in place continued to align with their vision and evolving objectives.

A formal Program Management structure was implemented and governed within the following 4 critical areas:

1. Program Organization (e.g. General Team and Specific Roles & Responsibilities identified, etc.)
2. Program Planning (e.g. Creation and Management of Detailed Project Plans, etc.)
3. Program Management / Tracking (e.g. Identification of Key PM Processes, Procedures, etc.)
4. Program Communication (e.g. Implementation of Key Program Communication Processes, Plans, etc.)

This formal governance structure provided claim leadership and the individual integration teams with clarity on what was to be expected throughout each phase of the merger integration, and allow these teams to be best prepared to meet key savings objectives and overall claims organization goals. When urgent items arose, the Program Manager would work with the Claims Executive Sponsor and overall Integration Management Office (IMO) to address in a timely and satisfactory manner.

The claims work streams embraced the use of the monthly status reporting process that was implemented as a method to provide status of their respective key integration milestones and report out on any key risks, issues or dependencies, including any needed escalations. A formalized management and tracking process was also implemented, meeting Finance and PMO requirements that allowed for more accurate tracking of status and progress on key savings initiatives.

Results / Business Value Achieved:



Successfully launched and completed the largest integration in client's history, involving coordination and management of 15 major claims work streams.



Identified significant FTE and cost savings realization over three-year horizon.



Ensured savings objectives were met through a formal program management governance structure and detailed management of work stream plans.

WHY MAJESCO?

Insurance business transformation is a journey of change and revitalization, a renaissance of Insurance. Approximately 150 insurance companies worldwide in P&C, L&A and Group/ Employee Benefits are transforming their businesses with Majesco's solutions. Our market leading software and consulting services uniquely underpin the entire insurance value chain and are designed to empower insurers with the agility, innovation and speed needed to meet their transformation opportunities. Majesco's solutions include policy management, new business / underwriting, rating, billing, claims management, distribution management, BI/ analytics, predictive modeling, digital platform with mobile and portal, testing services, cloud services, bureau and content services, transformation services, consulting services and more.

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