Allianz Global Corporate & Specialty

Enabling business consolidation and transformation with effective IT and change management

Customer
Allianz Global Corporate & Specialty (including the former Allianz Marine and Aviation)

Challenge
To deliver both a technology solution and the business processes necessary that would establish AGCS as a premier pan-European Marine and Aviation Insurer. The challenge was made significantly more complex by the requirement to consolidate AGCS’s multiple disparate operations into a single, cohesive Marine and Aviation business, that would establish a separate Allianz brand within the market.

Solution
Delivery of IT and change management consultancy and services that developed a unified IT platform to support the consolidation of AGCS’ pan-European business

Benefits
- **Effected business change**
  - by creating a replicable operating model
- **Reduced costs**
  - by increasing efficiency and operational synergy
- **Improved customer service**
  - by the provision of a faster and more responsive service
- **Increased productivity**
  - by consolidating, automating and standardising business processes
- **Enhanced business control**
  - by improving the quality, accuracy, consistency and timeliness of management information
- **Minimised business risk**
  - by delivering the project on time and with minimal disruption to the business

Challenge
Allianz Global Corporate & Specialty (AGCS) is a subsidiary of The Allianz Group - one of the largest and widely recognised financial services companies in the world. The Allianz Group are active in more than 70 countries and provide around 75 million customers with a wide range of insurance services covering property and casualty, life and health, asset management and banking.

As part of their business, AGCS manages pan-European Marine and Aviation business on a direct and assumed reinsurance basis. With an extensive portfolio of commercial and personal business and annual premium income of $1 billion AGCS are one of the world’s largest Marine and Aviation insurers.

Traditionally, Allianz’s Marine and Aviation business had been written by local insurance companies, and was treated as incidental products to their main property and liability business. However, in 2003 the Allianz Group decided to extract the Marine and Aviation business from these companies and
We engaged Scyllogis Consulting because of their track record with similar projects, especially their experience in dealing with culturally diverse projects.

Russell Wright, Managing Director – IT, Allianz Marine and Aviation

form Allianz Marine and Aviation (now part of AGCS) to act as a specialist insurer, so that it could deliver a more consistent and cost-effective service to its customers.

The main challenge that Allianz faced in bringing about this organisational transformation was the integration of many disparate operations into a single, cohesive company. This problem was compounded by the fact it had inherited more than 20 different information systems across the new business.

Solution
Scyllogis Consulting were asked to provide AGCS with the skills necessary to unify their technical infrastructure and resources, so that they could successfully consolidate their Marine and Aviation business whilst establishing a separate Allianz brand within the market.

Within this remit Scyllogis Consulting were tasked with helping Allianz to achieve the following key objectives:

- **Standardise business processes** across the new company and ensure they complied with the corporate governance requirements of Sarbanes Oxley Act
- **Create an integrated system architecture** that reduced cost, provided the necessary specialist insurance functionality and improved the quality, accuracy and timeliness of management and information

Develop in-house expertise
in those functions previously outsourced to Allianz AG – specifically technical and financial accounting – so that the new business could operate as an independent entity.

Explaining the decision Russell Wright, Managing Director – IT, Allianz Marine and Aviation, says, “We engaged Scyllogis Consulting because of their track record with similar projects, especially their experience in dealing with culturally diverse projects.”

Using an approach that focused on delivering practical, hands on change management consultancy, based on a detailed understanding of the customer’s business needs, Scyllogis Consulting initially created a structured and disciplined environment in which the customer was fully engaged from the start.

The inclusion and mentoring of existing IT departments, who had never undertaken this type of project before, was an early objective in order to ensure that they could play a full and valuable role in the project.

To help determine the most effective platform on which to build the new systems, Scyllogis undertook enterprise-wide pre-implementation studies in close consultation with key stakeholders. This also helped to create with the stakeholders a feeling of inclusion and acceptance of the new systems and processes from the outset.

Using this information Scyllogis were able to design the system architecture, specifying exactly how it could be integrated into Allianz’s existing back-office systems, while still maintaining the new company’s operational independence in line with the corporate strategy.
Scyllogis also devised and implemented the project governance structure and communication plans allowing everyday decisions to be taken by the business, whilst enabling senior management to make the more strategic decisions.

To ensure the most effective implementation of the new systems Scyllogis became responsible for controlling the complex interdependencies between the various projects and were given complete responsibility for managing the relevant staff and software vendors. Scyllogis also provided system implementation expertise for specialised aspects of the project.

To ensure that the business continued to ‘buy into’ the project and successfully take full ownership, Scyllogis also enabled a knowledge transfer process between our consultants and AMA stakeholders and managed an ongoing programme of communication regarding the project’s progress.

The project was concluded successfully and fully implemented by the agreed delivery dates, with Scyllogis Consulting playing a pivotal role in the establishment of a unified IT infrastructure within AGCS’ branches in Europe, primarily France and Germany. “Scyllogis continue to be a key supplier on our project,” confirmed Russell Wright.

**Benefits**

Scyllogis Consulting’s IT and change management expertise enabled Allianz’s new Marine & Aviation business to:

- **Effect business change**
  by designing a replicable operating model to enable the transformation from stand-alone businesses into a premier, pan-European Marine and Aviation insurer
- **Improve customer service**
  by providing a faster and more responsive service to AMA clients and brokers with access to comprehensive specialist insurance expertise
- **Reduce costs**
  by realising improved business efficiencies and operational synergy with a fully integrated system architecture, utilising existing legacy systems where possible whilst drawing on Allianz’s centralised functions and pooled capabilities
- **Increase productivity**
  by consolidating, automating and standardising business processes across the organisation
- **Enhance business control**
  by improving quality, consistency, accuracy and timeliness of management information
- **Minimise business risk**
  Ensured by delivering on time and with minimum disruption across the business through efficient communication and

---

“Scyllogis have shown a great understanding of the challenges involved in a multi-cultural project and have played an important role in the successful creation of a new pan European organisation where different personalities and nationalities work together towards a common goal.”

*Russell Wright, Managing Director – IT, Allianz Marine and Aviation*
Why Scyllogis?

Scyllogis Consulting are an independent IT and change management consultancy serving the exacting and specialised demands of the global (re)insurance markets.

Allianz chose to work with Scyllogis Consulting based on our:

• **Comprehensive market specific expertise**
  with the capability to manage technical as well as business change, and provide the required level of change programme leadership skills

• **Proven track record**
  in implementing and supporting similar programmes, including work with ‘start ups’ that have been ‘spun out’ of existing businesses

• **Extensive experience**
  in delivering effective IT architecture design and systems integration services

• **Commercial understanding**
  of AMA’s strategic goals and ability to support the ongoing development of their business strategy

• **Practical ‘hands-on’ approach**
  helping to to minimise issues and ensures the delivery of successful and tangible results.

“I am delighted with the work done by Scyllogis so far,” says Russell Wright. “In addition to successfully delivering on the technical aspects of their role, I am particularly pleased with the way that they have understood the strategic goals of the company and have worked with us to successfully promote these across the whole organisation.”

“Scyllogis Consulting have played an important role in the successful creation of a new pan European organisation.”

Russell Wright, Managing Director – IT, Allianz Marine and Aviation