

Solving International experience

Restructuring the International department of a life insurance company and redesigning its key processes



Case Example

Insurance company

<p>Client Situation</p>	<ul style="list-style-type: none"> • Leader of the French Life Insurance sector, but with limited international activities • The client aims to increase the international share of its turnover from about 4% today to 15% within 2 years • The difficulties to develop internationally are partially linked to an inefficient work organization within the International department
<p>Important Issues</p>	<p>The main objectives of the assignment were threefold:</p> <ul style="list-style-type: none"> • <u>Go fast</u>: As the international staff was slightly demotivated by the previous disappointing performances of the department, it was urgent to restructure it quickly to give a new momentum to the business • <u>Clarify</u>: The work structure was inefficient due to many overlaps between each team's assignments • <u>Promote exchange</u>: The previous poor performances and the lack of clarification had led to internal distrust. It was important to restore confidence to improve the sharing of information
<p>Activities</p>	<ul style="list-style-type: none"> • Conducting interviews of selected people to assess the existing situation • Preparing and supporting working sessions on selected topics • Drawing different hierarchical charts and assisting in choosing one of them • Identifying the key processes of the international department • Designing the target status of those processes and conducting a gap analysis between the existing and target processes
<p>Benefits Delivered</p>	<ul style="list-style-type: none"> • Clarification of the roles and missions attributed to everyone within the department • Improvement of the confidence level within the department and of the level of consideration from the other departments, including the finance department • Better working environment leading to a more efficient organization