

# Business Change

Dossier

Allianz 

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# Greetings

ACIS Business Change division, commonly known as BC has come a long way since it started in mid 2006. Today, this team of 25 internal consultants offer portfolio of services including Transition management and Offshoring, Project Management services, Process Analysis and Consulting services and Business Analysis services.

It is encouraging to see the increasing confidence of our colleagues from other Allianz group companies being placed in our capabilities. The spirit of my team's maturity is the appreciation of the inherent Allianz culture shared between our customers and us and the willingness to go the extra mile to serve the ultimate Allianz policyholders. The heart of our performance rests strongly on the capability of my excellent staff, their energy to surpass existing benchmark, their discipline to follow methodology and above all their integrity and commitment to work for Allianz, making it an aspirational place to work.

Through the pages of this dossier, I am attempting to give you an essence of the work handled in ACIS BC and demonstrate how the maturity of the team developed over the years in contributing to the overall success of our customers.

Happy Reading!

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# Business Change

We are a team of internal consultants focusing primarily on setting up and transitioning offshored processes in ACIS whilst providing guidance and support for process consulting, business analysis and organisational transformation projects. The team consists of fully qualified Prince 2 Project Managers, Opex Blue Belts, Opex Black Belts, Business Analysts, Transition Analysts and Project Support staff. Equipped with a strong Allianz culture, core industry experience and wide geographical reach, the team adds value to any challenging business situation.

## Service portfolio

- Transition Management
- Process Consultancy
- PMO Services
- Business Analysis

# Transition Management

When an organisation decides to take a function out of their business and relocate it to another country, the process is called as out-sourcing. The benefits attained by the parent organisation through this venture includes cost reduction, cost saving and of course, the ability to focus on it's core business, access to more knowledge, talent and experience.

The process of migrating knowledge, systems and operating capabilities from one environment to another, without any adverse impact on process performance is called as transition.

ACIS Business Change team started transitioning processes in 2004 with the '5 seed project' in liaison with Allianz Retail and Claims. Today, with over 9 years of experience in transitional services, we have developed an in-house transition methodology framework termed as 'TransForm' which is being used not only within the business processes domain but also in Application Development & Maintenance and IT Operations realms of business.

ACIS Business Change Transition analysts closely work with the client and ACIS process owners to ensure that a seamless transition is achieved. The major activities managed by the transition analyst in conjunction with the solution design team are:

- Identifying potential transition opportunities
- Initiating projects
- Planning the transition project in it's entirety
- Detailed design and development of the process to be transitioned
- Managing the knowledge transfer
- Implementing the solution within the new environment and piloting
- Implementing any innovative solutions thereby enhancing process efficiency and effectiveness
- Ensuring that the transitioned process 'goes live' from the new location

# Process Consultancy Services

***“Management consulting is the practice of helping organisations improve their performance, primarily through the analysis of existing business problems and development of plans for improvement.”***

In other words, consultancy is the process of creating business value through the application of knowledge, techniques and skills thereby improving overall performance resulting in organisational excellence.

The fast paced business environment that we are in today requires an organisation to strongly focus on changing customer needs in order to sustain and achieve it’s business objectives. Customers need to be provided with quick, effective and efficient solutions to sustain on-going business relationships and a steady commerce. This is where a management consultant steps in.

As budding business consultants, we at ACIS Business change offer wide range of services to our clients. Having a clear understanding of the Allianz work culture, we work closely with our clients to realise their business problems and the root causes behind them. Post a detailed qualitative and quantitative analysis, we strive to generate recommendations with a clear implementation plan thereby helping our customer achieve their end business objectives.

The various services we provide within the realm of consultancy are being detailed in the above tabs.

## Process Improvement

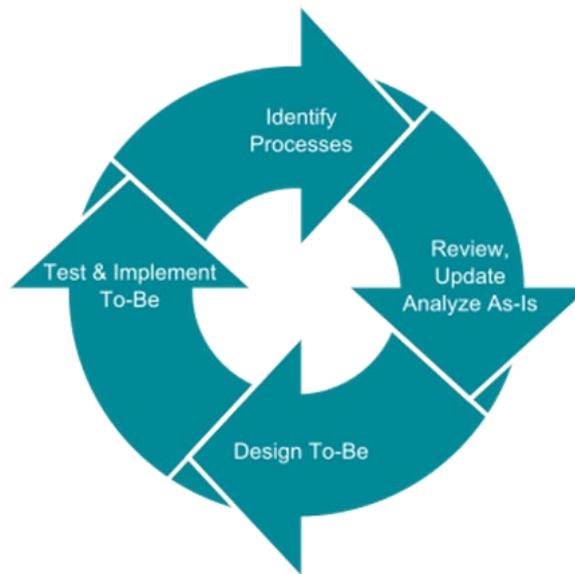
Business Process Improvement concentrates on helping an organization optimize its underlying processes resulting in overall process efficiency.

We provide services in terms of process review, design and innovative solutions to ensure establishment of clear and controlled processes that utilises existing organisational resources delivering business value. Trained in process improvement methodologies like OPEX and Six Sigma, our resources ensure high quality service to customers.

***“Re-engineering is defined as the fundamental re-thinking and re-designing of business processes to achieve dramatic improvements in critical measures of performance such as cost, quality and service.”***

Our consultants work towards achieving customer objectives by providing suggestions based on professional expertise. Major activities include:

- Identifying problem areas within the business
- Analysing the AS-IS situation to arrive at the root cause
- Providing recommendations and design the TO-BE situation
- Assisting in implementation of the solutions



Business Process Reengineering Cycle

***A process is a logical series of related transactions that converts inputs into outputs.***

A detailed analysis of business processes helps the operations management team in realising those activities that contribute directly to the value chain. Process analysis can be done quantitatively and qualitatively. The right combination of these helps our customer realise the current situation and make accurate business decisions.

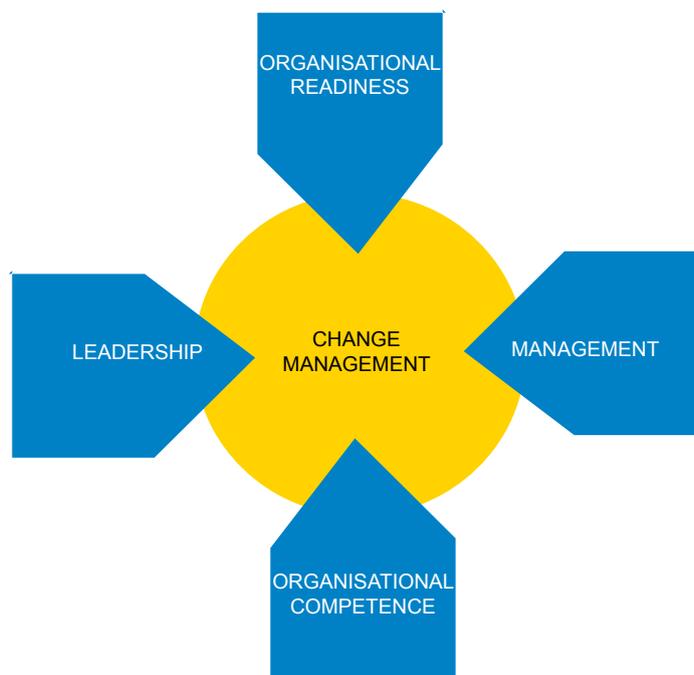
Our consultants help by:-

- Defining and documenting processes as appropriate
- Identifying and evaluating key performance areas, bottle-necks within the process etc

***The important aspects of change are leadership, management, organisational readiness and organisational competence.***

The ACIS Business Change team helps organisations adapt to change by:-

- Analysing the situation to understand the current situation and what needs to be achieved
- Applying industrial best practices that suit the organisation
- Managing one or more aspects of planning, organising, communicating and reviewing the change
- Helping to create an objective and in adapting models and tools which suits the business circumstances
- Helping analyse critical vs. essential task elements.



Our team members play an active role in assisting the ACIS executive management in preparing strategic presentations and making business decisions. Major areas of contribution include:-

- Collecting requirements / management information
- Conducting analysis on information and providing inferences
- Preparing executive level presentations and other auxiliary material

Organisations may seek the help of professional consultants in conducting and facilitating workshops at times. This is especially critical when bringing about a sensitive change; designing a new product line etc. An impartial, judicious and knowledgeable facilitator can help the organisation achieve its end result in a much easier, effective manner with least resistance.

Our consultants have relevant experience in conducting and facilitating workshops, focus group sessions etc. and providing detailed reports to the relevant management team.

# PMO Services

## **What is Project Management Office (PMO)?**

A Project Management office is an organizational body or entity assigned various responsibilities related to centralised and co-ordinated management of those processes under its domain. The responsibilities of a PMO ranges from providing project management support to direct project management of a project.

A PMO helps an organization to create goals and time lines, organize budgets and resources, and evaluate progress and accomplishments. The primary goal of a PMO is to achieve benefits from standardizing and following project management policies, processes and methods.

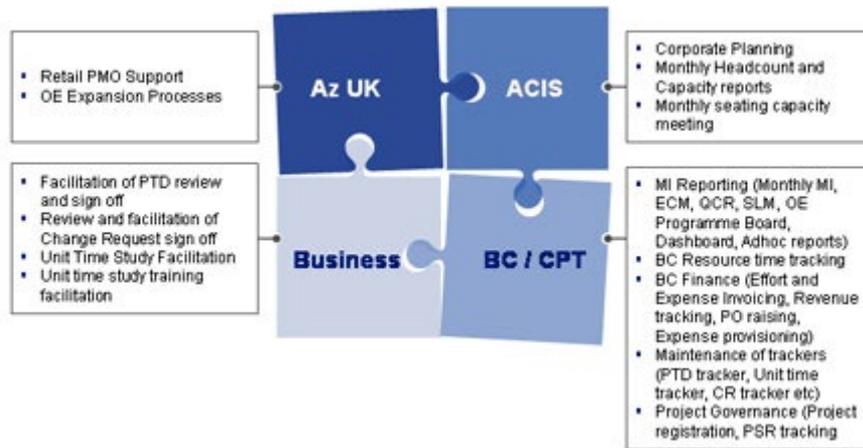
## **Why do we need a PMO?**

In the past, organisations across the globe have struggled to deliver projects on time and within budget. However, it has now been widely realised that projects have to be closely monitored within the current competitive business environment, to ensure a successful closure. This challenge has led many to turn to project management offices (PMO) as a way to boost efficiency, reduce costs and improve project delivery in terms of time and budget. The top two reasons for establishing a PMO are improving project success rates and implementing standard practices.

## **PMO in ACIS:**

The ACIS Project Management Office (PMO) department focuses on defining and maintaining standards for project management within the organization. Ours is a strategic function, closely associated with the Business Change team ensuring standardisation of project management practise.

The ACIS PMO team acts as a source of guidance, documentation and metrics related to the practices involved in managing and implementing projects within ACIS. We regularly report on project activities, constraints and requirements to the executive management team which helps the organisation achieve its strategic business goals and objectives.



The PMO team participates in strategic project management activities as part of the Portfolio Management process. In addition to liaising closely with the ACIS Expansion team, we also offer our services to the Allianz UK Retail PMO by gathering management information, developing MI reports & board level packs and processing requests on 'Planview' application. Effective time management and dedication ensures that reports and meeting packs meet customer expectations.

With regards to local initiatives, our team undertakes the responsibility of managing the ACIS and AMOS headcount process on a monthly basis and handling invoices and MI packs for the Business Change team. All reports are communicated with the respective stakeholders on a regular basis. Due attention is given while preparing these reports to ensure that information is consistent, accurate and comprehensive.

We also manage unit time studies, change control and PTD (Process Transfer document) review processes across ACIS. The team works closely with ACIS Business Change project managers ensuring:-

1. Strict adherence to project lifecycle process and procedures.
2. All legal and regulatory documents are produced and signed-off.

# Business Analysis

Business Analysis is the process of understanding business change needs, assessing the impact of those changes, capturing, analysing and documenting requirements and then supporting the communication and delivery of those requirements with relevant parties.

A Business Analyst (BA) is someone who analyzes the existing organization and design of systems, including businesses, departments, and organizations. BAs are also actively involved in assessing business models and their integration with technology.

As Business Analysts our team members strive to be great communicators, tactful diplomats, problem solvers, thinkers and analysers - with the ability to understand and respond to user needs in rapidly changing business environments. We currently serve our customers as both 'functional business analysts' and 'IT business analysts'.

As functional business analysts, we work at all levels of an organisation - from executive management to business users; analysing, designing, implementing and supporting business applications and systems. We develop detailed, functional system and program specifications using structured design methodologies and case studies. Our key strengths revolve around communication, organization and cross-functional business and application knowledge. As Allianz employees, our analysts are the embodiment of 'Allianz business culture', which helps them fit into any customer environment effortlessly.

As IT business analysts, we gather business & functional requirements and collaborate with technical and integration architects in documenting functional requirements, design and use cases. Our analysts constantly interact with system staff and developers and serve as a system support liaison by monitoring and resolving errors and conflicts.

Our analysts are professionally certified in business analysis and continual development of technical and soft skills play a vital role in the personal development framework of each individual.

