

# IT Operations

Case Studies

Allianz 

# 1st Line Support

Customer: AMOS Branch UK

Location: UK

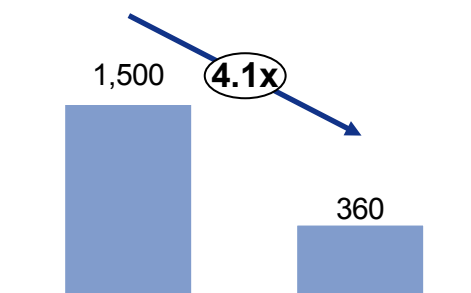
Duration: 9 Months

## Pre-transition

- 1st Line teams (Service Desk / Security Admin/ Motor insurance Database (MID) Helpdesk) working from UK.
- High cost of service provided by UK resources.
- Need for better user experience.

## Cost factor

EUR / annum (In thousands)



Annual expense reduced 76%

## Challenges

- First IT infrastructure off shoring project for Allianz UK IT Operations.
- Complex process flows.
- Resistance to off shoring from employees.

## Solutions

- Create detailed business documentation for the transition detailing each process flow.
- Effective communication plan and redeployment of resources affected to ensure future project transitions are not impacted.

## Post-transition

- Reduction in cost by offshore arbitrage model.
- Extended hour support services.
- Improved customer experience.

## Key success factors

- Use of mature knowledge acquisition methodology.
- Technical and process capability of ACIS / UK resources.
- Well planned onsite – offshore coordination and support from Allianz UK Management.

### Technology

Avaya, Networks, Servers, OCS.

### Key metrics

- Schedule
- Quality
- Customer Satisfaction

# 3rd Line Support

Customer: AMOS Branch UK

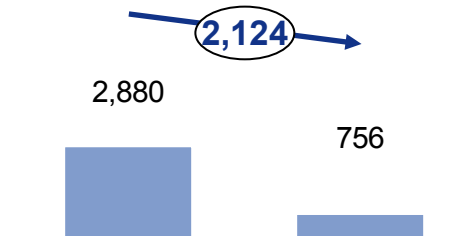
Location: UK

## Pre-transition

- 3rd Line teams (UNIX, Oracle, Wintel, Middleware, Voice / Data, Application Packaging) working from UK.
- High cost of service provided by UK resources.

## Cost factor

EUR / annum (In thousands)



Annual expense reduced 74%

## Challenges

- Lack of proper process documentation.
- Complex process flows.
- Convincing UK Team Leaders to reduce their headcount.

## Solutions

- Create detailed business documentation for the transition detailing each process flow.
- Effective communication plan and redeployment of resources affected to ensure future project transitions are not impacted.

## Post-transition

- Reduction in cost by offshore arbitrage model.
- Extended hour support services.
- Improved customer experience.

## Key success factors

- Use of mature knowledge acquisition methodology.
- Technical and process capability of ACIS / UK resources.
- Well planned onsite – offshore coordination and support from Allianz UK Management.



### Technology

Networks, Windows Servers, NICE, Avaya, Oracle data-bases, UNIX, MQ, VM Ware.



### Key metrics

- Schedule
- Quality
- Customer Satisfaction
- Cost savings

# Reactive Operations

Customer: AMOS Branch UK

Location: UK

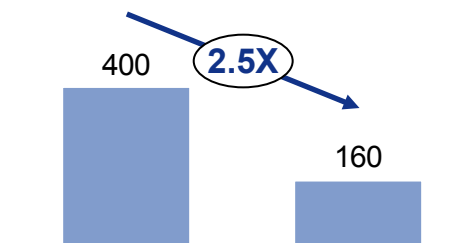
Duration: 15 Months

## Pre-transition

- Reactive Operations team working from UK.
- High cost of service provided by UK resources.
- Need for better user experience.

## Cost factor

EUR / annum (In thousands)



Annual expense reduced 60%

## Challenges

- Technical resolver team off-shoring project for Az UK IT Operations.
- Employee morale in UK.

## Solutions

- For the transition detailing each process flow.
- Effective communication plan and redeployment of resources affected to ensure future project transitions are not impacted

## Post-transition

- Reduction in cost by offshore arbitrage model.
- Extended hours support services.
- Improved customer experience.

## Key success factors

- Use of mature knowledge acquisition methodology.
- Technical and process capability of ACIS / UK resources.
- Well planned onsite – offshore coordination and support from Allianz UK Management.

## Technology

Avaya, Networks, Servers, OCS.

## Key metrics

- Schedule
- Quality
- Customer Satisfaction



# IT Infrastructure Projects

Customer: AMOS Branch UK

Location: UK

Duration: 12 months

## Pre-transition

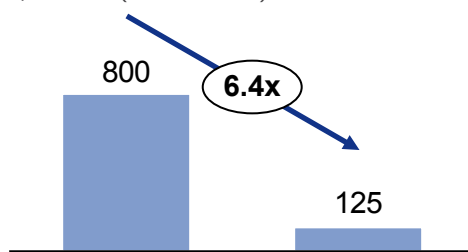
- AMOS UK IT Infrastructure Project Management function working from UK.
- High costs (human elements).
- High Contractor : Permanent Full Time Employee (FTE) ratio.

## Post-transition

- Cost benefits by reduced billing rates.
- Reduction in Contractor : Permanent Full Time Employee ratio.
- Delivery of End to End project Management for Priority 3 Projects from ACIS.

## Cost factor

EUR / annum (In thousands)



Annual expense reduced 84%

## Key success factors

- Yearly visits to AMOS UK.
- Establishing 'practical' process for remote project management.
- Disciplined adherence to project processes.
- Continuous evaluation of individual performance.

## Challenges

- Lack of high quality collaboration tools.
- Cross technology interfaces.
- Complex process.
- Reluctance to accept remote project management.
- Management of customer expectations in UK.
- High visibility to Senior Management.

### Technology

Share point  
Portals,  
Communication  
Tools  
(Telephony, VC).

## Solutions

- Use of Project Management methodologies (e.g. PRINCE2).
- ITIL (Information Technology Infrastructure Library) methodology.
- Transparent and regular communication mechanism.
- Early identification of remotely manageable projects.

### Key metrics

- Quality
- Customer Satisfaction

# IT Administration Support

Customer: AMOS Branch UK

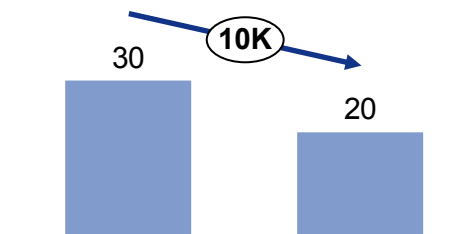
Location: UK

## Pre-transition

- IT Administration support.
- High cost of service provided by UK resources.

## Cost factor

EUR / annum (In thousands)



Annual expense reduced 33%

## Challenges

- Lack of process documentation and work flows.
- UK stakeholder buy in to transition administrative role.

## Solutions

- Create detailed business documentation for the transition detailing each process flow.
- Effective communication plan and redeployment of resources affected to ensure future project transitions are not impacted.

## Post-transition

- Reduction in cost by offshore arbitrage model.
- Extended hour support services.
- Improved customer experience.

## Key success factors

- Use of mature knowledge acquisition methodology.
- Technical and process capability of ACIS / UK resources.
- Well planned onsite – offshore coordination and support from Allianz UK Mgmt.

## Technology

Outlook, VMWare, Avaya.

## Key metrics

- Schedule
- Quality
- Customer Satisfaction
- Cost savings



# IT Procurement

Customer: AMOS Branch UK

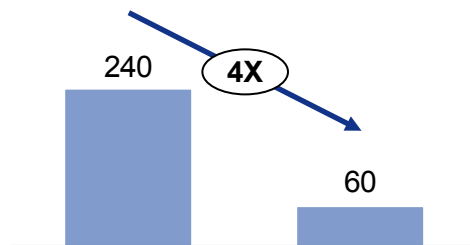
Location: UK

## Pre-transition

- All IT Procurement resources were based out of UK.
- High cost of service provided by UK resources.

## Cost factor

EUR / annum (In thousands)



Annual expense reduced 75%

## Challenges

- Lack of process documentation and work flows.
- Stakeholder Perception of vendor management issues.

## Solutions

- Identification of 'Right' processes within the function that could be managed from Offshore.
- Effective use of technology and streamlining processes to overcome communication challenges.

## Post-transition

- Reduction in cost by offshore arbitrage model.
- Improved TAT for end users.

## Key success factors

- Enforcing effective and efficient processes with Senior management support.
- Technical and process capability of ACIS / UK resources.



## Technology

VC, OCS, Service Centre Peregrine, Asset Centre.



## Key metrics

TAT, Stakeholder feedback, Regular Quality Audits, Avg time for Procurement stages.

# IT Change Management

Customer: AMOS Branch UK

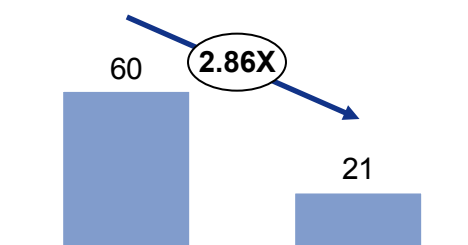
Location: UK

## Pre-transition

- IT Change Management Function performed from UK.
- High cost of service provided by UK resources.

## Cost factor

GBP / annum (In thousands)



Annual expense reduced 65%

## Challenges

- Stakeholder Buy in, UK Operational acceptance.
- Complex process flows.
- Communication challenges.

## Solutions

- Extended on shore assignment for ACIS resources to deliver work bases out of customer site to gain acceptance and build trust.
- Effective use of technology and streamlining processes to overcome communication challenges.

## Post-transition

- Reduction in cost by offshore arbitrage model.

## Key success factors

- Enforcing effective and efficient processes with Senior management support.
- Technical and process capability of ACIS / UK resources.
- Extended on site assignment to ACIS resource to build trust.

### Technology

VC, OCS, Service Centre Peregrine.

### Key metrics

Stakeholder feedback, Regular Quality Audit findings.



# Frontdesk – Server / Batch Services

Customer: AMOS SE

Location: Munich, Germany

Duration: April 2011 to March 2012

## Challenges

- English skills in Munich Colleagues.
- Initial reluctance with the off shoring strategy.
- Recruitment issues.
- Tickets / Instructions / Documents in German.
- Setting up access (Frontdesk being the first team) .
- Training not as per the KT plan.

## Success factors

- Qualified and Highly motivated staffs for Transition.
- Effective Cross training among Indian Colleagues (Helping each other) & Use of Common Documentation technique – Faster Knowledge Transfer.
- Regular Team meetings among ACIS colleagues to focusing on areas of improvement.
- Rapport building with German Colleagues.
- Regular discussions with the German Management to discuss outstanding issues and to update the KT progress.
- Further trainings with Backdesk teams.
- processes to overcome communication challenges.

## The Result

- Established Live productive service well before the target date.
- First 24 x 7 x 365 days operations team in ACIS.
- Role Model for future Sourcing projects.
- Very impressive experience for Munich staff as they where in ACIS , Trivandrum for about five weeks for training sessions.

## Feedback from Munich Colleagues:

- Highly motivated and eager for knowledge.
- Good team skills – they help and train each other.
- Very nice and friendly.
- Sometimes a little bit shy vs. the direct German communication.
- Well educated.

## Cost Savings

