

# Case Study

## **Life insurance admin system Unit linked investment and risk products.**

Following the methodology: we established partnerships between our senior staff and the customer's leaders; provided key architects and team leaders with industry knowledge to the project; and co-located the team with the customer.

The team was initially small - 6+4 trainees (staff) including staff with specialist insurance knowledge. The team ramped up slowly to 12 over twelve months. The team was a blend of contract and internal personnel located in the same building with the business.

Actuarial and Life Industry operations research personnel provided key architectural elements, and we attracted other key team members based on the merits of the project. Professional development team management and highly motivated and productive development personnel complemented the team. A culture of open access and regular social and technical contact was deliberately fostered to enhance communications. Mentoring and training of internal personnel was ongoing and actively supported.

The core administration system for a single insurance product was delivered first. This was interfaced to existing commission, re-insurance, claims, new business and accounting systems via simple database interfaces and SQL conversion routines. With this approach there were no dependencies between the old and new components which facilitated gradual replacement as a strategy.

The second deliverable was to add the generalised risk (life insurance) product and new business, followed by scheduled maintenance releases.

Review meetings were conducted weekly during critical phases, and monthly at other times. Each iteration of the development cycle lasted 5 weeks. Professional project management was used to ensure the alignment between business objectives and the project activities.

Regulatory changes necessitated changes to the objectives midcourse. This was dealt with through re-prioritisation of the deliverables and appropriate increase in resources.

To ensure a smooth transition to an internal support model, 4 staff transferred to the customer's organization at the conclusion of the project.

The project was successfully delivered within budget at each phase, (total investment A\$8.8M), and met an externally imposed timetable.