

Asian insurer targets future-ready group operating model

Case Study

The Client Challenge

Recognizing the impact of changes taking place in the wider insurance industry in areas such as technology, customer expectations, competition and talent, one of Asia's largest insurers was considering how to cement its position of strength in the future and further improve performance.

The client's ambitions included redefining the role of Group Head Office functions to enhance the value they offer to the operating companies. Focusing on areas such as service, quality, governance, thought leadership and productivity, the client wanted to provide the Group Head Office functions with a stronger mandate to affect change within an overall organizational framework, to be implemented through a transformation and change agenda road map.

Our Solution

Through a competitive process, the client appointed Willis Towers Watson to support the re-definition of their Group Head Office operating model. They especially liked our combined team strength that balanced deep insurance industry knowledge, global organization design expertise and high-touch executive leadership oversight. The agreed objective was to refine and roll out a new Target Operating Model for group headquarters that would support Group Head Office functions in tailoring and implementing their updated mandate, including their interface with local business units.

Our solutions respected the previously established organization principles and guiding frameworks, but also challenged the client to think about alternative ways of achieving objectives given that each of the 17 Group Office (and sub) functions had differing operating needs and starting points for the transformation journey.

To articulate the operating elements required for each function within the implementation of the Target Operating Model, we leveraged our understanding of international insurance trends, functional structures used by similar leading global organizations and benchmark information on organization design. These elements included ways to promote effective and seamless interactions between functions. High-touch stakeholder engagement was central throughout the whole process.

The Outcome

For successful implementation of the new Target Operating Model, Willis Towers Watson developed the operational elements required for each function and captured in a high-level road map that is keeping the project on track and within its target timeframe.

Further information

For more information please contact insurer.solutions@willistowerswatson.com

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About Willis Towers Watson

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