



# If the strategic vision changes, what about organizational structure?

## Case Study

### The Client Challenge

Large populations and rising prosperity in a number of Asian countries present significant opportunities for insurers. The CEO of a holding company responsible for three businesses – two life insurance companies and an asset management company – in one fast-growing market in South East Asia created an ambitious new vision and strategy to significantly grow the unique customer base across the company's three entities. The client wanted to assess if the current organizational structure of the holding company and its three entities was consistent with, and would support, the holding company's new vision and strategy.

### Our Solution

Due to Willis Towers Watson's demonstrated combined team strength that balanced deep insurance industry knowledge and global organization design expertise, the client appointed us to conduct an in-depth review of the current executive management organizational structure and provide clear recommendations to support the new company vision and strategy.

We assessed the existing organizational structure, job roles, and individual KPIs through one-on-one sessions with the CEO and executive leadership. Using the key objectives of the CEO's strategic vision, we conducted analysis on role overlap, role clarity and potential gaps in accountability. We then developed alternative structures, along with practical and implementable approaches, including a phased approach to transition from the current state to the end-state structure. It was also important to assess the end-state structure's fit-for-purpose against the company's vision and strategy. Ahead of submitting our recommendations in a final report, we ran several workshops to engage key stakeholders, share and validate our findings and allow for robust discussion and debate in order to fine-tune the proposed new structures.

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### The Outcome

On review of the final report, the company is now acting on our recommendations following approval at the company's regional level. Having completed the executive organizational structure review, the client has commissioned us to conduct a similar Phase 2 project for the various functions across the wholly-owned life insurance company and the holding company. This includes an additional variable to transfer some roles across functions to better align them to changing business needs. The client has also notified us of a Phase 3 project, related to the wholly-owned asset management company.

### Further information

For more information please contact [insurer.solutions@willistowerswatson.com](mailto:insurer.solutions@willistowerswatson.com)

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