BPM
Proof of Quality

A BearingPoint Accelerator

Business Process Management (BPM) is more important for insurance companies than any other industry (according to a BearingPoint Study in 2015). Currently only 31% of insurance companies are satisfied with their BPM approach. Key objectives: higher cost transparency, cost reduction and harmonization of the business process landscape with a reduction of error rates, acceleration of process cycle time, increase of client satisfaction and better risk compliance.
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Market Drivers

Low-interest phase, client orientation and global megatrends have tremendous impact on insurers

**Low-interest phase**
- „Operational excellence“ and cost optimization
- Transparency of process costs end-to-end
- Standardization and automation of business processes
- Self service for customers and sales forces
- Redundancies elimination, task termination at point of sale

**Client Orientation**
- Client segmentation
- Multichannel management (incl. Social Media)
- Analysis of customer behaviors (Big Data)
- Individualization of products, modular building kits, client integration
- New business models

**Global Megatrends**
- New emerging competitors (Motor Industry, Google, etc...)
- Partnerships and value chain depth reduction (sourcing models)
- Mobility
- Internationalization of business
- Strict regulatory requirements
Our Approach

Business Process Management as enabler for digital strategies

- Digitalization: 47%
- Mobile Solutions: 42%
- Big Data: 37%
- Agile Organisation: 37%
- Social Collaboration: 30%
- Cloud Computing: 30%

Companies in the future have to promptly be able to integrate new trends in their business models.

Without active configuration and controlling of business processes a successful realization of digital business models will not be possible.

The realization of new trends leads to a digitalization of business processes.

Current trends can be seen as chance to develop an agile process oriented Organization.
Our Approach

Step 1: BPM & Service oriented target architecture
Assessment and prioritization of core insurance processes with regard to the potential to increase efficiency and quality as well as steering requirements (Process Heat Map)
Investigation of as-is architecture and aggregation to a target solution design. This includes:
- Analysis of processes and interfaces
- Mapping of relevant systems
- Comparison with BearingPoint’s reference architecture
- Conception of target system architecture draft and mapping of process landscape to system architecture
- Connection of process architecture with SOA target landscape

Approval of BPM & SOA target design

Process Heat Map
SOA target architecture

Step 2: Business Case & Roadmap
- Joint development and alignment on Business Case Schema
- Creation of a High-Level Business Case: base model, definition of cost, efficiency and quality drivers
- Integration of base figures into the profitability analysis (Costs for implementation, licenses, maintenance, operation, infrastructure and administration; cost effects by cluster), efficiency & quality potentials
- Integration plan (old – new systems)

Roadmap
Approval of BPM & SOA target design

Alignment of Roadmap & Business Case

Step 3: Management Board Presentation
- Creation of a Management Board Presentation including feasibility recommendation
- Project planning for further procedures
- Recommendations for further procedures (Actions, decisions, etc.)

Draft Version - Presentation
Approval of Business Case & Management Board Presentation
Client Benefits

Process Heat Map

> Measurability: agreement on KPI’s to monitor process performance identified key risk indicators
> Efficiency: evaluation of automation, self service, finalization at first contact, forwarding/ redundancy reduction, media rupture and error reduction potential per process step
> Identification of key challenges for BPM improvements incl. implementation measures to be taken

Target architecture for IT

> Analysis of current architecture (Key process description and data flow analysis in current architecture)
> Identification of improvements supported by alignment BearingPoint reference architecture
> Definition of target BPM/ SOA architecture (Identification of standard service steps and integration scenarios, Common development of a transformation roadmap)

Basis for the implementation of BPM Objectives
# References

**Large Swiss Insurance group**

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BearingPoint consultants understand that the world of business changes constantly and that the resulting complexities demand intelligent and adaptive solutions. Our clients, whether in commercial or financial industries or in government, experience real results when they work with us. We combine industry, operational and technology skills with relevant proprietary and other assets in order to tailor solutions for each client’s individual challenges. This adaptive approach is at the heart of our culture and has led to long-standing relationships with many of the world’s leading companies and organizations. Our global consulting network of 9,700 people serves clients in more than 70 countries and engages with them for measurable results and long-lasting success.

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