



## Improving Organizational Agility and Performance

A large insurance company was able to achieve aggressive growth by identifying and adopting improved business practices as part of an enterprise-wide system modernization.

### How RG Assisted an Insurance Company Achieve Aggressive Growth

A large national insurance group embarked on a strategy that included double-digit growth goals across its main lines of business including life, disability, and long-term care insurance as well as retirement plan services. To achieve the aggressive annual growth targets, the organization needed to modernize systems and processes across the enterprise to be more efficient, consistent, and scalable.

**RG was selected to analyze the existing processes and identify opportunities to streamline working practices in support of an enterprise-wide systems modernization program. RG worked across the organization to engage stakeholders and business groups to understand the needs of the business, analyze and implement standards and best practices, and develop a culture of compliance around the new processes.**

Analysis and audits identified that IT solutions required to deliver the capabilities needed by the business lines to achieve their goals were being delivered ineffectively. The IT organization was mired in a legacy mindset, and successfully delivering the systems modernization required a new approach. To address this the organization set out to adopt a standard Solution Delivery Life Cycle (SDLC) including additional roles and responsibilities to support adoption. Despite the introduction and reinforcement of best practices, the organization struggled with effective IT solution delivery to business customers.

#### Aligning Program Goals with the Customer Capabilities

RG provided business process analysts to refine the SLDC and drive adoption across the organization. The initial activity was to develop a plan which mapped all program and project goals to the customers well-established capability model. RG standardized the organization's methods for conducting business analysis, rolling out over a hundred one-page "quick guides" to enable practitioners to effectively capture business requirements and build a strong partnership between technology and business personnel during the discovery and implementation of efficiencies in business and technology processes. Using RG's unique LINKProcess™ methodology, the analysts created a structured Knowledge Portal that contained all the documents, templates, quick reference guides, training materials, and other collateral to support the SLDC processes.

#### Driving Adoption Across the Business

Once the framework was in place, the next step was to establish Centers of Excellence (CoE) for Project Management, Business Analysis, and Testing. RG Business Analysts and Delivery Leads helped develop and coach the CoE leaders and nurture the development of organization-wide communities of interest around each discipline. These groups were then available to help support the wider promotion and adoption of the SLDC as it was rolled out across the company, including consistently maintaining the business architecture, scoping, use cases, testing, and enterprise information through the Knowledge Portal.

Throughout this process, RG analysts engaged with executive and business stakeholders to keep them informed on progress and to ensure continued alignment with both corporate and business line goals. Reports and metrics were tracked and published on the Knowledge Portal, improving visibility into project performance and adoption of the SDLC processes.

As part of the ongoing monitoring activities, RG was able to quickly identify where projects needed additional support and provide project management, requirements, architecture and software delivery expertise to ensure delivery remained on track.

### Delivering Improved Outcomes

The outcome of this program was the rapid adoption of the SLDC across the software implementation projects and improved delivery to time and budget. This enabled the business lines to take advantage of streamlined systems and processes and meet their targets for growth.

### Outcomes Delivered

- Integration of processes and Solution Delivery Life Cycle (SDLC) led to rapid adoption of the standardized life cycle by project management teams across the enterprise.
- Centers of Excellence (COE) were created for Project Management, Business Analysis and Testing.
- RG mentored the COE leaders to develop a thriving community.
- Knowledge Portal content based on LINKProcess™ and industry best practices was created in support of processes, templates, metrics, and training to client's existing SDLC.
- Developed quick guides focused on single techniques



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### About RG

RG partners with clients to test and refine every solution to meet their exact needs. We take pride in tackling complex management challenges with fresh and innovative insights and in transforming our clients' vision into reality.