

## Win in the flat world

### Modernizing Insurance Legacy Systems for a Leading Provider of Annuity Products

#### **Abstract**

*The annuity division of one of the world's largest service companies was looking to improve its customer service. Infosys partnered with the client to strengthen its ability to better service the needs of the business by defining a set of long and short-term goals, creating a technology architecture blueprint for the business and improving process rigor, project management, quality focus and metrics tracking to enhance effectiveness and efficiencies of delivery. As a result, the Client was able to improve customer satisfaction, reduce product introduction time and improve IT operational efficiency.*



## The Client

The Client is one of the world's largest financial services companies, offering individual, business and institutional customers innovative financial products and services in insurance, investment, asset management and internet-banking services in over 50 countries including the United States.

## Business Need

The Annuity division of the Client was looking for ways to improve its customer service. Looking into the project management and quality management process, the Client discovered that they were not standardized, and that this was leading to elongated project timelines. This was affecting the quality of work products, leading to customer complaints. Also, the Client wanted to improve its availability of structured and institutionalized approach to System Knowledge Management so that person dependence can be reduced.

Infosys partnered with the Client to strengthen its ability to better service the needs of the business by:

- Defining a set of long (5 years) and short-term (1 year) goals
- Creating a technology architecture blueprint for the business
- Improving process rigor, project management, quality focus and metrics tracking to enhance effectiveness and efficiencies of delivery.

## The Infosys Solution

Infosys undertook a detailed assessment exercise to identify various challenges and secure the buy-in of all stakeholders and acquired detailed knowledge of the business needs, state of applications, gaps etc. The output of this exercise was a detailed plan that defined various

project tracks, governance and program management mechanisms etc.

Infosys' cross-functional team comprised domain specialists and business consultants in addition to experts in software development, application maintenance and management, testing, quality, system integration and capacity planning. Infosys worked collaboratively with Client executives to define a roadmap to transform the IT operations supporting the annuity business and develop the business case, and thereafter, to deliver the various projects identified.

Specifically, Infosys' role included the following:

### 1. Defining Business and IT Architecture for the division

Infosys defined the future state based on the business and IT vision for the Client's Annuity organization. A transformation blueprint was developed, to ensure that the required capabilities are built and underlying changes made.

### 2. Setting up a robust, cost-effective and scalable Offshore Development Model

Infosys and the Client worked together to set up a 24-hour work execution model by extending IT operations to India. The Offshore Development Model provided scalability, introduced process improvements and knowledge management capabilities. The increased window of operation helped improve Time-to-Market by compressing the time required for delivering new functionality, making changes to existing systems. This model also allowed the Client greater flexibility in resource planning- including quick ramp-ups and ramp-downs.

### 3. Restructuring the QA organization and setting up a comprehensive Regression Test Bed

Infosys' extensive experience in software quality management and testing were leveraged to set

up the framework for a QA organization. This included defining a comprehensive test strategy, methodology for metrics collection (including best practices and benchmarks) and setting up a Regression Test Bed to help the Client perform rapid and extensive testing of its Annuity products and shorten the new product launch window.

#### 4. Refining Project Management processes and SDLC

Based on an assessment of the current state, Infosys defined processes to fill gaps and strengthen rigor. The team also managed the program of piloting and deploying these changes in the client organization. The changes are expected to help the client assure higher output quality, along with better adherence to budgets and schedules.

#### 5. Defect Remediation

Infosys' consultants conducted a Root Cause Analysis to identify the cause of high defects. Having identified the reasons, the team recommended specific short- and long-term changes. Infosys is currently engaged in implementing these changes that are aimed at a phased reduction of software defects.

#### 6. System Knowledge Management

Infosys defined a framework to document and maintain the knowledge repository in order to bridge identified gaps in the knowledge management function and to ensure that future KM capabilities are built. Infosys is currently working with the Client to build appropriate KM processes as well as technology solutions.

## Client Benefits

As a result of Infosys' efforts, the Client has been/would be able to:

- Improved customer satisfaction: the Client was able to decrease the expected errors by 8.5 % through KM implementation. Internally, it is expected that the client will be able to achieve a search time (looking up knowledge artifacts) reduction of 30% in 2007 to 60% in 2008 and beyond.
- Reduce overall product launch time: Pre-launch cycle time is expected to be reduced by 5% in 2007 and up to 25% in 2010. The Client's current average product launch time is 38 weeks.
- Increase IT operational efficiency up to 40% in the next 4 months. Reduce the defect backlog to 50% by Q4 2006. Estimates point to 25% for 2007 up to 50% by 2008. Steady state goal is to reduce current backlog by 50%
- Institutionalize best practices and knowledge management, reducing dependence on specific people
- Leverage the experience and knowledge of in-house resources for higher impact strategic work, instead of having to use them to "keep the lights on"
- Inject better predictability in resource planning, thereby reducing overall costs arising from redundancy- even while facilitating scalability

Infosys Technologies Ltd. (NASDAQ: INFY) defines, designs and delivers IT-enabled business solutions that help Global 2000 companies win in a flat world. These solutions focus on providing strategic differentiation and operational superiority to clients. Infosys creates these solutions for its clients by leveraging its domain and business expertise along with a complete range of services.

With Infosys, clients are assured of a transparent business partner, world-class processes, speed of execution and the power to stretch their IT budget by leveraging the Global Delivery Model that Infosys pioneered.

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