

CASE STUDY


delivering the complex





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Insuret is an underwriting agency whose purpose is to deliver market leading insurance products and services within specific industry segments including Car rental insurance for fleet owners; Peer-2-Peer motor insurance; Commercial motor fleet insurance and Small business motor insurance.

Insuret operates throughout Australia with a lean footprint, minimal production staff and outsourced ICT services. One of Insuret's major differentiators in their market is that they provide all insurance functions from a single information management system. This approach avoids errors or data loss during transfer, minimises platform management and license costs and provides a single interface through which all business functions are managed.

The challenge

Insuret's core business product required significant functional and performance enhancements to maintain their market leading position. These activities had been commenced but were not realising the benefits Insuret needed and were taking longer than planned.

Integral worked with Insuret who were faced with the following challenges:

- **Lack of Governance:** There was no program manager overseeing the vendor project to enhance the core business product and no client executive (sponsor equivalent).
- **Lack of Client Focus:** The Vendor's project team were intent on rolling out the product as per their existing templates and methods without any direction or input from Insuret. The Vendor repeatedly relied on an aged and unsatisfactory product specification, irrespective of requests from Insuret to use current requirements.
- **Poor understanding of requirements:** The Vendor failed to elicit and document detailed Client business requirements during the first phase of the project.
- **The lack of in-house Insuret IT skills:** The lack of IT Skills in project analysis and testing expertise coupled with the Vendor's reluctance to engage collaboratively caused contention between business and project activities, resulting in delays and costs to both parties.
- **Best Practice Project Delivery:** The engagement followed the project methodology of the vendor, which did not reflect current mainstream best practice for software delivery.

The Solution

Integral was invited to assist Insuret to manage its vendor engagement and improve the delivery of its critical business applications.

The Integral approach was to split the project into two phases:

- **PHASE 1 - CMV Rectification:** To manage the vendor and deliver a series of enhancements and bug fixes to bring the CMV (Commercial Motor Vehicles Insurance Module) to a point of stability, that was fit for purpose with an improved user experience.
- **PHASE 2 - Fleet (Hire) Rollout:** Manage the build and implementation of the second business critical function within the core product – the insurance of Fleet Hire Vehicles.

The approach recommended by Integral was to first gain an understanding of the current state of the business applications, including a review of the documentation produced to date.

The Integral Project Manager established regular weekly meetings between Insuret management, the Vendor and the Project to review progress and commence planning, using standard project monitoring and control methods and tools. The consistency with which the vendor applied rigour to their management of the project varied and pressure had to be maintained throughout the project to achieve the agreed functionality to the level of quality required.

Integral's Value Add

Integral provided project services including:

- Project Management
- Health checks and reviews
- Vendor engagement and partnering
- Test Management and Execution
- Change Management
- Business Analysis and
- Training

Whilst the focus for the engagement was mostly on project review and vendor management, Integral also delivered improvements to Insuret's network performance and documented Insuret's critical business processes. The business processes were baselined and aligned with the improved core business application.

Insuret Management were also provided with a range of tools and guidance to assist with future projects and other IT activities with their primary vendor and external IT service providers.

Future Projects

The following recommendations were made at the end of the engagement. Specifically, that for all future projects of significance or business criticality, before any decisions are made regarding the selection of a vendor or product or a statement of work, that the following activities occur:

- **Document Requirements:** Engage an analyst to elicit and document the business, functional and non-functional requirements. This document, along with a business case or cost/benefit analysis, should be used to inform the go/no go decision for the project.
- **Obtain Expert Procurement Advice:** Engage a subject matter expert to undertake a market survey to identify and assess potential vendors and products, using the previously agreed requirements document as the benchmark for any decision.
- **Use Project Expertise to Execute:** In the absence of in-house project or IT expertise, it is strongly recommended that a Project Manager, Business and Test Analyst be engaged to manage the Vendor and ensure that their requirements are met, with minimal interruption to the business.

ABOUT INTEGRAL

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Integral provides business and technical solutions and services for organisations with complex IT needs. Integral is recognised for its innovation, receiving a number of regional and global awards. Established in 2001, it operates across Australia and throughout South East Asia. Integral works with private and public sector clients, including leading organisations such as Virgin Australia, NTI, Heritage Bank, Stanwell, Indue, Sunsuper, Federal, State and Local Governments. Key areas of expertise include: Integration, Digital Channels, Rapid Innovation Enablement, Project Services, Data Insights and Business Optimisation.

In their spare time the Integral team helps mentor university students through industry programs including teamarrow.com.au.