GOTHAER INSURANCE SOLUTION PLAN

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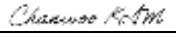
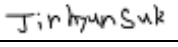
Attends meetings regularly, contributes meaningfully to group discussions.	SA	SA	SA	SA	SA
Completes assigned tasks on time.	SA	SA	SA	SA	SA
Prepares work in a professional manner.	SA	SA	SA	SA	SA
Demonstrates a cooperative and supportive attitude.	SA	SA	SA	SA	SA
Contributes significantly to the success of the project.	SA	SA	SA	SA	SA
Based on these considerations, state a peer percentage mark that each team member should receive from 0-100%	100%	100%	100%	100%	100%
Signature:		Lincoln H		Kash Srihari	Phoebe Griffin

Adapted from a peer evaluation form developed at Johns Hopkins University (October 2006)

Summary

After inheriting GoBEST from Berlin-Kolnische Versicherung in 1996, an IT department, Gothaer set about creating a system for its insurance conglomerate that would push them forward in the German Insurance market. The benefits were supposed to be mainly centred around; increasing their ability to automate tasks, and to assist with a large amount of product configurations. However, these changes were not realised as in time this system that was meant to propel Gothaer forward ended up becoming a resource sink, becoming more and more bloated, complicated, and error prone.

Several proposed solutions were considered in order to combat this problem and continue Gothaer on bettering their product and the company's health as a whole by creating a fresh system specifically designed for this circumstance.

This report will outline how the decision process should be carried out - weighing numerous factors about the business – in order to generate a genuine document in which Gothaer can use to decide on their future. This information will be written into the following sections:

- Introduction – Outlining the organisation, its background, a deeper look into its current situation, and analysing its objectives and business requirements.
- Proposed Solutions – How Gothaer should approach these solutions from a point of view that includes its current position and trajectory – its wants and needs including internal and external factors.
- Sourcing Strategy – Evaluation of each proposed solution; what each one can give to Gothaer.
- Transition Plan – How the solution should be adopted, what that means for its stakeholders and how to make the chance as smooth as possible.
- Benefits & Transformational Effects – Why Gothaer needs to undertake the proposed solution and what the positive and negatives are of transforming the business in this way.
- Conclusion – Wrapping up all the above points in a succinct manner.

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1. Introduction

1.1 The outline of the organisation

The Gothaer Company operates under three insurance services: life insurance, accident insurance, and private health insurance and property. All these subsidiary services are operated under the Gothaer Versicherungsbank, which is entirely managed by Gothaer Financial Holding. Presently, the organisation is facing problems with the transparency of their insurance policy system that could cripple the cost of GoBest since there are no real target monitoring. A digital solution the Manager John intends to implement into the organisation will ensure that proper alignment is achieved in their competitive venture.

1.2 The background of the organisation

The Gothaer is Germany's 12th-largest insurer. The organisation employs 5,900 individuals, has an estimated revenue of 4.5 billion EUR, and generates 115 million EUR (2014) annually. Figure 4 shows how Gothaer's transformation adversely affected its history. 1820: Gothaer Mutual Home Insurance Association is formed. Original initiatives remained localised. In subsequent years, society grew and provided more insurance products. They established a life insurance company in 1827 and a transit insurer in 1923. Gothaer was officially established in 1924. It merged businesses by retaining their shares. The corporation also created medical insurance. Gothaer solidified after WWII and moved to Cologne.

In recent discussion of smart solutions that Gothaer Insurance Group proposes to implement to improve their policy system, it is a tall order. A controversial issue has been whether to reduce the cost of customer lifecycle at the expense of implementing a suitable policy system characterised by a complex degree of automation. On the one hand, some argue that rather than establishing a new system using the mainframe computer of the organistaion, Gothaer Insurance Group should implement a standard software that is custom developed.

From this perspective, it is best if the organisation develops their system policies using in-house resources because the benefits of such system integration outweigh the cost of buying software for the same purpose. On the other hand, however, others argue that the best solution would be to buy software. In the words of top management, one of this view’s main proponents, " the solution should be an external software provider, not the internal IT staff." According to this view, the dilemma lies between the in-house technical team and the outside provider to implement their new system policy (Roßmehl et al., 2017). Then, the issue is whether to create a system policy using an in-house technical team or outsource providers to create the Gothaer Insurance Group GoBest project.

The company should build their system using outsourcing, it would be a better solution, it can be costly and will require specialised knowledge but will save money over time. I still maintain that building an in-house system retains independence and an agile development process for the system.

For example, outsourcing comprehends the operation and work needs of the organisation, which will improve software design and integration processes. Although some might object that it loses competencies, I would reply that it increases diversification and creativity to develop a fully functional system policy that is adequately automated. The issue is important because it will help increase integration and upgrade processes to a fully functional system that is automated and productive.

1.3 Current Situation

The corporation is currently confronted with the challenging decision of whether to construct a completely automated policy system utilising their in-house team or to hire a third party to build their system and customise it to fit their organisation. If the company does not make the decision to deploy a new system, then there is a good chance that they will have to pay high operating costs due to the intense competition and the increasing number of innovative digital business models used by insurtechs and FinTech's.

1.4 Organisation's objectives

The Gothaer Insurance Group is presently facing many hurdles with their operation insurance policy system that could further hurt the business and cripple it entirely in the present competitive world. The organisation has not adequately established a proper pricing strategy, which the smart solution will solve. Currently, there system estimates premium prices rather that computing which the algorithm of a smart solution that will solve through data intelligence obtained.

On top of that, the organisation is relying on mass driven development infrastructure, hence the need for smart solution that increase information communication and orientation on the desired user interface. The smart solution will also increase user interface that will also appeal to the internal users of the organisation. More importantly, it will enhance the complexity characterised with the system causing issues with finding and solving problems. It will allow the organisation to link both front and end users of their products to increase visibility, while at the same time harmonising communication engagement and interactions allowing the organisation creative an innovative sales venture that will allow the easily select a predefined contract into their database and tailor it to wider population customers in the niche. Employees will also have enough for staff development since the solution will address the high degree of manual tasks allows faster processing of customers' needs and want.

1.5 Business requirements

The current needs for businesses are improving their services, particularly through automation of policy systems using smart solutions that will guarantee full operation and maximum benefits for the business in a competitive digital world.

1. Gothaer Insurance Group should aim to move business processes and integrate systems online in order to decrease process costs and improve the efficiency of services.
2. Prioritise the automated calculation of insurance premiums and personalised policies in order to reduce process costs and manual work.
3. Gothaer should aim to create a budget plan and assign the role of active budget management to a responsible person.
4. User interfaces should aim to advance and simplify technology and also be a strong focus in future projects.
5. Gothaer should define roles, the project scope, and target groups better to reduce complexity and further develop a focus on customers.
6. Project requirements should be thoroughly defined and prioritised to understand each requirement and the level of consideration they need.
7. Boosting employee morale and growing user acceptance. Gothaer should aim to strengthen both employee and customer experiences.

2. Proposed Solution

2.1 Strategic Goals

The strategic goal is based on the previous resource that was given on assessment 1 strategic map objectives and the measurement to specify the objectives more assessable. The goals will be separated into several perspectives (Financial, Customer, Internal business, and Learning & growth). The goals will be provided based on the SMART objectives.

Objectives	Goals
• Improve 25% of net profit • Decrease 30% of customer lifecycle cost • Improve 15% of revenue growth	• Increase financial outcome from each premium product
• Sell 40% more of products • Improve 75% of customer satisfaction	• Provide a user-friendly interface for customers in Gothaer with cutting-edge IT systems
• Improve planning and scheduling • Improve 60% of automatization rate in the project (Reduce 60% of paper-based work) • Improve 30% of project workload based on target monitoring	• Organise project scheduling of each day • Improve the rate of automatization of all project process in the organisation
• Improve 90% of employees' attitude • Improve 90% of employees' motivation • Decrease 50% of frequency of problems	• Provide high-quality training for each project stakeholder with using innovative information systems

Table 1 – Strategic Goals for Proposed Solution

2.2 Business Capability

2.2.1 Capability Map (Level 1)

The capability map below presents the organisation's current capability to operate their business. Each section was derived from internal and external analysis and also it is based on the current situation and risks given in the assessment 1 of business structure.

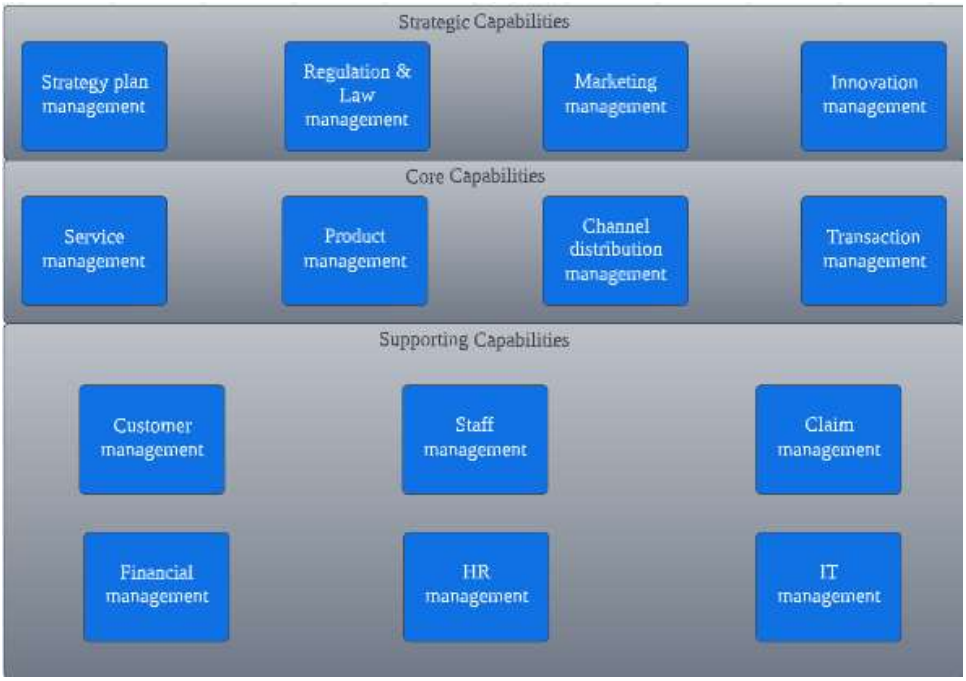

Figure 1 – Capability Map (Level 1)

2.2.2 Capability Heat Map

The capability heat map is built based on the business model canvas given in the previous resource. This indicates the first step in determining where to look to address a particular issue. In this section, it can be known the critical segment which requires attention to solve the current business problems. Through this capability heat map, the organisation is expected to implement by modifying and adopting the new systems.

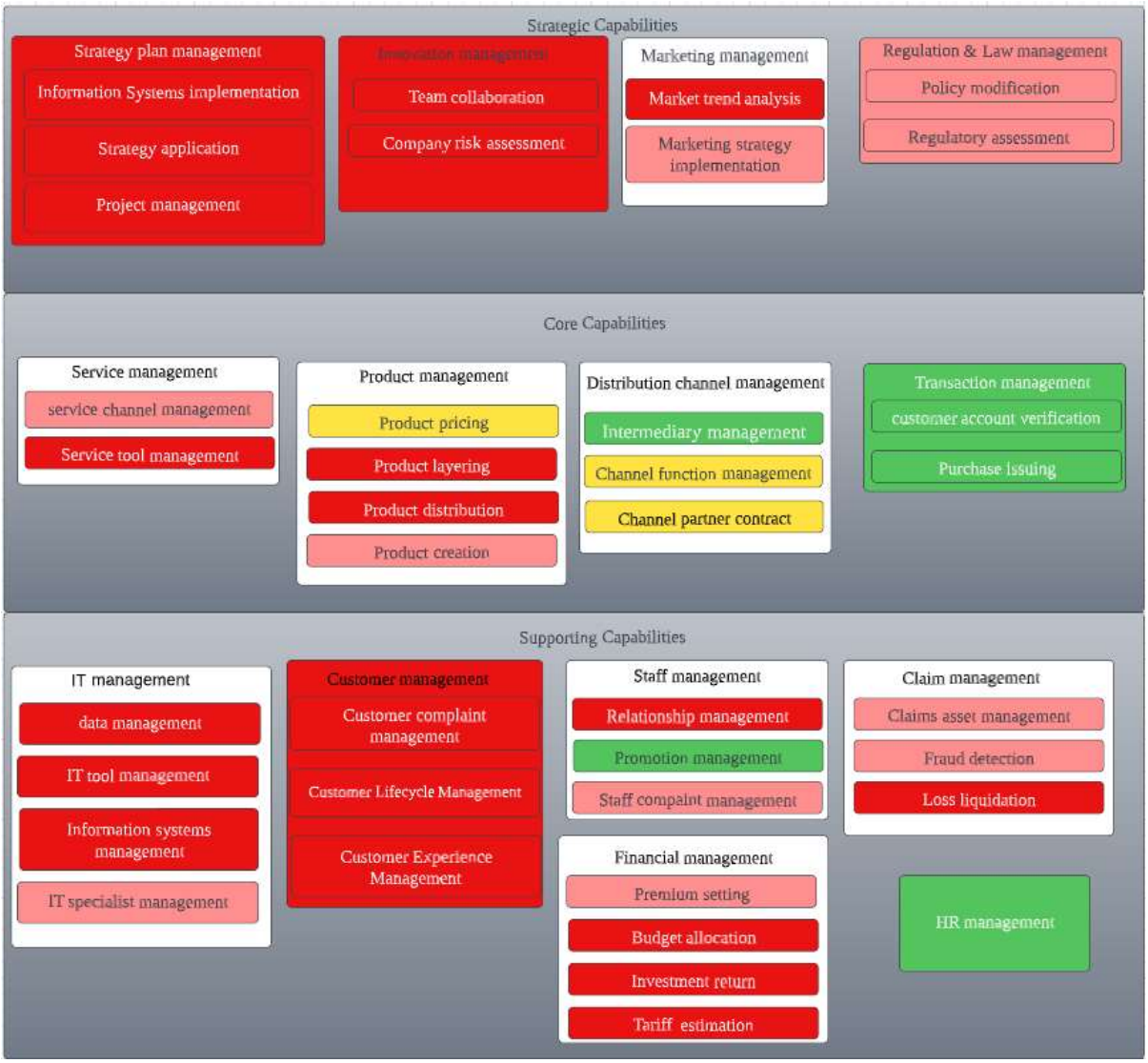

Figure 2 – Capability Heat Map

2.2.3 Internal & External Changes

The business can be divided into two sections in this case, internal and external. Those business sections are expected to be improved by the proposed IS solutions via this project. The table below presents effect of the new system and its section (Internal or External) with related business capability.

Analysed Prediction	Business Section	Related Business Capability (Level 2)
Influx of the young customers by improving market trend analysis with Agile group system	External	Market trend analysis
By implementing DRM, the net profit will be increased, increasing investment returns and this leads to the increment of interest from the central bank	External	Investment return
By increasing the automatization rate of customer service tool, which is the key objective of this project, it can also provide high-quality service to insurance customers	External	Service tool management
Tariff calculation is calculated by automatises information system	Internal	Tariff estimation
By implementing ERP dashboard, project members can view visualised target monitored interface	Internal	Information Systems Management, Strategy application
Reduce the time of modifying problems from the projects (E.g., implementing new IS systems to the project, and changing project strategy)	Internal	Strategy application, Information Systems implementation
New data storage, data cloud will make data integration, and extraction by reducing time-consuming and improving the accuracy of day	Internal	Data management
Provide more readable, user-friendly interfaces that can minimise confusion and unorganised aspects of IT interface	Internal	Customer experience management, IT tool management
Training programmes will be constructed with more cutting-edge, systematic process and an efficient education environment, instantly accepting trainees' and project members' complaints and modifications	Internal	Staff management, Information Systems implementation
Insurance mapping will be more IS-based. So that the layer of the insurance products will be simply approached to customers and more readable	Internal	Product layering, Information System implementation

Table 2 – Internal & External Business Changes

2.2.4 Risk Assessment

There must be the risks while adopting the new IS systems for the organisation. The risks can be assessed based on the business capabilities analysis given above. According to the criteria of possibility, the risks can be assessed. By presuming the impact of the risk that can be caused by the unsolved problems of the Gothaer. The likelihood and impact rankings and their explanations are as below;

Likelihood rankings:
1: Rare 2: Unlikely 3: Possible 4: Likely 5: Almost certain
Impact rankings:
1: Insignificant 2: Minor 3: Moderate 4: Major 5: Catastrophic

ID	Statement	Likelihood	Risk Level	Success Criteria
1	No specialised staff for to new database cloud & storage	3	5	Outsource, hire new database specialists (DBA), train existing data specialists of new cloud system
2	Staffs lack of IS knowledge of new processes due to IS training programmes	3	4	IS consultation, assign IS specialists as manager of training program
3	No pre-selected stakeholder to manage the target monitoring dashboard	2	3	Assign one- or two-member champion of managing target monitoring dashboard
4	Tariff automatised calculation system malfunction	2	5	Authorise IT related stakeholders to manage the calculation system. If malfunction happens, outsource IT repairment team
5	High amount cost by changing to new IT interface	5	4	Implement phased operation changeover method
6	Staffs want to sustain previous projects	2	3	Initiate private consultation, increase the frequency of facilitated workshop
7	Users confused of using new IT system, business structure	4	4	Inform the modification of IT system, distribute introduction of usage of new IT system to users
8	Need external stakeholders' agreement to implement new IT and IS systems	3	2	Set a meeting with each stakeholder, collect data from interview of stakeholder

Table 3 – Risk Assessment

3. Sourcing Strategy

In this section, four different solution approaches will be analysed to determine how to fulfil either one or several of the business needs and goals for the new policy system application. The following solution approaches for the Gothaer insurance company are as follows;

1. Bespoke Development
2. Self-Sourcing
3. COTS (Commercial Off-The Shelf)
4. Hybrid (Mixed)

Each of these approaches will be specified and analysed as a potential option in the following tables in this section. The following separated consideration factors of each sourcing strategy are technical, operational, schedule feasibility, cost and so on. Based on these factors, the advantages and disadvantages of each approach will be given. By doing so, the evaluation will be provided with traffic light formation so that which approach is the best one for the organisation.

Option 1: Bespoke Development

Advantages	Disadvantages
Custom solution can be developed to achieve exact scope requirements	Existing staff may not have the experience (additional staff or training might needed)
High capability to update and change in line with new requirements	High development cost rather than other methods (COTS etc.)
Can be easier to integrate to separate business systems	May not be compatible with any new systems or legislation
Ability to implement high levels of quality control	Potentially higher first cost, operating and life cycle cost
Can be matched to suit company culture and needs well	High level of in-house technical skill needed for maintenance, which may be unnecessary and expensive

Table 4 – Sourcing Strategy – Bespoke Development Advantages & Disadvantages

The bespoke development approach can be undertaken by in-house team or third party on an outsourcing basis and is capable of development policy system that fulfil business needs. Even though proper approach and benefits for specific, direct support from a technical perspective, this may be infeasible for the organisation to deliver because of higher cost for development and maintenance. The schedule feasibility of this approach will be a huge disadvantage due to the potential for extended timelines to meet the project overview.

Option 2: Self-Sourcing

Advantages	Disadvantages
Fulfil business needs well	Insufficient end-user expertise
Rapid development, responsive to end-user needs	Isolated development from broader resources and capabilities
Excellent understanding of the problem to be solved and what the solution looks like	Lack of standard design principles and control mechanisms
Higher ownership than other methods	

Table 5 - Sourcing Strategy – Self-Sourcing Advantages & Disadvantages

As the business users who have excellent understanding of the problem to be solved and what does the solution look like. They are regarded as end-users in the self-sourcing approach, and it is expected that the solution will meet business needs well. However, the end-users have lack of expertise of design principles and control mechanisms which can lead to isolated development from broader information system resources and capabilities. Thus, it would not be proper sourcing strategy for the Gothaer.

Option 3: COTS (Commercial Off-The Shelf)

Advantages	Disadvantages
Cheaper / lower development cost than In-House solution	May not meet all requirements for the organisation
Good for basic, standardised process	May be higher operating and training costs (annual subscriptions, new starters, new feature training for users)
Regular programme and feature updates from vendor	Scalable licenses can be a higher first-cost
May have levels of customisation to suit requirements	Significant customisation may render the solution inappropriate / unable to apply vendor updates
Typically, lots of training resources and support available	No dedicated support resource rather than In-House solution

Table 6 - Sourcing Strategy – COTS Advantages & Disadvantages

The Commercial Off-The Shelf is similar to outsourcing strategy and little to no experience is needed by the organisation to utilise a COTS solution from a technical perspective. In terms of

operational perspective, less needs for specific skills or roles in the organisation will be required. On the other hand, there may be the potential challenge of schedule feasibility if a long outsourcing timeline is specified by the contractor, which can cause conflicts with shareholder project timelines for completion.

Option 4: Hybrid (Mixed)

Advantages	Disadvantages
Can utilise a combination of all other options	May be difficult to implement
Provides flexible solution for organisation's needs	Updating solution may not be possible between systems
May be easier to implement	Could miss requirements between separate systems
May allow use of existing talent and expertise in organisation to implement and manage	If may be difficult to train staff in the organisation or use of a hybrid solution if too diverse
	Training of staff more difficult than with COTS or outsource solution

Table 7 - Sourcing Strategy – Hybrid (Mixed) Advantages & Disadvantages

From a technical and operational perspective, the mixed or hybrid solution may require extra training or upskilling of existing staffs in the organisation, which will precisely add more operational costs compared to the COTS solution. By applying a mix of solutions, the hybrid solution may be viable solution from a schedule perspective depending on the proper scoping and timelining or the project and management of iterations of deployment.

To help in understanding the strengths and weaknesses of the different sourcing strategies, the comparison chart across the options were provided and this will make it an easier process to review the characteristics side-by-side.

3.1 Review of Approaches

The individual analysis of each solution approach to clarify each based on the several factors was given, and now the drarw comparison between the solution approaches to assess their overall feasibility or ability to suit the application will be provided below.

The following table was developed to provide brief side-by-side review of the different solution approaches. It is simplified table to provide a clear, and brief review based on the different factors (Technical, Operational, Schedule, Cost). As stated above, the table is created using 'traffic light' format which is similar to many business reprots for ease of explanation for the client. The rankings and their explanations are as below;

Rankings:

Good Well suited to satisfying functional requirements

Fair Partially meets requiremtns or may present difficulties

Poor Solution adds no value, or deos not meet requirements

	Bespoke Dev.	Self-Sourcing	COTS	Hybrid	Do Nothing
Technical	**Good**	**Poor**	**Good**	**Fair**	**Poor**
Operational	**Fair**	**Fair**	**Good**	**Good**	**Poor**
Schedule	**Poor**	**Poor**	**Good**	**Fair**	**Poor**
Cost	**Poor**	**Good**	**Poor**	**Fair**	**Good**

Table 8 – Review of Approaches – Solution Approaches Ranked (Using traffic light format)

From the review of the different sourcing strategies, it can be known the COTS (Commercial Off-The Shelf) solution is the most proper solution for the Gothaer insurance company due to its ability to provided outsourced technical support, the minimum requirements for current

operational staff to hold a high level of competency and training, and the short time frame in which already many COTS solutions may be deployed and tested ready for use. This review does not serve as the sole point of feasibility analysis, but the insights provided do indicate that simply. As the COTS has been used worldwide which may guarantee usability for the organisation.

3.2 Vendor Selection (Choose one out of five solutions given)

with a few criteria. Begging with twenty-five potential vendors, five ones were survived (Roßmehl, et al., 2017). These five candidates were then ranked by their capabilities including functionality, technical ability, reliability, prospects, costs, implementation, support, and references. The table below will present the score of each vendor in range of 1 to 5 (1=very bad – 5=very good). Working with a company that has extensive experience in developing systems for the insurance industry, allows the organisation to rest assured that all important and enhanced features are included in the design.

Criteria	*Alpha*	*Beta*	*Gamma*	*Delta*	*Epsilon*
Functionality	2	1	3	5	4
Technical	3	2	5	5	5
Reliability	1	3	3	5	5
Prospects	1	2	3	4	2
Costs	4	1	1	3	3
Implementation	2	1	3	3	3
Support	1	1	4	4	5
References	1	2	5	4	3
Score	**15**	**13**	**27**	**33**	**30**

Table 9 – Vendor Selection Scorecard (1=Very Bad / 5=Very Good) (Roßmehl, et al., 2017)

According to the table above, Delta is the best solution for the Gothaer insurance company as a solution approach. It is expected that the Delta will be able to meet business needs of end users properly with minimum flaws. Based on this resource, the transition plan can be driven in the next section.

4. Transition Plan

A transition plan is a detailed summary of the goals, tasks, and schedules required to complete the delivery of a project solution. Plans for transition must be thoroughly thought out and researched before being implemented. The top organisations in the world are always adapting to their environments and changing their organisational structure, a detailed transition plan allows for these organisations to change with low errors and interruptions for their business. Hence having a good transition plan is very beneficial for the organisation. (TalentLyft,2022)

Testing the new system

Before fully implementing the new proposed solution, it is always important to test the new system. It is very important to do a full test cycle as it gives stake holders a good idea of customer reactions as it is being performed in the same environment as before, it helps identify errors and after-deployment trouble shooting. By test running the new solution it decreases future problems and doesn't affect work process as it won't slow it down because of mentioned issues (STH,2022).

Documentation and Management Approval

After testing it is important to document the trial and all the errors and successful things that

were recorded during the testing phase. This allows for the management team in charge to send documentation to higher stakeholders which then will be approved by them and then the management team. This will allow for the system to be set into place.

4.1 GANTT Chart

System Installation and Evaluations

After documentation and management approval the management team must develop a system installation plan and conduct evaluations for the implementation of the new software.

The following GANTT chart expresses how much time the transition plan will take including how long it will take to reach organisation goals. As it can be seen on the chart it doesn't take long for the fully implement the new solution. This is because it's COTS approach, so the solution already existed and just needs to be implemented and trained to staff.

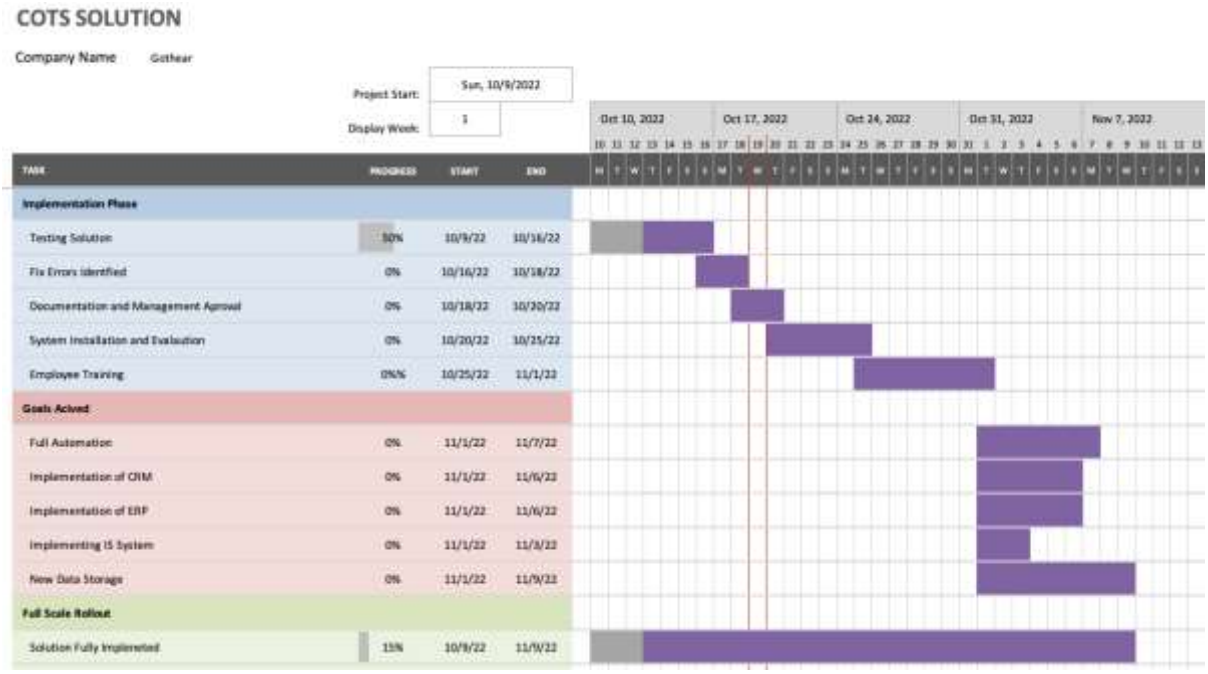

Figure 3 – GANTT Chart for COTS Solution

4.2 Change Management

Change management is a strategy to deal with the transition or transformation of an organisation's objectives, procedures, or technologies is called change management. Implementing ways for bringing about change, managing change, and assisting individuals in adapting to change is the goal of change management (Lawton, 2022). Models can be used for guiding principles and align the scope of proposed solution. A popular model that can help Gothear is the ADKAR which consists of five steps.

1. Awareness of the need for change
2. Desire to participate and support the change
3. Knowledge on how to change

4. Ability to implement desired skills
5. Reinforcement to sustain the change

These steps will be beneficial for the organisation as it guides them for a change, and it relates to Gothaer's current problem, and it will be beneficial for them to use it. As each step will help the company be more aware and create change and adapt.

In the transition phase each stakeholder has their own responsibilities in the table below each stakeholder's responsibilities can be identified.

Stakeholders	Responsibilities
CEO	Recognising problems in current business structure, proposing change and have meetings with other stakeholders.
Customer service department	Learn new system and give feedback on system, help train junior staff, have a more friendly personality towards customers
Management Team	Analyse the current market trend with analysing customer segments, lifecycle and implement new marketing strategy for the project
IT Department	Test new solution in working environment and fix any errors recognised in testing phase, Install new solution
Customers	Use new solution and give user feedback for organisation to use.
Database Administrator	To store, organise, manage organisation, customer data in the new data storage
Actuary	Calculates statistics on the financial impact of the company and helps minimise risks.
Project Manager	Manage the projects and outline the roles of each project member
Business Analyst	Collect the requirements of each stakeholder and apply new IS system to handle each requirement
Product Manager	Outline the solution of developed insurance products and comply the product lifecycle policies, organise the process of release the products

Table 10 – Change Management – Stakeholders and Their Responsibilities Analysis

Transition plan is very important for an organisation as it sets a specific goal for the organisation to reach and by setting rules, regulations and planning this allows for the business to be successful in this phase.

5. Benefits & Transformational Effects

Gothaer Insurance Group was facing a crisis as its growth to be one of the largest insurance companies in Germany was possibly in jeopardy as its IT infrastructure, which was supposed to generate a sizeable market gap between it and its competitors, fell vastly short of its original goal to where a new solution was required. Our proposed solution is to use candidate named Delta – external companies with a history of positive innovation inside the insurance industry or with GA itself – in order to affect the business in positive ways both during and proceeding the transformation of our solution. These benefits come in numerous forms but are most importantly aligned to the business' strategic goals and its future development.

5.1 Benefits of Solution

There have been many issues identified by the team in regard to GoBEST during its lifespan. These issues include; a growing mistrust in the IT department inside of GA that whatever they develop is not worth its time and resources, how systems performed by other departments could easily be automated, increasing scope and costs of GoBEST, the timespan of GoBEST's

creation being so long that it was already considered outdated technology, and finally that the numerous systems and departments that may interact with each other not having an adequate form of communication.

5.1.1 Mistrust in Gothaer

Currently, one of the main issues with GoBEST is that Gothaer as a whole has formed a mistrust for the IT staff and their solutions, feeling as though whatever, they make will be redundant or of poor quality. Choosing a solution from another party that has already proven themselves such as Epsilon – a German IT solution firm with a proven track record with projects within GA already, or Delta – who has experience as global leaders in the insurance industry on the software engineering side, means this trust barrier from within Gothaer will not be an issue and instead bypassed entirely.

5.1.2 Automated Systems

GoBEST was designed to assist in automating some processes that were previously either manually calculated or simply guesswork. However, as the scope grew larger and GoBEST fell shorter, these tasks were likely still manual work. With the move to a modern and complete solution for Gothaer, these tasks may finally become work of the past leading to less cost in resources. An example of these scenarios is where certain premiums were estimated rather than computed. This fault in the process means not only were people required to complete these insurance premiums, but that there were very likely errors in the calculations leading to wrongful payments either of Gothaer requesting more money than they should, or not taking enough to cover their costs. Automating this task means faster customer wait times and greater consistency in payments which comes with its own list of benefits.

5.1.3 Increasing Costs

As time went on GoBEST's scope grew larger and larger and with that the cost also increased. An external solution will very likely be a flat fee to purchase the software solution. While they will have their own ongoing costs, as all solutions would, the initial purchase will be a static number that will not change overtime.

5.1.4 Outdated and Flawed Technology

It took 10 years for GoBEST to release its first project for Asstel (the direct insurer for GA) in 2006 and it came out quite flawed. It took another 4 years for a rework to be approved. The "state of the project in 2014 was as follows; the result of the development process over 18 years was a host system with an unacceptable number of defects" (Roßmehl, 2017). Everything about the solution is outdated and less than adequate in terms of quality. Updating systems with a modern solution can give life by; enabling better collaboration, saving time, and offering greater security (Lesonsky, 2022).

5.1.5 Interaction and Communication of Department and Systems

Employees often remain within their own department, although at a business level every department being able to interact is key to maintaining a high efficiency. Not having an easy way for departments to communicate or spread information to those that need it can harm a business both in time but also financially as resources are not spent properly or divided effectively.

5.2 Achieving Strategic Goals

5.2.1 Strategic Goals

As addressed in section 5 of the report, GA has numerous objectives and goals in its corporate strategy that help shape the business and move it in the direction best for its health and prosperity. By taking the solution provided the business can rest assured that its interests are being developed through; an increased profit on its premium products, providing a cutting edge and user-friendly interface for its customers, improving its ability to schedule projects, improve the rate of which tasks and processes can be automated, and providing high quality training for its needing stakeholders in regard to adapting to new innovative information systems.

5.2.1.1 Increasing Profit of Premium Products

A business should always strive to increase the profit margins on its products. The suggested solution will help in increasing the accuracy of its premium products by removing the manual nature of estimations and instead providing a rigorous calculation to each and every required customer that will benefit both the customer and the business so its fullest extent.

5.2.1.2 User-friendly interface

“Although requirements concerning several interfaces to other systems evolved during the course of the project, the system was not built to be extended from scratch”. “Users did not accept the tool because the user interface was complicated and based on outdated technology” (Roßmehl, 2017). One of GA’s strategic goals is to have a customer interface that is easy to use and friendly for its users, however due to issues arising from its development, GoBEST was not able to deliver on this metric in a meaningful way. Working with an outside company, if examples are not given to consider, then one should be given in order to base their solution around. This leads to an interface built for customers with a sophisticated and tried backend that works.

5.2.1.3 Improve Rate of Automation

The CEO of GoSys “proposed a new system design able to gather and map more information about the customer to enable an automated and consistent calculation of premiums” (Roßmehl, 2017). The ability to automate processes instead of having employees do them is a powerful step for a business. Taking this step can include; faster processing, 24/7 operating, improved accuracy, help with collecting analytics, reducing costs, increasing customer satisfaction, and more scalability (10 Advantages of Process Automation, 2022).

5.2.1.4 Improve Rate of Scheduling

In part continuation of improving the rate of automation, less duties being manually done, and more being done simply as required automatically increases the ability for a business to schedule, and plan ahead for its future leading to an increase in growth potential in the business as it progresses.

5.2.1.5 High Quality Trading Using Information Systems

Despite the high number of positives that come from uphauling an outdated system and replacing it with a modern solution, one key aspect of the transition phase is the ability for employees and other related stakeholders to adjust to the new technology. This often comes down to a personal level where a person is willing to accept and adept to change, although this

can for sure be encouraged so that people are positively pushed into embracing the new system. If all is followed through, the end result could be that stakeholders are significantly happier using the new system as it comes with all the previously mentioned benefits, and that the range of results are all in the upper bound of what was perceived as a likely consequence of the solution.

5.3 Standard for the Future

A deep mistrust in GoBEST and the IT Department of GA has grown from a failure to present anything of moderate value to the business and its users and employees. This has sown a seed into GA that has devastated its potential over the years where teams simply did not want to give up on GoBEST's investment into their project, resulting in a large loss to the business as a whole. Moving forward with our presented solution will rip out any feelings of mistrust or reluctance and replacing it with something that has a track record of working, and will work for GA. With this change comes a host of benefits to the business and propel it to the forefront of innovation in the German insurance industry. It sends a message to competitors, to stakeholders, and employees, that Gothaer Insurance Group is here for the long haul, and it can and will work through its weaknesses and build on its strengths.

6. Conclusion

In conclusion, this report includes description of the operational planning and the approach taken to implement the new systems. In Section 5, the goals for this solution are listed. The first goal, increase profit margins is discussed in Section 8.2, where the solution given is

The sourcing strategy 'Commercial off the shelf', was chosen as a solution for their absent current strategy. Using COTS means less needs for specific skills or roles in the organisation, which will increase the vendor, Delta, was chosen as it has the highest capabilities and best meet the business needs.

The conclusion provided detailed discussion on how all objectives stated in the previous sections were addressed and it is completely supported by the previous sections.

7. References

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