

Customer success story

MS Amlin Drives Operational Resilience with HoriZZon



About:

MS Amlin is a leading global (re)insurer, part of the global top-10 insurance group MS&AD. One of the largest players in its space, the company has a 300-year old history and employs over 1,800 people across 20 locations worldwide.

Industry:

Insurance

Size:

1,800+ Employees

Revenue:

- 3.0 Billion Pounds (2019)

Business goals:

- Achieve a high level of operational resilience to ensure the impact of market disruptions stay within accepted tolerance levels
- Identify and manage the impact of various business disruption scenarios across different domains of the enterprise
- Establish clear reporting capabilities to support regulatory compliance efforts

BiZZdesign Solution:

- Cross-domain dependency analysis
- Business impact modeling and analysis
- Native ArchiMate metamodel and notation
- Easy publication of compelling work deliverables to support reporting to industry regulators

Benefits:

- Strengthen operational resilience
- Ensure regulatory compliance
- Minimize costs and disruption during business disruption events
- Optimize investment choices

The Challenge

In 2019, as part of ongoing efforts to create a strong and stable financial services industry, regulators in the UK pushed for organizations to further augment their operational resilience. Specifically, industry players were prompted to better understand their business services; adopt models that treat disruption to business services as inevitable and set appropriate tolerances; and invest in ensuring continuity, quick business services recoverability, as well as formulate contingency plans.

How BiZZdesign Solved the Problem

To comply with these developments and deal effectively with the complex landscape of dependencies across various organizational layers, the Operational Excellence team at MS Amlin introduced BiZZdesign HoriZZon. The platform soon came to anchor the business service-led operational resilience efforts, which eventually crystallized into a four-stage method.

The process starts with mapping the most important business services (IBS Mapping). Once they've identified the key business processes, the team then models them in detail. This means going down to the level of individual swimming lane diagrams and process flows, and connecting these to relevant dimensions like technology, suppliers, locations etc. At this point, HoriZZon's mature modeling environment ensures quick progress thanks to its fast modeling capabilities and support for standards such as ArchiMate and BPMN.

The next stage is Fieldwork & Analysis. This includes identifying the customers that depend on those business services and assessing whether different personas can be caused different types of harm as a result of disruption. The team then uses HoriZZon to carry out a series of gap analyses whereby they benchmark their results against resilience standards across different dimensions. For instance they might look at the level



“While business continuity management tends to look at individual domains – technology, facilities, or locations – what operational resilience requires us to do is look at things from a service level perspective and understand disruptions on individual business services. HoriZZon allows us to look at things in a horizontal way, rather than in a vertical, siloed manner.”

Chris Dalby, Head of Operational Excellence at MS Amlin

of resilience testing done by their suppliers, or their response to disaster scenario affecting their technology landscape.

Next up is the Develop Impact Tolerances phase. The focus here is on identifying the level of disruption that is tolerable by the business. The team defines levels of harm, assesses the level of resilience and settles on impact tolerances. They again leverage HoriZZon to model and measure this according to their best practice framework and determine the level of resilience that needs to be built in. Finally, the last step is Scenario Testing. As the name implies, the Operational Excellence team engage in a series of tests that feature plausible but severe disruption scenarios and they run these for every important business service. The platform's range of heatmaps and reports make the results clear and compelling. At the end of the process, they publish deliverables which go on to prove their compliance to regulators but also inform internal investment plans for the future.

“Using a solution like HoriZZon and employing enterprise architecture techniques enabled us to look across different domains and work collaboratively with owners from every individual area to understand the potential impacts, the relationships between these domains and, ultimately, to put in place plans to make us more robust as an organization.”

Chris Dalby, Head of Operational Excellence at MS Amlin

Benefits

HoriZZon helped the organization to realize three key benefits. First, the team at MS Amlin managed to achieve a clear understanding of the most important business services and successfully map out their dependencies across various dimensions of the enterprise – people, processes, technology, third party suppliers, facilities, data. Second, they were able to set clear standards for operational resilience. Thanks to its scenario testing capabilities, HoriZZon proved instrumental in enabling the team to identify the optimal levels of tolerable disruption. What's more, it also supported the efforts to set up the governance and oversight processes to measure and continuously monitor these.

Lastly, the team gained the ability to make fact-based investment decisions, accounting for the prioritization of key business processes and their vulnerabilities. As MS Amlin's enhanced operational resilience initiative matures, the team is additionally planning to expand it by tying into it their existing capability model. The goal is to further improve their ability to correctly identify priorities and, ultimately, to create a strategic plan of ongoing operational excellence.

About BiZZdesign

BiZZdesign is a leading enterprise transformation software vendor based in the Netherlands. Founded in 2000 as the commercial spin-off of an R&D institute, today the company enjoys a global presence and is recognized by industry analysts as a market leader. BiZZdesign HoriZZon is deployed in blue chip companies and government organizations across all continents, where it plays a key role in enabling meaningful business change.