

CASE STUDY

JUMAR AND THE SHIPOWNERS' CLUB: SIMPLIFYING INSURANCE TECHNOLOGY



The Shipowners' Club insures more than 33,000 vessels across the world and has provided Protection & Indemnity (P&I), Legal Costs Cover and associated insurances for 160 years.

Jumar Technology has been the key insurance technology partner of Shipowners for more than five years and has been instrumental in driving the development of Shipowners' new Policy Administration System (PAS), supporting its global network of members and brokers.

THE CHALLENGE

Shipowners was mid-way through the construction of an end-to-end PAS when the incumbent technology supplier experienced critical issues with the programme. Many of these were rooted in either a lack of understanding of the complexities of Shipowners' business model, or in the implementation of overly complex technology solutions to accommodate the business model. As a result, the system's performance and stability were degrading, and an alternative technology partner capable of resolving the situation was needed.

THE SOLUTION

Jumar Technology was approached because of its combination of software engineering credentials, agile approach, and history of delivering complex enterprise applications.

Following a structured period of discovery, Jumar:

- Delivered a discrete knowledge transfer initiative – to empower the replacement end-to-end development team
- Identified the core platform issues
- Collaboratively created a prioritised roadmap of improvements – each balancing business benefit, risk and cost
- Designed and implemented an Operational Service Desk to support the existing platform – to allow transition from the incumbent supplier

Supporting the client with the move towards agile development, business value began to be realised more rapidly and iteratively, using a phased release approach. Jumar successfully stabilised the system, significantly improving operational stability, performance and user satisfaction; ensuring that Shipowners could support sales and policy renewals through the annual peak period.

SYSTEM REPLACEMENT

Following the technical stabilisation of the existing system, Shipowners concluded that the system could not meet the wider business needs and strategy.

Jumar Technology was tasked to provide a new platform focused on giving the business a tool that would allow policies to be administered end-to-end, supporting new business, renewals, documentation, and complex mid-term adjustments. Shipowners needed the system to be productive for users, to support compliance and audit requirements, and to provide configurability for future business changes. As a strategic platform, it needed to be sustainable in the long term, and therefore is modular and engineered using modern cloud compatible technologies.

Shipowners successfully migrated its book of business to the new platform – a very important milestone providing significant business efficiencies and flexibility, and a foundation for future innovation.

The principles of positive agile collaboration drove the construction of the new system – with the result being a globally unique platform that supports Shipowners key differentiators in the market; customer service, customer experience and product flexibility.

"With Jumar we've found a company that listens to our needs, is highly engaged as part of our team, that finds solutions as a trusted partner."

Mark Hamblin – Chief Technology Officer

PROGRAMME CONTROL

Recognising that agile delivery can be misinterpreted as a chance to relax governance, Jumar designed and established right-size Programme and Project governance processes and procedures, including the application of change management best practice. This successfully balanced the needs of Shipowners to progress at pace, with the associated parameters of risk, cost and quality – while avoiding unnecessary bureaucracy.

Given the broad organisational impact of the programme, the need to retain engagement over a long-period, and to drive user adoption – Jumar established a number of cross-organisational boards. Critically, this included a Transformation Board, to govern all project change within the organisation, and a Technical Design Governance Board to ensure appropriate architectural decisions were made and communicated.

A robust process was established to undertake cost/benefit analysis of each initiative – with benefit realisation reporting being used to demonstrate the true business value to all stakeholders – all supported by focused Programme and Project level financial control.

EVOLUTION OF RELATIONSHIP

Given the business criticality of the programme, Jumar has worked with Shipowners over the last 5+ years to build and nurture an environment of positive collaboration and transparency – with Jumar as Shipowners' 'Trusted IT Partner'. Working with all key stakeholders, the engagement and delivery model was tuned to ensure their needs were considered and met – this included both organisations aligning their internal processes to streamline ways of working.

Such multi-year programmes involving multiple business and delivery stakeholders, run the risk of a lack of appreciation of the ongoing business value being delivered. Monthly board packs for each practice area were distributed to humanise the teams, promote the successes, and highlight areas where mutual improvement could be achieved. This fed into a broader communications plan – to retain buy-in for the programme and maintain the energy levels necessary to deliver a world-class Policy Administration System.

"What we have now is a business focused platform which allows us to do all of the things we've been talking about doing for many years."

Ian Edwards – Director of Underwriting

BENEFITS

The system now supports the Operational teams, rather than teams having to work around the system – with clear process flows, advanced case management capabilities and automation. Critically, data and documentation can be trusted – irrespective of the load being placed on the system. Previously, the automatic creation of 120,000 documents during the renewals period would have been unthinkable – now the system easily generates 6,000 documents per day.

BENEFITS

- 87% of renewals were complete ahead of the final week the renewals deadline
- 100% increase in customer satisfaction ratings in 2020 compared to 2019
- Over 20,000 policies migrated into the new improved system

Marine insurers have a skew towards renewals taking place on the 20th February (historically because that is when the key trading routes become passable after being ice-locked over winter) – this causes exceptional operational load and associated risk on the Underwriting teams – assessing complex renewals profiles in a condensed period. In the 2020 renewals year, an amazing **87% of renewals** were already completed going into the final week.

The new system enables Shipowners' staff to undertake higher value activities, rather than carrying out repetitive tasks, or having to research data inconsistencies because of system limitations. This means staff can spend more time doing what they enjoy, and what adds most value – serving and supporting the Club's members, developing business and relationships, and devoting more time to projects that require creativity and innovation.

As they look to the future, Shipowners' members and brokers have the confidence that their insurer is operating with the latest cutting-edge technology, that they have the ability to self-serve their documentation, and that claims will be processed quickly. This is evidenced by the **100% increase in customer satisfaction ratings** in 2020 compared to 2019.

"Jumar, in conjunction with our IT and change team, have worked tirelessly in supporting Shipowners' Club in providing one of our smoothest 20th February renewals to date through the delivery of a first-class policy administration system."

Simon Swallow – Chief Executive

IF YOU WOULD LIKE TO DISCUSS HOW WE COULD WORK TOGETHER TO IMPLEMENT EFFECTIVE TECHNOLOGY SOLUTIONS, CONTACT:

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