

DELEGATED AUTHORITY CAPABILITY ASSESSMENT

THE CHALLENGE

- **The Client:** The client, a Lloyd's Market Managing Agency were aware of significant operational, process, resource and data challenges in its delegated authority portfolio that severely impacted its ability support an increase in revenue and profitability
- **The Request:** The client requested that a full capability assessment of the Delegated Authority process was undertaken taking into account the multiple stakeholders across the wider business
- **The Challenge:** The client had resource challenges and as a result the Delegated Authority Management team was in a state of flux

OUR APPROACH

- **Stakeholder Engagement:** We undertook detailed stakeholder mapping and held focussed workshops for the client to identify areas of concerns and challenges
- **As Is Documentation:** As limited current state documentation existed, much of which was outdated, we undertook to Review, Document and Assess all 'As-Is' Operational DA Processes
- **Observations:** As part of the detailed review process, it became clear that there were some quick win initiatives which could add value to the client immediately, alongside some more strategic activity which needed to be included in the annual planning process
- **Develop Target Operating Model:** To support future transformation initiatives, we created a Target Operating Model which provides a target state for the DA end-to-end lifecycle

THE RESULT

- **Current State Process Document:** As part of the work GreenKite completed, the As-Is documentation transitioned into BAU as current process to support the client to onboard a new Delegated Authority Management Team
- **Observations:** GreenKite provided the client with a capability review of the current operational model, highlighting areas of concern and providing areas of best practice from other market participants
- **Future State Target Operating Model Principles:** GreenKite delivered a principles-based vision for a Delegated Authority Target Operating Model upon which the Delegated Authority Transformation initiative could be based



GreenKite always provide a professional and refreshing approach to the client/consulting model. They are redefining industry standards and have set themselves new and challenging benchmarks to measure their success

