



Unlocking cost efficiencies with a new org design

A major insurer and asset manager needed to reduce the size and scale of its head office – and the associated costs – while retaining effective control of local markets.

This formed part of a regional review of the firm’s organisational structure and business, across marketing, agent-based distribution, bancassurance distribution, operations and the back office. Its objective being to ensure that operations were cost-efficient, and that the structure could sustain strategic growth.

KPMG conducted comparator research across the key cost hypotheses. We also completed a benchmarking analysis on similar companies, and an organisational design review with local stakeholders – covering eight business entities.

Based on our findings, we produced recommendations, and an implementation plan, for the future state of the firm’s structure and operations.

Across the eight entities, the transition would generate enough cost savings to achieve the group’s efficiency target.

Metrics achieved

- An increase in offshored or nearshored roles – from 28% to 46%
- More than 15% reduction of the in-scope cost base
- 14% fewer sub-functions – resulting in leaner reporting lines and spans of control



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