



COMPANY: AXA

LOCATION: Brussels, Belgium

Delivering new target operating models

Context

AXA is the global leader in financial protection. The Company operates through five business segments: Life and Savings, Property and Casualty, International Insurance and Asset Management and Banking.

Assignment

AXA had previously conducted a strategic review of their business. To improve overall performance the Company needed to take immediate steps to reduce expense ratios, operating costs and overhead.

AXA had already received quality service from our German and French offices. These previous relationships, along with the strong capability of our Benelux-based consultants enabled us to win the work.

Delivering the work was no simple task; success required execution and delivery of five new Target Operating Models (TOM) as well as building and testing new metrics and dashboards and ensuring that AXA had the IT capability to successfully implement the improvements.

To add to the complexity, our team worked in both the French and Flemish regions – requiring a mastery of multiple languages, cultures and business concepts.

Together, the team was able to move the cultural needle from individual silos to team-oriented results and develop a sense of ownership and responsibility at all levels. This enabled AXA to perform faster and better, with little to no rework.

