



Introduction

Our client, Chubb Insurance Company of Europe, is the European subsidiary of a **multinational insurer** with assets in excess of USD 20 billion operating in North America, Europe, Asia Pacific and Latin America. The European subsidiary runs **twenty five offices** in **eleven countries**, employs over 1,200 people with an annual premium income in excess of USD 1 billion. Our client provides **innovative and specialised insurance programmes** for business and individuals via independent brokers. The European subsidiary utilise a number of IT systems to store information (for example, premium and claims data). In order to unlock and collate this information effectively and in turn improve on the quality of its management information it was decided to build a **central data repository**, collating information from all appropriate systems. The **European Management Information Repository** (EMIR), fronted by Cognos' web-based Business Intelligence software **PowerPlay**, was developed in 2003. EMIR meets the reporting needs of Underwriting, Marketing, Claims and Service departments in all European business units. It allows information to be analysed from many different perspectives, including geography, business area, product line, industry and distribution channel.

The Challenge

Contrast Training's brief was to initially develop courseware and subsequently train senior Underwriters and County/Branch Managers throughout Europe. However, training not only focussed on how to use EMIR, but also on how it could be embedded into the company culture.

A major part of the training solution was behavioural change, ensuring that analysing information became an integral part of users' decision making. Key to this was empowering users with knowledge to drive the profitability of the client's business through better use of information, with the ultimate goal of increasing productivity due to information being rapidly available.



The Solution

Consultancy

Working within the development team and in close partnership with the business users, our Training Consultant was responsible for determining the training requirements and developing the appropriate training solution. The Consultant was responsible for identifying additional training and support requirements for systems already in place.

Learning Process

Building a close relationship within the development team, the Training Consultant quickly gained knowledge of how the client and the insurance industry operated, in turn enabling the Consultant to better understand how the software was to be utilised

Courseware Development

Contrast Training developed a variety of courseware; Reference Manuals, Frequently Asked Questions (FAQs), Quick Reference Guides and an e-learning solution that provided comprehensive support material.

E-learning

In order to provide further support and training, an e-learning solution has been implemented complementing existing documentation. This has provided the client with a cost effective solution for continuing training for new and existing EMIR users.

Course Design

As EMIR is being implemented in a series of report groups, the training solution requires flexibility to meet the varying demands. Each report group requires distinctive business training and our Training Consultant has provided assistance in areas such as course structure, design and presentation format. To achieve this, close working relationships with key personnel has been paramount. Different training formats have been implemented to cater for a variety of business needs and European training, including tailored three day courses, one day Fastrack training and informal refresher training workshops for existing users. An upgrade of the Cognos software necessitated in a European-wide conversion training programme which was undertaken by all current EMIR users requiring a 1.5 hour workshop session demonstrating new features and relevant business specific examples.

The Result

Initially it was expected that by stage one of the implementation, 120 users would have been trained. However, the **success** and **recognised value** of EMIR has meant that it has been rolled-out to more levels of the organisation and as a result of this over 300 people have currently been trained. Of these, 93% have become “active users”, accessing EMIR at least once a week, while the average user accesses the system 50 times a month.

The delegates’ response to the training programme has been **overwhelmingly positive** and this has contributed greatly to the **success** of the project.