Irish Life / IPSI: A moving story
Switching platforms drives innovation

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Presenters

Hugh O’Connor  
Head of IT Services, IPSI  
hugh.oconnor @ ipsi.ie  
+353 1 8563376

Jeff Smyth  
IT Development Manager, IPSI  
jeff.smyth @ ipsi.ie  
+353 1 8563347
Agenda

• Introducing Irish Life / IPSI
• What needed attention?
• Choices?
• Decision
• From CLOAS to CLOAS.Net
• The journey so far
• The project(s)
• Evolution of costs
• Expectations met?
• The future
Introducing IPSI

Irish Progressive Services International, a subsidiary of …

Irish Life

… the largest life assurance company in Ireland, in turn a subsidiary of …

GREAT-WEST LIFECO INC.

… one of the world’s leading life assurance organisations, parent of …

Canada Life™
Introducing IPSI

• Full end-to-end TPA services to the European Life & Pensions industry
• 18 years in business
• 250 people employed
• ca. 850,000 policies and ca. €30 billion in funds under management
• Experience in 18 countries and multiple currencies
Our Clients
IPSJ technology stack

IPSJ Technology Stack

External Users

IPSJ DMZ – Web Zone

IPSJ DMZ – Application Zone

IPSJ LAN


Censeo Illustrations  
Add Policy  
Top Up Policy  
Datavision  
Valuation Statement  
Spyglass  
Policy Enquiry etc.  
Asset Variations

Datavision App Server  
Policy Insight Application  
Web Doc Application Workflow Visibility

FundVision Client Server Application  
IPSJ Data Warehouse SQL Server & Windows 2008

Cloas System – IBM Mainframe

Zarion Workflow

FundVision Investment Administration Application  
FundVision DB SQL Server & Windows 2008

Workflow SQL Server DB  
Zarion Workflow Desktop
What needed attention?

- **CLOAS** is our core policy administration system with a huge investment by IPSI (and its predecessors) over 3 decades
- However, it was starting to show its age:
  - Cost of ownership on mainframe platform
  - Development and test team productivity
  - Quality issues
  - Recruitment and retention of staff
  - Existing and prospective client perceptions of legacy technology
  - Hierarchical database structure
  - Obstructing our strategic intent to offer managed software solutions to supplement TPA
# Choices?

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<th>PROS</th>
<th>CONS</th>
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| • Latest technology  
• Latest thinking and design  
• Address some acknowledged CLOAS weaknesses and gaps  
• Many fit-for-purpose interfaces | • Cost of reconstructing business logic  
• Lack of control  
• Support and roadmap out-of-line with IPSI’s business model |
| | • Risk – difficult to assess  
• Cost – difficult to assess  
• Opportunity cost of tying up best people  
• Lack of certain technical skills |

- **Replace**
- **Reuse / rewrite**

• Person-centuries of implemented business logic  
• Expertise in house  
• CLOAS basic design principle of platform independence

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**Reuse / rewrite**

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Decision

CLOAS.Net

• A lift-and-shift re-platform project
• Irish Life Retail the trail-finders
• Micro Focus software and expertise
• Could see it through while still saying Yes to new revenue opportunities
• Client partnership opportunity
• The best of both worlds – contemporary technologies with tried and tested application code
From CLOAS...

- JCL
- CICS
- VSAM
- QSAM
- OPC
- Easytrieve
- TSO
- Endevor

3,000+ programs
3,000,000+ lines of code
Micro Focus Enterprise Server
IBM TWS
Micro Focus ISAM
Enterprise Developer/Visual Studio
TFS
CICS
The journey so far

- **2010** Irish Life start CLOAS re-platform project
- **June 2012** Irish Life begin formal testing phase
- **IPSI kick-off** 1st client Nov 2012
- **IPSI 2nd client** live Q4 2014
  - 3rd client live Q3 2015
- **IPSI 1st client** live Q4 2013
- **2005** IPSI idea
- **2009** POC Irish Life
- **2011** IPSI contribute resources to IL project
- **IL Retail** CLOAS re-platform go-live Feb 2013
- **IPSI 1st client live Q4 2014**
The Project(s)

• Irish Life first movers, IPSI following in their slipstream
• Small contingent of IPSI people seconded to IL
• Started cautiously – architectural design, identify toolset, proof of concept, business case, make mistakes early
• Built a strong relationship with Micro Focus
• Blend of staff and contractors
• Reskilling and new paradigm
• Business as usual outside the project walls
• Complete rewrite of CLOAS control layer
• Minimal disruption to COBOL application layer
Evolution of costs

![Graph showing the relative cost of Irish Life Retail, IPSI Client 1, IPSI Client 2, and IPSI Client 3. Irish Life Retail has the highest relative cost, followed by IPSI Client 1, IPSI Client 2, and IPSI Client 3.](image)
Expectations met?

Yes

- On budget, more or less on time
- Irish Life mainframe decommissioned
- Other ongoing cost savings realised, 3 year payback for IL
- Growth – organic and through acquisition - while projects continued
- First IPSI managed software contract – Swiss Life – hosted by external provider in Luxembourg
- Technical teams adapted successfully, more productive, much better tools for the job
- Attracting and quickly integrating new talent
- Reaffirmed CLOAS as the key strategic application for both Irish Life and IPSI
Expectations met?

...mostly

• Underestimated work around peripheral components
• Green screen retention probably not the best decision
• Some performance issues on pure lift-and-shift required re-engineering
• Changed context for IPSI following GWL acquisition – mainframe costs reduced, affecting the case for migrating remaining existing clients
• Dependency on small cohort of key individuals for niche skills
• 2 flavours of CLOAS developer in IPSI
• 2nd IPSI client created contention issues on shared infrastructure – since fixed
The future

- **Existing clients:** Upgrade path, probably in context of renewal discussions
- **New clients:** Full service TPA or managed software option
- **Migration opportunities:** More technical options, reusable Irish Life toolkit
- **Roadmap / strategic plan:** In the middle of a significant re-planning phase, with CLOAS.Net at its heart
- **Skills matrix, training:** Follow through to further improve productivity
- **Common code base:** In tandem with process/SDLC revamp and team restructuring
The future

• **Development language options:** Option to replace certain COBOL components or write new components in C# or alternative

• **Continuous improvement:** Move on from making it work to making it work better:
  – System performance, fully leveraging multi-threading capability
  – Change control refinements
  – Documentation, how-to guides, knowledge sharing

• **A new way of working:**
  Modern, fit-for-purpose technology giving…
  …a renewed confidence to take the lead in our client relationships…
  …driving innovation and change