



# Grupo San Cristóbal

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## About Grupo San Cristóbal

- We are an Argentinian insurance and financial services group, of mutualist origin, that was born in Rosario city with San Cristóbal Seguros 83 years ago.
- Our purpose is to take care of the well-being and assets of our policyholders.
- 7 Business Units in Argentina.
- + USD 800M annual turnover.
- +1900 employees.
- Main lines: motor, workers compensation, retirement.
- Presence: Argentina, Uruguay and Paraguay.

# Grupo San Cristóbal



- In the beginning, our companies were created to operate independently, which allowed them to focus on their business, achieve objectives, grow and evolve efficiently.
- Once the first stages of growth were achieved, the opportunity for a more holistic approach arose.
- 7 years ago we began a path of Digital Transformation with the aim of moving towards a customer-centric model and providing a comprehensive value proposition.
- We followed the path of creating an independent, multidisciplinary work team (IT, Underwriters, Claims, Commercial, etc.).
- The goal was for part of the staff to tend to business as usual, while another team allowed the company to evolve.

# Separate Teams - Our experience

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## Advantages

- Greater speed with agile methodologies and MVPs.
- Work in cells that allowed simultaneous progress on different fronts.
- More attractive for digital profiles.
- Generate internal competition that favored the company's evolution.

## Disadvantages

- The MVPs did not always meet expectations.
- Cells did not share knowledge or resources due to competition.
- BAU team with business demands that were not prioritized.
- Increased operational cost, headcount and resources.
- Work environment deterioration.

**In addition to our Digital Transformation, we decided to improve and change our Business Core to a new technology concurrently, generating huge challenges.**

**A NEW PLAN WAS NEEDED**

# New plan in 3 dimensions

## CULTURE

We are oriented to a single purpose, with teamwork and prioritizing the customer, which allows us to evolve in a sustainable manner and with integrity.

## STRATEGY

We maintained objectives but defined a new strategy of how we were going to achieve them. Processes and technology were designed to converge to client oriented ones.

## STRUCTURE

We defined and built a new structure capable of supporting the strategy.

We built it under the premise that it would be unified, and strive for specialization and the evolution of our workforce.

# New plan in 3 dimensions

## 1 . Culture

- We worked in the desired culture, establishing deadlines, phases and agents of change.
- The desired culture was built by the C-Level, establishing a purpose and cultural principles.
- We have been working on behaviors, error handling, recognition and rewards.
- We have also been leaning on effective internal communication.

## 2. Strategy

- The short and long term strategy/plan was defined alongside the team. In this way, we all feel part of it, minimizing the possibility of having detraction.
- It was key that the Leader and his work team had a clear idea of where they wanted to go and how to get there.
- The technology and processes diverged from our goals, which is why a convergence plan towards the final customer is being worked on.
- To follow through this strategy, we developed a single work agenda and set up clear objectives to the C-Level and their reports.

## 3. Structure

- Structure must be an enabler for the strategy.
- People must become agents of change promoting the desired culture. Management needs to challenge and reward them.
- We worked on specialization and segmentation per type of final client, at a C-Level report group.
- We built one single agenda for the group, and C-Level and direct reports must use at least 1/3 of their time in carrying out the outlined strategy.
- Variable compensation scheme subject to short-term results and progress of convergence or evolutive projects.



## Final thoughts

- Make the leadership team a part in strategy definitions.
- Address the three dimensions permanently: culture, strategy and structure.
- Agree on how errors will be handled.
- Communicate effectively.
- Make the purpose and plan benefits known.
- Be clear on how the plan will be carried out.
- Work on operational and technological convergence.

**INVOLVE**

**BE COMPREHENSIVE**

**BE HONEST WITH YOURSELF**

**HOW WE SHARE IT IS AS  
IMPORTANT AS WHAT WE DO**

**ONE SINGLE AGENDA**



# Thank you.

Stay in contact

[linkedin.com/in/diego-guaita](https://www.linkedin.com/in/diego-guaita)

[diego.guaita@gruposancristobal.com](mailto:diego.guaita@gruposancristobal.com)

Grupo  
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