



HHL LEIPZIG
GRADUATE SCHOOL
OF MANAGEMENT

CLIC
CENTER FOR LEADING
INNOVATION AND COOPERATION



Master Thesis

*Center for Leading Innovation and Cooperation (CLIC)
in cooperation with Allianz Direct*



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Topic:

Agile transformation in administrative business units

by the example of Allianz Direct:

*The analysis of a business unit and development of a
maturity model*

Context & Setup (1/2)

- The thesis will be **realized in cooperation with Allianz Direct (Halle-Saale)**. The master student will receive the chance to **conduct the research and write the thesis on site** which offers great opportunities for collecting the data needed.
- The master student will gain **multifunctional insights and research opportunities** by researching on an in-depth perspective on **agile transformation** in general as well as in an administrative business unit of an insurance firm in particular.
- The master student will work on pioneering ideas in a rather traditional field: **Operations in the insurance industry.**

Context & Setup (2/2)

- The thesis builds on **qualitative data analysis**. Throughout the process, **semi-structured interviews** will be conducted and analysed. Furthermore, the following deliverables need to be developed during the processing time and presented in the thesis:
 - A **maturity model** for agile transformation with a focus on the operations sector in the insurance industry
 - Based on the maturity model an **assessment of the current state of Allianz Direct Halle**
 - **Recommendations/roadmap** how to enhance agile transformation to the next level within Allianz Direct Halle

Research Question & Research Design (1/2)

Research Question(s):

- How can agile transformation be realized and its progress classified in administrative business units focusing on operations in the insurance industry?

Theoretical Lens:

- Review of existing literature on agility and agile transformation which is building on other concepts in management theory as for example strategic flexibility (e.g. Ansoff, 1980; Hitt et al., 1998) and dynamic capabilities (e.g. Teece et al., 1997)
- Further focus on agility and agile transformation in the context of administrative departments/organizational entities
- Identification of existing agile methods

Research Question & Research Design (2/2)

– Method:

- Qualitative research approach
- Semi-structured interviews using an interview guide

– Data:

- (web-based) document and desk research (esp. for the literature review)
- Minimum ten to twelve semi-structured interviews with management and community members
- Transcription of interviews & coding (inductive & deductive coding)

Further Information (1/2)

– **Processing Time:**

- Ten to twelve weeks of working time on the master thesis, depending on your study program
- Maximum two to four weeks of extension time possible. Therefore, reasonable arguments have to exist. In case, you want to extend the time please ask your mentor/supervisor at least two to three weeks in advance to get the extension permitted

– **Language:** The master thesis has to be written in English

– **Layout:** HHL Style Guide applies

– **Length of the Thesis:** ~50 pages (+/- 10%)

Further Information (2/2)

- **Supervising entity:** Center for Leading Innovation and Cooperation
- **Supervisor:** *Prof. Dr. Claudia Lehmann*
- **Mentor:** *Tim Mosig*
- **Supervisors from Practice:** *Matthias Tokarski & Jana Schlecht*
- **Special requirement:** *Due to the setting with the partner from practice and as the interviews will be conducted in German, just students with German language skills level C1 and better will be considered for this thesis.*

Contact:

Tim Mosig

T: +49 (0) 341 9851 865

E: tim.mosig@hhl.de