CASE STUDY

From Upgrade to Reinvention

How OMNIASIG transformed a core system upgrade into a business-wide transformation foundation for future growth

May 2026

OMNIASIG
VIENNA INSURANCE GROUP

fadata

Introduction

Core modernization initiatives in insurance often begin with a technical objective: **Upgrade the platform. Improve performance. Reduce operational friction.**

But for insurers operating in increasingly competitive and regulated markets, modernization quickly becomes something larger: a strategic question about **how the business must evolve to remain competitive in the future.**

This was the reality facing OMNIASIG, one of Romania's leading insurers and part of Vienna Insurance Group (VIG).

What initially started as a planned core system upgrade evolved into a broader business transformation initiative **focused on simplification, operational excellence, scalability, and long-term agility.**

Presented by CEO Mihai Tecău during Fadata's Insurance Reimagined Summit 2026, the journey demonstrates how insurers can use modernization not simply to replace legacy systems, but to fundamentally rethink how the organization operates.

The Challenge: When an Upgrade Is No Longer Enough

OMNIASIG had operated on earlier INSIS versions for more than two decades. Over time, the organization had continuously expanded functionality and adapted processes to support increasingly complex operational requirements. But complexity accumulated.

As customer expectations evolved and regulatory pressure increased, the organization considered that simply upgrading the platform version would not create the agility required for the future. The business faced several growing challenges:

- Highly complex product structures across multiple lines of business
- Increasing operational and process complexity
- Customer expectations and regulatory requirements
- Growing pressure for speed, flexibility, and scalability
- The need to support future innovation initiatives and greater operational adaptability.

> *What started as a simple upgrade became a full business transformation*
>
> **Mihai Tecău**, *CEO, OMNIASIG*

Reframing the Transformation

Rather than replicating existing complexity on a newer platform, OMNIASIG made a strategic decision to simplify before modernizing.

The organization shifted the initiative from a technical migration into a transformation program focused on:

- Product simplification
- Process redesign
- Operational excellence
- Governance modernization
- Organizational capability building

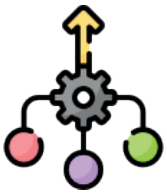
Simplify to Amplify

This became the guiding principle behind the transformation: according to Mr. Tecău, simplification was not about reducing capability. It was about **creating the foundation for scalability and speed.**

Redesigning Products for Scalability

One of the first major initiatives focused on product redesign.

OMNIASIG consolidated more than 100 insurance products into fewer than 40 strategic modular product groups. Entire product families were simplified, including:



More than 40 liability products consolidated into 6 flexible products

More than 8 household insurance products merged into a single product structure

The objective was not merely operational efficiency. It was business scalability. The benefits included:

Faster and more manageable product launches through modular product structures

Stronger **alignment between business operations and INSIS** platform capabilities

Reduced operational complexity and higher automation

Improved internal understanding and usability of products

Easier product configuration and maintenance across teams

From Complexity to Clarity: Redesigning the Business for Scale

What began as a core system upgrade triggered broader operational renewal and simplification need across the organization. Complex product structures and legacy processes and flows were sometimes limiting agility, scalability, and operational efficiency.

Rather than replicating this complexity on a newer platform, OMNIASIG used the transformation as an opportunity to redesign key business areas around simplification, operational efficiency, and future scalability, creating a stronger foundation for faster innovation, improved responsiveness, and long-term growth.

Product Portfolio
Consolidated more than 100 products into fewer than 40 modular product groups.

Impact:
Faster product launches and simplified product maintenance.

Policy Administration
Redesigned operational workflows and increased automated processing steps.

Impact:
Shorter processing times and improved operational efficiency.

Sales Operations
Standardized workflows and improved integration between channels and core operations.

Impact:
Better scalability and more consistent customer servicing.

Billing & Collections
Simplified and streamlined financial processing activities across business lines.

Impact:
Higher operational automation and speed.

Claims Processes
Improved workflow orchestration through increased automation

Impact:
Better employee experience and improved operational efficiency.

Core & Portal Separation
Reorganized the relationship between core systems, portals, and surrounding operational layers.

Impact:
More modern operational architecture designed to support scalability and future evolution.

Governance as a Transformation Enabler

A recurring theme throughout the journey was governance. The transformation was not managed as a standalone IT project. Executive leadership remained directly involved throughout execution, ensuring alignment between business priorities and technology delivery.

Several execution principles proved critical:

Strong Executive Sponsorship
Leadership remained closely engaged throughout the program to maintain momentum, manage organizational alignment, and accelerate decision-making.

Iterative Delivery
Rather than pursuing a high-risk "big bang" migration, OMNIASIG adopted phased releases and gradual product rollouts.

Cross-Functional Collaboration
Close collaboration between OMNIASIG , VIG MANAGEMENT SERVICE, and Fadata teams created shared ownership across business and technology stakeholders.

Continuous Governance
Weekly governance reviews, delivery checkpoints, testing discipline, and shared accountability helped sustain execution quality across the transformation lifecycle.

Business Impact Achieved

The transformation delivered measurable operational and business results. Since January 2024, OMNIASIG has successfully implemented:

25+
INSURANCE PRODUCTS
Implemented in production across multiple lines of business.

15+
INTEGRATIONS
Successfully connected with third-party systems.

90%+
NEW BUSINESSES
Now managed in INSIS v12

100%
BUSINESS CONTINUITY
Maintained throughout migration with a gradual rollout approach.

STRONGER TOGETHER

These results reflect more than technology implementation: they represent a **transformation in how OMNIASIG operates, collaborates, and creates value** for its customers.

Greater agility and speed to market

Improved operational efficiency

A future-ready foundation for innovation and growth

Preparing for the Next Era of Insurance

For OMNIASIG, modernization was never intended as an endpoint. The broader objective was to create a platform capable of supporting future adaptability in an increasingly competitive insurance market.

With a simplified product landscape, redesigned operational processes, and a scalable INSIS foundation, OMNIASIG is now positioned to:

- Accelerate product innovation
- Improve operational responsiveness and speed-to-market
- Scale operational efficiency
- Explore future AI opportunities and automation initiatives
- Increase speed-to-market competitiveness

The transformation also established a stronger organizational mindset around simplification, agility, and continuous evolution.

> The future is not about maintaining systems. It's about enabling growth.
>
> **Mihai Tecău**, *CEO, OMNIASIG Vienna Insurance Group*

Lessons from the Journey

OMNIASIG's experience highlights several lessons increasingly relevant across the insurance industry.

Simplification must happen before modernization

Technology cannot eliminate operational complexity if complexity itself remains embedded in products and processes.

Transformation is organizational, not just technical

Success depended on leadership alignment, governance discipline, and cross-functional collaboration as much as platform capabilities.

Iterative delivery reduces transformation risk

Gradual rollout models enabled OMNIASIG to modernize while maintaining operational continuity.

Modern core platforms create future optionality

By reducing legacy constraints, insurers gain the flexibility to innovate faster and respond more effectively to market change.

People remain central to transformation success

Because systems don't innovate. People do.

Building the Foundation for Continuous Evolution

OMNIASIG's transformation reflects a broader shift taking place across the insurance industry.

Modernization is no longer simply about replacing legacy technology. It is about creating operational foundations capable of supporting continuous change, scalability, and future innovation.

By transforming a technical upgrade into a business-wide reinvention initiative, OMNIASIG established more than a modern core platform.

It created the conditions for long-term adaptability.

With INSIS as its foundation, OMNIASIG is now positioned to evolve faster, operate with greater efficiency and speed, and compete more effectively in the next generation of insurance.

ABOUT US

Fadata

Fadata boasts the super-power to build the future of insurance. With a heritage spanning more than three decades, we are a leading provider of solutions for insurance companies globally, delivering flexible SaaS platforms designed to support operational scale, business agility, and AI-enabled transformation.

Together with our customers and partners, we have built an expert community that drives customer engagement, innovation, and business value—helping insurers modernize operations, accelerate change, and impact millions of people's lives every day.

Fadata has clients in over 30 countries across the globe. Headquartered in Munich, with international offices in Spain, Bulgaria, Denmark, Peru, and Malaysia, Fadata is backed by the private equity firms Riverside and Lowell Minnick.

CONTACT US

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