



# Digital Insurance Transformation journey

X. Liapakis

General Manager, Group Chief Digital Transformation & Information Officer

Chairman of Hellenic CIO forum

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# At a glance

- The most **famous** brand in Greek Insurance Market
- The **highest** brand awareness:
  - Interamerican: 99%
  - Anytime: 98%
- **Market** share:
  - P&C: 11,9%
  - Life: 5,4%
- Financial results **2018**:
  - PBT: €22M
  - GWP: €354M
- The only insurer with **its own** Health and Assistance infrastructure
- Successful implementation of **multi** distribution model
- The **1st** direct insurer in Greece through Anytime
- **Innovative** products in Investments, Health, Assistance
- Group employees: **1.154**
- **Unique** customers:
  - 950.000 for INTERAMERICAN
  - 290.000 for Anytime
- Customer **satisfaction**:
  - INTERAMERICAN: 86%
  - ANYTIME: 91%



## A challenging market



Consumers' behaviour is **changing**



**Innovation** must happen rapidly



Profitability is **dropping**



**Regulations'** landscape is changing



Adaptability is more **vital** now than ever

## The top 5 transformation challenges

We are all living in a **V**olatility  
**U**ncertainty  
**C**omplexity  
**A**mbiguity world.



Resistance to change



Lack of Leadership



New roles & talents



Culture & New way of working



Overcoming technological bottlenecks

## The mega trends





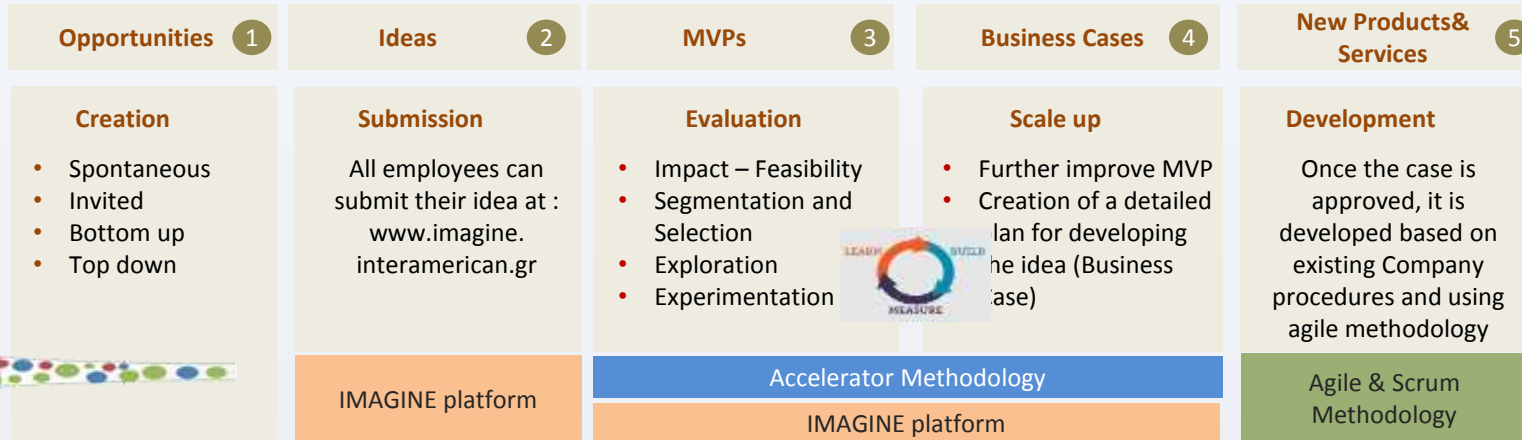
## New Way of Working

- Adopting Lean & Agile methodologies
- Creating mechanisms of active listening to the customers
- Adopting new ways of working and focus on flexible organizations
- Emphasizing on people and teams
- Exploiting innovation from inside and outside
- Co-creating with the customers and continuously test MVPs
- Transforming IT development and using advanced DevOps tools



## Promote Innovation

### Internally:



### Externally:

- Making synergies with the most advanced **#insurtech** startups:
- Organizing & taking part in insurance **hackathons**:



# Our transformation journey

## Build an Advanced Digital Ecosystem

Moving beyond insurance through ecosystems

Understand Customer's journey and make it a unique experience...



Focus on:

- BI Analytics
- Value based performance
- 360° customer view
- Cognitive tech



## Become the “most Digital Insurer”



Direct Channels



Traditional Sales Channels



Innovative Products & partnerships



Big Data & Analytics



Customer Experience

## Direct business in Greece & Cyprus



### A state of the art portal:

- Increase sales conversions in all business lines
- Create personalized customer experience
- Perform advanced digital marketing actions
- Provide business users with flexibility and high usability
- Produce a fresh, responsive design & omnichannel experience
- Support Anytime's values and re-positioning strategy

### Providing:

“New out-of-the-box, digital marketing techniques with the use of cutting-edge technology, in order to generate enhanced personalized user experience and increase sales conversions in all business lines.”



## Digitize Traditional sales channels

### Launching the «e-office»

#### Based on:

- **Simplification**
- **Standardization**
- **Lean processing**

#### Providing:

- **Advanced tools**

#### Targeting to:

- **Easy to do business with**
- **One & Done approach**
- **Minimal admin costs**



### Unique services as

**“GENIUS”** the first u/w system in Greece, which automates the process of risk assessment and policy issuance in Life & Health, offering competitive advantages to our intermediaries.

**Fraud-detection** tool integrated with policy issuing platform for all lines of business.

**Portfolio information** regarding policies, commissions, renewals, cancelations, cross-up selling options.

**Lead & Sales activities** management tools

**The average time of issuing, even on Life & Health Insurance, is now 10 minutes including online-real time payment**



# Our transformation journey

## Digital products & partnerships



Digital based Shop-assurance partners:



- **physical product purchases** (Road Assistance in a box)
- **digital based purchases** – online “points of sale”

The first “Pay As You Drive” insurance in Greece: **Buy the Mile 1.0**



Pay-As-You-Drive product: **Buy The Mile 2.0**



Shopassurance concept:  
**Home content product**



Pay-How-You-Drive



## Digital products & partnerships

CREATING A PLATFORM WHICH WILL CONNECT  
MOTOR INSURANCE WITH DRIVING BEHAVIOR



**Smart drive** customers will start **scoring** their **driving behavior** based on:

- Speeding
- Accelerating & Braking
- Mobile phone use

### EXPLORING PAY-HOW-YOU-DRIVE - SMART DRIVE





## Most Digital Insurer means Big-Data Champion

### Omni-channel personalized customer experience

#### Voice Of Customer

- Measuring the NPS upon all customer touchpoints in order to improve our customer experience
- Identifying Complaints using advanced Text & sentiment analytics
- Exploiting Surveys' results in order to improve our customers experience
- Following the Lean Design Thinking methodology for new product development, creating MVPs and asking customers' opinion

#### Customer Journey

- Analyze, understand and digitize all customer touch-points by translating their needs, focusing on the omnichannel approach, clarifying their emotional expressions at every touch-point in order to improve their service delivery, eliminate all types of waste and increase customer's satisfaction.

#### Unique Customer Experience based on Data and advanced tools and techniques

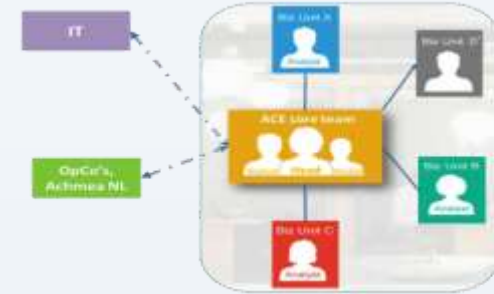
- Mobile Apps providing unique 24x7 services and offers through MyInteramerican & MyAnytime
- IVR platforms providing information to our clients concerning their uncollected premiums, claims status, doctors network etc.
- Chatbots through our portals making our customers' communication with us more effective and efficient
- Full personalization along All Stages Of The Sales Funnel

## Most Digital Insurer means Big-Data Champion

### Turn into a Data-driven organization

#### Customer Evaluation & Scoring:

- Calculating the life time value of each single customer, helping the value based segmentation and targeting.



#### Social Listening:

- Collect and analyze on-line-real-time the “voice of customer” across digital channels and social media, plus Competition activation.

#### Leads & Sales Activity Management:

- Automating leads distribution to sales offices and selective agents across the country, optimizing the response time and customizing the value offering.
- Tracking all sales activities increasing their productivity
- Connecting online with offline data.



## Most Digital Insurer means Big-Data Champion

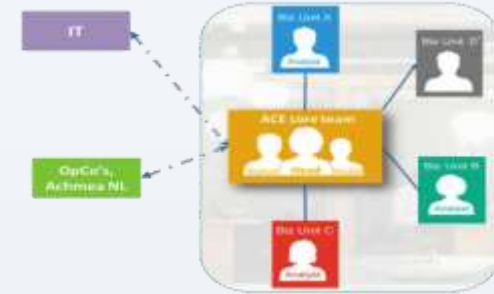
### Turn into a Data-driven organization

#### Predictive Modeling and Scoring:

- Prospect customers to buy.
- Calculate on a continuous basis the existing customers' probability to churn taking actions, for whom they have higher customer value, either by offering discounts, alternative products or added value non-insurance services.
- Cross – Up Selling by identifying what products and who are interested.
- Next best action for customers with high value.

#### Risk Selection & Assessment:

- Dynamic Pricing changing the tariffs, even on a daily basis.
- Expert Medical Engine through individual questionnaires for Life & Health products.
- Advanced Fraud Detection platform.
- IoT data analysis and modeling for Pay-As-You-Drive & Pay-How-You-Drive telematics products.



## In order to support our ....

### **Mission:**

Support people to live safer, longer and better

&

### **Vision:**

To be the **1st company** in Greece that moves the boundaries of insurance, creating **unique "ecosystems"** of products and related services, with multiple "touch points", that enrich our customer's life, making proud all employees and benefiting society!

