Deloitte & Salesforce.com

Insurance Breakout

Darshan Chandarana – Deloitte | Derek Mc Donnell – Salesforce.com
AGENDA

Welcome & Introductions
Trends in the Insurance Market
Salesforce.com’s view on Insurance
From Vision to Reality
Next Steps
Deloitte + Salesforce.com = LIKE

Darshan Chandarana
Director, Deloitte EMEA FSI

Derek Mc Donnell
Salesforce.com CIS
WHY ARE WE HERE?

• Share with you some of the trends and drivers that are changing the face of Insurance across EMEA

• Share with you how Salesforce.com is being used today within your industry – and what’s being achieved

• How Deloitte can help you move forward, taking the vision and making it a reality
SO WHY ARE WE REALLY HERE?

AXA’s success story video
SOME OF THE INSURERS CHALLENGES

- Price is transparent
- Service drives growth
- Fraud is up
- Trust is low
- Distribution model
- New competitors
- Slow to innovate
- Product penetration
- Lack of interaction
THE EXPLOSION OF DIGITAL

2016 digital interactions with financial institutions will outnumber face-to-face by 250-to-1.
ADVOCACY DRIVES GROWTH
INTELIGENCE DRIVEN ENGAGEMENT
A FUNDAMENTAL SHIFT IN BEHAVIOUR

What it means

Our relationship should be
- Personal
- Desirable

Your products should be
- Comprehensive
- Easy to purchase

Your services should be
- Accessible
- Social

What it means

- Rewarding
- Constructive
- Trusting

- Competitive
- Sound

- Efficient
- Empowering

Capabilities required

- Channel Integration, Digital & Mobile
- Customer Experience
- Customer Analytics
- Decisioning & Next Best Action
- Operational CRM
- Social Media
A FUNDAMENTAL SHIFT IN ENGAGEMENT

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<tr>
<th>TRADITIONAL ENGAGEMENT</th>
<th>TAILORED ENGAGEMENT</th>
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<tr>
<td>• Push</td>
<td>• Pull</td>
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<tr>
<td>• Direct</td>
<td>• Omni-channel</td>
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<td>• Static product offerings</td>
<td>• Dynamic products</td>
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<tr>
<td>• Segmented advice</td>
<td>• Intelligent recommendations</td>
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<tr>
<td>• Corporate communication</td>
<td>• Community content</td>
</tr>
<tr>
<td>• Centralised presence</td>
<td>• Distributed presence</td>
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</table>
To start video click here
SALESFORCE & THE INSURANCE INDUSTRY
WELCOME TO THE INTERNET OF CUSTOMERS

Connect with your customers in a whole new way.

Derek Mc Donnell
Enterprise Account Executive
dmcdonnell@salesforce.com
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Safe harbor statement under the Private Securities Litigation Reform Act of 1995:

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#1 in Enterprise Cloud Computing & CRM

**#1**
Gartner
Salesforce: World’s #1 CRM

**#1**
Forbes

**#1**
IDC
Enterprise Cloud Computing Market Share

**#1**
Market Leader:
Enterprise, MidMarket, SMB & Sales Force Automation
Global Leader in the Insurance Industry

Customer Success with Salesforce.com

+37% Customer Satisfaction

Average Percentage Improvements Reported by Customers

Source: Salesforce.com Customer Relationship Survey conducted March 2013, by an independent third party, Conjoint, Inc., and 200+ customers randomly selected. Response sizes per question vary.
Insurance is Changing Faster than Ever
In a changing world of technology, regulation and competition, insurers are looking to save costs while also providing better service to producers and customers

Channel Proliferation
- Social Influence
- Multi-channel
- Intermediation
- Real-time

Technology Revolutions
- Cloud Applications
- Mobile Apps
- Evolving Standards
- Legacy IT Constraints & Costs

Operational Complexity
- Lack of Rapid Innovation
- Broader Portfolios
- Lack of Transparency
- Complex Regulations
- Siloed Models

Competitive Disruption
- Digital Entrants
- Customer Options
- Convergence of Products
Pure “manufacturers” will suffer

IT’S NOT ONE CHANNEL, IT’S MULTICHANNEL

Varying Channel Preference Across the Customer Journey

Percentage of North American Insurance Customers by Channel Preference for Specific Activity, 2013

A typical customer will interact with several different channels throughout a product journey.

Source: CEB 2013 Customer Experience Survey.

multichannel will become omnichannel
Become a Customer Company:
Connect With Your Customers in a Whole New Way

Common Customer Profile
Integrated Customer Platform
Connected Agent and Advisor Experience

33% higher customer satisfaction among Salesforce customers
The Salesforce.com Agent Desktop Concept

Consolidated Access
- Insurance Policies & Accounts
- Positions, Exposures, Trends & Activities, Alerts, Preferences, Data, Feeds

Streamlined Capabilities
- Real-time 360°
- Digital Document Services
- Digital Sales Aid
- Reporting, Analytics
- Integrated Planning Illustrations, Apps

Downstream Support
- On-boarding & Originations
- Policy Changes
- Wrap STP Service
- Case Service & Knowledge

Social Connections
- Social Profile
- Internal Collaboration
- 3rd Party Collaboration
- Sphere of Influence
Insurance Reference Architecture

Applications and Data
- Sales
- Service
- Marketing
- Work.com
- AppExchange

Data Model
- Chatter
- Communities

Multi-Tenant Infrastructure

Operational Support Systems (OSS)
- Messaging
- Service Bus
- Data Warehouse
- Workforce Mgmt
- Usage Mgmt
- Security Directory

Business Support Systems (BSS)
- Policy
- Rating
- Billing
- Claims
- Payments
- Commission
- Fraud
- Accounting

Salesforce Platform
- Force.com
- Heroku
- Touch

External Processes
- Market
- Quote & Sell
- Fulfillment
- Service
- Bill
- Retain & Grow

Internal Processes
- Prod Mgmt
- IT Gov
- HR Mgmt
- Finance & Purchasing
- Compliance
- Reporting

APIs

Social
Mobile
Web
Policies
Branches
Agents
Adjusters
CSR’s
Partners
Insurance Industry Summary

1. Demographics are reshaping mature and immature markets

2. Big insurance needs to become customer-centric and ensure ease of doing business for producers and intermediaries

3. This means they need to move from policy-centric systems to customer-centric systems that are independent of channel. Reduce the friction of all transactions.

4. Instead, Insurance needs to move to a Digital Insurance model that puts the customer at the center and serves them with products across their desired channels of communication and relationships.
BUILDING THE FUTURE IS A JOURNEY...

Not a destination

**Capability**
- Use the key themes and supporting materials to identify key capabilities relevant to the client

**Journey**
- Define a Customer Experience journey that illustrates what capabilities are required

**Workshop**
- Run the Showcase workshop demonstrating the various solution components along the Journey

**Roadmap**
- Continue the conversation with the client to refine the end-state and the roadmap of how to get there with them
THE FUTURE INSURANCE FRAMEWORK
WHAT ARE OUR ENABLERS?

**Agile**: Our methodology to deliver the scope quickly & building momentum with all stakeholders

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**Advantages**

- **Business Value** creation delivered in an incremental way after a few weeks.
- **Adaptability**, by working in a more flexible way, we are able to respond to change far quicker towards the business needs.
- **Visibility** for the Business on the project progress through integrated project team and regular project review.
- **Delivery risk reduced**: Running multiple sprints in sequence increases the velocity of execution by using project resources more effectively and allowing technical knowledge to be developed and expanded throughout the duration of the project.
Tracker: our project management tool designed for agile delivery

Designed to support project management and delivery, Tracker supports management of:

- Meeting minutes and actions
- Decisions and questions logs
- Risks and issues management
- Document sharing and version control
- Team collaboration and ‘Chatter’

Tracker is accessible by team members on any web browser and on an iPad, Blackberry, Android or mobile device.

Tracker also forms an artefact of record once the project has been delivered. It can remain available on your Salesforce org at no extra cost for future reference. It can also be used to support any future projects you do within your org.

How would Tracker support your stakeholders?

**Project Governance Team**

"Tracker enables me to see exactly what is being developed and when. I can get status reports in real-time and can check to ensure the business have signed-off on all relevant user stories."

**Project Sponsor**

"As well as being able to closely see progress, I can review all the user stories to make sure they are prioritised correctly and deliver the functionality I require."

**Test Manager**

"Tracker records all of the test scripts and execution outcomes so I can be sure the solution has been rigorously tested before go-live."

**WHAT ARE OUR ENABLERS?**

- Real-time project reporting
- User stories and detailed designs
- Sprints planning and burn down reports
- Testing, defect management
- Full traceability across objects

- Meeting minutes and actions
- Decisions and questions logs
- Risks and issues management
- Document sharing and version control
- Team collaboration and ‘Chatter’

- Project dashboard
- User story collaboration
- Epic ideas
- User story collection

Insurer Framework for the Future - About being Ready
WHAT ARE OUR ENABLERS?

**IndustryPrint**: Our Enterprise-wide process repository for Insurance reflecting leading practices.
DELOITTE’S CHANGE MANAGEMENT

<table>
<thead>
<tr>
<th>Change Stream</th>
<th>Activities</th>
<th>Percentage of Total Change Effort</th>
</tr>
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<tbody>
<tr>
<td>Change strategy, planning &amp; coordination</td>
<td>Prepare the change journey in line with the overall implementation plan</td>
<td>15% to 20%*</td>
</tr>
<tr>
<td>Leadership Alignment</td>
<td>Reinforce leadership sponsorship to show change ownership and drive towards Organisation adoption</td>
<td>10%*</td>
</tr>
<tr>
<td>Organisational Alignment</td>
<td>Align the Organisation structure to accelerate the change journey</td>
<td>10%*</td>
</tr>
<tr>
<td>Communication</td>
<td>Create awareness on the transformation and related changes by providing clear &amp; consistent messages</td>
<td>15%*</td>
</tr>
<tr>
<td>Training</td>
<td>Ensure the right capabilities are built to work according to the new processes and operate in the new tool</td>
<td>20%*</td>
</tr>
<tr>
<td>Change agents network and adoption</td>
<td>Build a change community that facilitates the change on the workfloor and is engaged to realize full adoption</td>
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</table>

* Generally 15 to 20% of the total project effort is invested in Change Management. Based on our project experience we have indicated an estimation of change effort per change stream.

“We apply a pragmatic and fact-based organisational change approach resulting in specific actions which will be measured closely to ensure sustainable adoption”.

Prepared by Deloitte Consulting Limited, a member of Deloitte Network and registered in England and Wales with company number 1654047.
Deloitte defines change strategy and executes change activities in all or a selection of building blocks. Deloitte is responsible for most deliverables, involving client resources in workshops and validation sessions.

**CHANGE MANAGEMENT COLLABORATION**

Based on your specific organization needs we can suggest different collaboration models to help you realize your change journey. Deloitte’s involvement can range from a driving mode collaboration to a coaching mode collaboration, on all or specific change streams.

### Recommended model if:

**You have change management expertise in house and are looking for innovative ways to build (new) capabilities, based on solid process knowledge and effective adult learning techniques.**

**Drive**

Deloitte defines change strategy and executes change activities in all or a selection of building blocks. Deloitte is responsible for most deliverables, involving client resources in workshops and validation sessions.

**You do not have the capacity and competencies to manage the change journey throughout the complete project lifecycle.**

**Coach**

Deloitte defines approach of building blocks (workshops), coaches client change team (follow-up meetings) and is responsible for selected deliverables, overall coordination remains a client’s responsibility.

**You have the capacity to manage change in house, but are lacking the right set of capabilities.**

**Check**

Deloitte checks readiness or embedding of the change and defines action plan.

**You pick up signals about possible change issues or typical barriers to project success arise to the surface.**

<table>
<thead>
<tr>
<th>1. Planning</th>
<th>2. Execution</th>
<th>3. Embedding</th>
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<tbody>
<tr>
<td>Train-the-Trainer</td>
<td>Drive</td>
<td>Drive</td>
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<tr>
<td>- Change strategy, planning &amp; coordination</td>
<td>- Leadership Alignment</td>
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<tr>
<td>Change Readiness Assessment</td>
<td>Change Readiness Assessment</td>
<td>Embedding audit</td>
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</table>
WHAT ARE OUR ENABLERS

Industry Expertise & Innovative Solutions

Telematics & Gamification

For Insurers
- Speed-to-market
- Increased customer engagement
- Limited upfront risk
- Flexibility to scale-up

For Drivers
- Driving feedback
- Seamless experience
- Safe & green driving tips
- Social media: Connect & play

Industry Insight

Digital Insurance Benchmark

% customers who find understanding policies complicated by age
- 18-34: 52%
- 35-44: 45%
- 45-54: 39%
- 55+: 30%

% customers satisfied
- 18-34: 70%
- 35-44: 75%
- 45-54: 80%
- 55+: 85%

% customers satisfied with insurer's response to mistakes
- Insured: 90%
- Satisfied: 90%
- Neutral: 10%
- Dissatisfied: 10%

% customers who switch due to insurer's mistake
- 25%
- Satisfied with how insurer dealt with mistake
- Insured: 75%
- Insured: 10%
- Uninsured: 15%

- Customers satisfied with how insurer dealt with mistake
Salesforce Delivers Single Concierge Platform to AXA

Deloitte rolled out a state-of-the-art Service Cloud platform for AXA’s concierge business in 9 countries. Multi-channel platform supports 200 types of customer cases with a 360 degree view of each customer. Branded mobile app for customers to log cases and view case status.
Challenges - Single Concierge Platform

1. AXA wanted to operate 200 types of concierge services in 9 countries with one platform
2. Need for one It excellence center & a fully PCI compliant app
3. Platform had to be flexible enough to support new and existing client change requests
Solution and Results

1. Service Cloud Console to manage their cases
2. Multi-channel integration on the Platform
3. 26 different case types support 200 types of customers
4. 360 degree customer profile view

1. Standardized business process across countries
2. Enable agent collaboration & mobility
3. Supports revenue growth in the concierge services business
AXA Increases Agent Productivity with Digital Insurance

World’s largest insurer launches award-winning mobile app in under 4 months - Life and Annuities

Agents simulate life insurance scenarios and input orders

Synchronization with AXA’s backoffice saves over 20 minutes processing time for each new customer

Managers can track their team’s activities in real-time

Allows complete view of the customer
AXA – B2C Use Case

[AXA Insurance mobile app screenshots showing user details and accident details]

- My Details: Simon Gilbert, 4545FG75 - Ferrari
- Accident Details: Add Description & Photos, 1 Witnesses, Add a Third Party

- Add Description
- Add Photo(s)
- Cancel

[Image of a crashed car on the road]
AXA for Life

Recent Feeds

**AXA BANK**
06/05/2011 09:24
Since you have a new baby, AXA is happy to offer you a family saving account credited with €100 - See details with local agent.

**TWITTER**
19/05/2011 15:43
Your friend James tweeted: Loving the new mobile apps from AXA and it really makes it easy to keep track of everything, and they're fun!

**Michelle**
16/05/2011 10:12
The status of your accident claim 865433 is in process. Click here to see the nearby Axa affiliates mechanics.

**AXA CAR**
17/05/2011 09:21
Since you are a green driver, have a look at this green quiz and get special offers.

**AXA BANK**
16/05/2011 12:34
Your checking account just dropped below 1k Euro minimum balance. Want to initiate a transfer from your savings account?

**AXA Health**
16/05/2011 07:32
Opt-in for GYM Checkin for opportunities to lower your health insurance rates based on your workouts.
Recent Feeds

Paul
01/04/2011 11:24
Thanks for scheduling a meeting with me on 04/04/2011 at 10am. Have a look at this simulator in order to protect your family.

AXA BANK
01/04/2011 11:24
Since you have a new baby, AXA is happy to offer you a family saving account credited with €100. See details with local agent.

TWITTER
01/04/2011 11:24
Your friend James tweeted: Loving the new mobile apps from AXA! It really makes it easy to keep track of everything, and they’re fun!

Michelle
01/04/2011 11:24
The status of your claim 86543 is now "in process”.

AXA CAR
17/03/2011 09:41
Based on your stellar driving record you are eligible for a lower rate.

AXA BANK
16/03/2011 17:34
Your checking account just dropped below 1k Euro minimum balance. Want to initiate a transfer from your savings account?
Benefits of Multi-Tenant Cloud Computing:

- **Fast**
  - No Hardware
  - No Software

- **Easy**
  - Automatic Upgrades
  - Scalable

- **Open**
  - Any Device
  - Data Portability

- **Flexible**
  - App Marketplace
  - Extensible

- **Trusted**
  - Transparency
  - Real-time Status
Fast: Time to Value with Cloud Computing

Cloud Computing Value

- Low Capital Cost
- Automatic Upgrades
- Greater ROI
NEXT STEPS
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Not a destination

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NEXT STEPS
Questions
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