Serving new market segments

EQUITY
Insurance Agency
Your Listening, Caring Partner

10 years
IMPACT INSURANCE

Company context

- Equity Insurance Agency (EIA) is a subsidiary of Equity Group Holding Limited (EGHL)

- EGHL is a large financial services conglomerate headquartered in Nairobi (Kenya), with around **12 million customers in 6 East African countries**

- The group has entered a phase of its growth and evolution characterized by **technology and digitalization**

- EIA is lagging behind and needs to catch up in order to serve existing customers more effectively and expand to new segments

Identifying the desired future

Provide engaging and secure customer interactions across all digital touch points thus creating customer value and driving profitable growth

Everything Online

Convenience Mobile First

Safe & Secure

Easy to Use

Instant Response

Go Paperless

Use Third Party Data

Prepopulated Information

Big Data

Our digital journey....

…began by asking

1. WHY

Revenue or cost?

2. WHAT

Digitize sales or processes?

3. HOW

Build, Buy or Partner?

4

Why and What….

Why	Increasing Revenue	Reducing Cost
	by	by
What	Digitalizing sales	Digitalizing processes
Visibility	High, since customer facing	Low, mostly internal processes
Turn around	Faster; leverage Bank's digital platforms	Slower; due to dependencies on insurers
Competitive advantage	High	Low, since we are a broker
Impact	High; creation of new distribution channels	Low - Medium

How: Build, buy or partner?

Build	Buy	Partner
- Have basic capability - Do we have the expertise? - Time consuming	- Complete control - Cannot experiment - High exit barrier	- Quicker GTM - Low exit barrier - Can experiment with multiple models - Culture clash - Clarity on roles & responsibilities

Key Digital Pillars

Enhance **customer experiences**	*Build* **new partnerships**	*Optimise* **operations**
Systems Technology activated to enable Digital	**Innovate through digital**	**Leverage Data for better decisions**

Initial focus areas

	Enhance customer experiences	Build new partnerships	Optimise operations
FIRST STEPS	Online sales portal	Mobile microinsurance	Decentralizing processes
FUTURE STATE	Online servicing & claims portal	Leverage Bank's channels & government	Digitalize UW and Claims processes

Taking the first steps

Enhancing customer experience by using technology

Simple 4 step digital on-boarding platform

Buy online

- Tech savvy customers buy simple products on their phone/tab/laptop

- Reduce effort and time to buy insurance

- Expand market to non-Equity Bank customers

DIGITAL AS A DIRECT CHANNEL

Sell online

- 35,000+ Bank Agents & Contact Centre Agents sell insurance using their phones/laptops

- Increase reach and inclusiveness

- Cross-sell insurance to bank's customers

DIGITAL AS AN ENABLER

Key learnings

- **Channel conflict & fear of retrenchment** addressed by offering a "sell online" version of the digital platform

- **Integration** with core system critical for a seamless digital experience; however legacy core systems pose a challenge
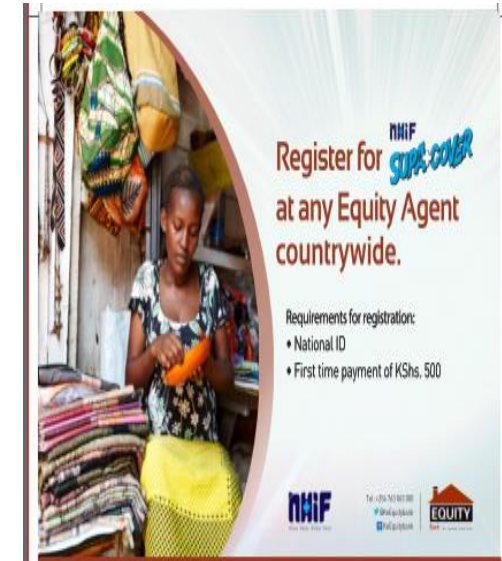
Building new partnerships

Insurtechs

Bank agents

Government

Key learnings

View partners as strategic stakeholders

- **Contracting** takes a long time, work started after signing a LOI

- **Commercials** have been a key point of failure in past partnerships. Nailed down before work began

- **Clarity** on roles and responsibilities is critical. Our contracts define them in great detail and connect them to remuneration

Optimizing processes

Decentralization

WHAT	**WHY**	**HOW**
Moved printing of motor insurance certificates from HO to branches	1. Improve customer experience 2. Reduce costs 3. Deploy more staff to revenue generating activities	1. Pilot with 10 branches ✓ 2. Scale to 80 branches ✓ 3. Achieve complete decentralization – 140 branches

….and aligning incentives

KPIs of HO staff

1

Aligned

with business objectives

2

Measurable

using Oracle Service Cloud

3

Fair

allocation of work between members

Key learnings

- **Counter fear of change:** assured staff that decentralization would not result in retrenchment; alternate roles were created and discussed beforehand

- **Use a gradual approach to spread influence**: piloting allowed users to see the positive impact and spread the message to other colleagues

- **Establish a feedback loop** for all new initiatives, since change is a process and may need tinkering

Thank You

Omni-channel distribution strategy

Bank Branch   **A**gency Network   **T**echnology

- Corporate & SME products

- Complex products

- Referrals from Agency Network

- Simple products

- Product leads and referrals

- Customized products for regions and segments

- Self service for tech savvy customers

- Cross sell simplified products on bank platforms

- Mass market products

Sell online

Buy online