Leveraging data, analytics and technology

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Our Group goals guide the business

SOCIAL GOAL
Social impact

PEOPLE GOALS
Engagement
Recruitment success
Talent retention
Black talent retention
Wellbeing
Living the Hollard Way

TRANSFORMATION GOALS
FSC Level
Procurement through
Black-owned suppliers
No of in-force Access products
No of low income customers

CUSTOMER GOALS
Brand awareness
Brand conversion rate
Customer Net Promoter Score
Partner & intermediary survey

EXCELLENCE GOALS
Data and digital maturity index
Efficiency improvement
Innovation case studies
Management Impact

FINANCIAL & RISK GOALS
Total Value Add
International TVA
Return on Equity
Dividend paying ability
Green Control Environment
## We measure ourselves against the Bain’s Digital Maturity framework

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<th>Digitally enhanced customer experiences for anytime, anywhere insurance</th>
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<td>True Omni-channel sales and distribution model covering the full customer journey across channels</td>
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<td>3</td>
<td>Optimize operations through digitalization by enabling self-service and digitizing claims management</td>
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<td>4</td>
<td>Build an innovation-ready organization through a systematic change management program</td>
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<td>5</td>
<td>Use big data and advanced analytics to increase cross-sell, loyalty and retention, optimize premiums and automate decisioning</td>
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<td>6</td>
<td>Activate technology as an enabler of digital transformation by selecting the highest-priority digital investments</td>
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Which is why the physical infrastructure and member of the community strategy remains key as a base

1. **Competitors are non-traditional** and everyone needs to adapt
2. A **brand** must be a **member of the community**
3. Highly relevant, **omni-channel distribution and engagement**
4. Advanced analytics
5. Provide the **most important products and services** – not necessarily the most profitable
6. **Truly customer-centric** strategy
7. Credit, savings, investment, and risk needs and products are interchangeable
8. It will soon be **extremely difficult to be a mono-line player**
Why is analytics and data such a key topic?

Flood of data
- Exponential growth - from 0.1ZB in 2005 to 4ZB in 2013 to 44ZB in 2020
- Multitude of data sources – internal/external, structured/unstructured

Processing power
- Ability to process more and more complex data at low cost
- Explosion in Analytics tools

Proof of value
- Analytics focused organisations 2x more likely to be in top quartile of financial performance within industry*
The data/analytics maturity landscape is explored in many different pockets within our business

- **Product Development**
- **Claims Management and Fraud**
- **Customer Lifecycle Management**
- **Sales and Distribution**
- **Risk Selection and Pricing**

**Breadth of application**

- **Descriptive**
  - Standard reports (standardised, static reports)
  - Drill down (integrated performance reporting, KPI dashboards)
  - Data analysis (visualising data and relationships, exploring patterns/trends)
  - Statistical analysis and forecasting
  - Predictive Modelling (forecasting and predicting future outcomes, modelling correlations and causalities)
  - Simulation and Optimisation (simulate and find best solution)

- **Predictive**

- **Prescriptive**
We apply advanced analytics in order to better target customers and ensure that they can afford our products.

Evolved from using GLM modelling to machine learning champion challenger.
We have extensive communication in place with customers using different mobile solutions and are continuously testing new ones.
We continue to apply test and learn methodologies to gain further insights and use cases for analytics and technology.

Agent lead matching algorithm – successful test showing that sales can be improved by matching the appropriate agent with the customer.

Claims decision automation including fraud detection in order to improve customer experience and risk management.

Using gadgets and public research institutions to decrease the cost of township research projects which enable us reaching more consumers to gain better insights.

The biggest challenge remains embedding solutions within the business – multifunctional project teams are required to make this a success.
Hollard has implemented an automated underwriting system for life applications

- QUIRC is Hannover Re’s new-generation automated underwriting system

- A dynamic underwriting question set that has been customised for Hollard

- QUIRC can function as a fully standalone PoS system in a broker, agent, tel-underwriting or online sales en bancassurance environment.

- QUIRC has been integrated into the newly developed quoting tool which also includes a financial needs analysis

- In a traditional environment the process is long, where the customer could be required to go for a number of medical tests based on the requirements from the underwriter

- Using an automated system, certain customers would be able to have their policy accepted without any human intervention or medicals
An example of an early stage mobile enabled solution via a partner platform
We are building a platform that will enable customers to Connect, Bank and Insure on one platform.

Channels
- Branch
- Website
- Mobile App
- Workforce App
- Contact Centre

Customer Experience Layer (SOA)
- Customer Authentication
- Common Customer Information
- Customer Portfolio
- Customer Journey

Business Services Layer (SOA)
- Lead
- Quote
- Sales
- Claims
- Policy

Products
- Funeral Insurance
- Life Insurance
- Invest
- Savings
- Credit
- Transact
- Mobile Devices
- Air Time & Data

Line of Business System
- Insurance System
- Banking System
- Telco System

Cross Cutting Capabilities
- Diverse Skills
- Advanced Analytics
- Reporting
- Security
Creating a data-technology-analytics ecosystem using mobile as the enabler

- **Purple Pot**: Get rewarded for doing the right thing
- **Purple Team**: Purple Products (195) (Commercial Opportunity)
- **Purple Wallet**: Hollard Purple Phone
- **Hollard Purple Phone**: Hollard Economy / Job Opportunities (Social Opportunity)
- **Hollard Economic Platform**: (Aggregating, Matching, Recommend appropriate products and services and paperless fulfilment. Including Peer to Peer, Group Buying)
- **Purple Buddy** (Virtual or Physical): Advice on what to do / best approach to achieve goal
- **Purple Vault**: Store information which is re-used
- **Purple Pot**: Buy and use the product and/or service
- **Purple Team**: Search for best product and/or service, given advice received

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**Hollard Purple Products**

- **Hollard Purple Products**: 195
- **Hollard Purple Products**: Commercial Opportunity
- **Hollard Purple Products**: Social Opportunity
- **Hollard Purple Products**: 7,000,000
- **Hollard Purple Products**: Commercial Opportunity
- **Hollard Purple Products**: Social Opportunity