

# Insurance Carrier Case Study



## *Achieving Customer-centric Business Objectives Through Effective Management of Data Across the Enterprise*

### Background

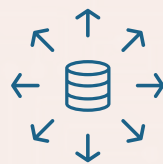
This industry top-50 property and casualty insurance carrier wanted to adopt a more data-driven, customer-centric business model that would enable them to improve customer acquisition, engagement and retention while maintaining growth and profitability in an increasingly constrained and competitive environment. They needed to better understand their customers from a historical and transactional perspective so that their actuarial and analytics departments could design optimal policies, set premiums and apply discounts, manage investment risks, identify up-selling and cross-selling opportunities, predict customer behavior and increase customer satisfaction. Many of their existing systems were solution-oriented, and data assets were spread across departments — including IT, actuarial, finance and operations. To achieve their goals, they needed to align their existing systems, integrate data and implement new technologies and processes that would allow them to govern, manage and access data at an enterprise level.



Top-50 property and casualty insurance carrier



Moving to a more customer-centric business model



Data assets spread across departments



Need to align systems, integrate data, implement new technologies and process

### Challenges

Traditionally, this industry is not used to customer-centric approaches. Nor does it have a history of applying data governance (DG) and data management (DM) concepts to gain better insight into their customers. So it is not surprising that line-of-business executives were skeptical, at best, about how DG and DM concepts could help them gain better insight into their market and achieve both department and corporate business objectives. At worst, it was felt this solution might add little more than extra processes and burdens to already busy departments.

## Challenges, cont.

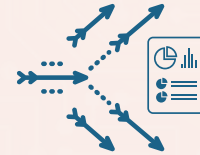
Individual departments operated in silos, with separate systems or applications that made it difficult to gain a comprehensive understanding of the customer. The way data was defined, entered and calculated often varied by department, so reports and information could be inconsistent, inaccurate or even contradictory.



Lack of universal buy-in about issues or the solutions



Company operated in silos



Data and reports could be inconsistent, inaccurate or contradictory

## FSFP Solutions

Knowing there could be push-back from the various departments, this company chose two executive sponsors to help champion the project—one from business and one from IT. First San Francisco Partners (FSFP) consultants, understanding the organizational sensitivities, began by first meeting with the company's business executives to gain an understanding of their objectives. The consultants quickly gauged the political environment, gained credibility with the executives and showed them how DG and a master data management (MDM) plan would help the company achieve long-term productivity, increase revenue and improve operational efficiency.

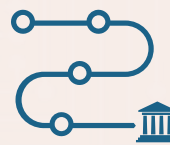
FSFP managed the project in three phases. The **assessment phase** helped the company develop an objective view of their current enterprise governance capabilities and capture their desired state. The **DG phase** involved developing a plan to operationalize governance and train stakeholders. The **MDM phase** helped clarify what the company needed to do to manage data as an asset throughout the organization and, ultimately, to ensure trust and confidence in data content.



Built confidence in the solution and obtained executive buy-in



Assessment and recommendations



Data governance road map



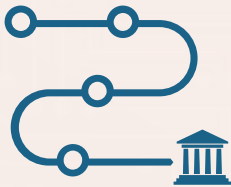
MDM road map

# FSFP Solutions, cont.



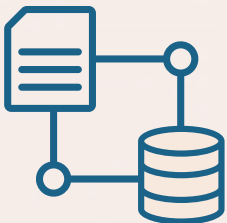
## Phase 1: Assessment

- Evaluate company's data management capabilities, data quality, pain points and challenges.
- Capture information in a "current state" assessment report.
- Develop "future state" recommendations:
  - Define framework for decision-making and escalation
  - DG organization, roles and responsibilities
  - Identify additional requirements in people, processes and technology



## Phase 2: Data Governance

- Develop actionable DG road map with deliverables, milestones and critical success factors.
- Identify DG metrics and measurements.
- Define DG roles and responsibilities, job specifications and compensation structure.
- Provide training templates and training plan and deliver initial training to DG director and working group.
- Conduct DG launch/kickoff.



## Phase 3: Master Data Management

- Establish an MDM business case based on business objectives, goals, key projects/programs and cost analysis.
- Develop MDM road map and implementation plan.
- Align MDM road map to DG plans and activities.
- Develop data quality recommendations based on data profiling and analysis of key data.





## Results

FSFP was able to overcome the first major hurdle of skepticism — which could have derailed the entire project — by obtaining executive buy-in within the first week. The director of information management had this to say, “I’ve never experienced any other consultant get such a good read on the organization as quickly, have a sense for the things that weren’t being said, and so completely understand the inter-departmental dynamics.”

FSFP established and presented an MDM business case that helped stakeholders envision how an MDM solution could accelerate revenue growth, improve profitability, improve customer experience and knowledge, improve regulatory guidance and increase employee satisfaction. They developed an MDM road map and implementation plan that was aligned with data governance activities and provided data quality recommendations. The client remains committed to this implementation.

- ✓ **Quickly achieved executive buy-in**
- ✓ **Company remains enthusiastic and committed to MDM implementation**



*I’ve never experienced any other consultant get such a good read on the organization as quickly, have a sense for the things that weren’t being said, and so completely understand the inter-departmental dynamics.*

*- Client’s Director of Information Management*



For more information on First San Francisco Partners and our data governance, data management, and other capabilities – and our work with other industry-leading insurance services clients – call 888-612-9879 or email [gregg@firstsanfranciscopartners.com](mailto:gregg@firstsanfranciscopartners.com)