

MODEL INSURER CASE STUDIES OF EFFECTIVE TECHNOLOGY USAGE IN INSURANCE: 2007-2016

OVERVIEW

Every year, Celent recognizes excellence in insurance technology through our **Model Insurer Awards**. The **Model Insurer Awards** are designed to try to answer the deceptively simple question:

“What would it look like for an insurer to do everything right with today’s technology?”

The **Model Insurer Awards** recognize a financial institution’s effective use of technology in specific areas. **Model Insurer** components help insurance carriers improve performance and meet market demands. In general, they represent the way things should be done.

Of course, there is no such thing as a **Model Insurer** across the board. Therefore, we focus on specific real world examples of individual technology initiatives. These case studies are presented at our annual **Innovation & Insight Day** and represent key themes:

- Digital and Omnichannel
- Legacy and Ecosystem Transformation
- Innovation and Emerging Technologies
- Operational Excellence
- Data Analytics







www.celent.com/model_insurer

MODEL INSURER WINNERS: 2016

Theme Category	Insurer	Project
Data Mastery and Analytics	Asteron Life	Analytics approach to underwriting audits and end to end risk management
Data Mastery and Analytics	Celina Insurance Group	Agency prospecting via analytics
Innovation and Emerging Technologies	Desjardins General Insurance Group	Smart phone app for telematics auto insurance program
Data Mastery and Analytics	Farm Bureau Financial Services	Infrastructure redesign utilizing the ACORD Data Model
Digital and Omnichannel	Gore Mutual Insurance Company	uBiz, e-commerce commercial insurance platform
Operational Excellence	Guarantee insurance Company	Infrastructure as a Service
Legacy Transformation	GuideOne Insurance	Core system replacement
Innovation and Emerging Technologies	John Hancock Financial Services	John Hancock Vitality program with healthy living benefits
Operational Excellence	Markerstudy Group	Lean methodologies and best in class technologies
Operational Excellence	Pacific Specialty Insurance Company	Modernization utilizing software as a service
Innovation and Emerging Technologies	Promutuel Assurance	Gamification and e-learning
Digital and Omnichannel	Sagicor Life Inc.	Straight through new business processing
Legacy Transformation	Teachers Life	Automated new business process from application to delivery
Legacy Transformation	Westchester, A Chubb Company	End to end solution to support microbusiness unit
Digital and Omnichannel	Zurich Insurance Group	Comprehensive view of data and analysis extracted from the different areas in one click

MODEL INSURER OF THE YEAR: Zurich Insurance Group






MODEL INSURER WINNERS: 2015

Category Winner	Theme Category	Insurer	Project
	Innovation and Emerging Technologies	Achmea Australia	Managing farm risk on the farm
	Operational Excellence in Non-core Systems Implementation	Aegon Netherlands	Centralizing and leveraging document management
	Innovation and Emerging Technologies	American Family	Implemented a company-wide idea contest to spur mobile innovation
	Data Mastery and Analytics	Celina Mutual Insurance Company	Mastering machine learning for predictive analytics
	Innovation and Emerging Technologies	Citizens Property Insurance Corporation	Building a clearinghouse to redistribute property risks
	Data Mastery and Analytics	FarmBureau	Incorporating predictive analytics in workers compensation underwriting
	Operational Excellence in IT Management	Hiscox	Building a successful continuous delivery pipeline
	Digital and Omnichannel	ICICI Prudential Life Insurance Company	Complete digitization initiative
	Data Mastery and Analytics	Markerstudy	Using big data analytics to compete in the UK market
	Legacy and Ecosystem Transformation	Pennsylvania Lumbermans Mutual Insurance Company and Indiana Lumbermans Mutual Insurance Company	Combining two affiliated insurers' rating and policy administration platforms
	Digital and Omnichannel	Security First Insurance	Developed personalized videos for homeowners policyholders
	Digital and Omnichannel	Societa Cattolica di Assicurazione	Creating an omnichannel experience called Click2Go
	Legacy and Ecosystem Transformation	Virginia Farm Bureau Mutual Insurance	Achieving results with a new end to end suite

MODEL INSURER OF THE YEAR:

LV=

MODEL INSURER WINNERS: 2014

Category Winner	Theme Category	Bank	Project
	Implementation Best Practices	1 st Central	Delivering multi viewpoints of a single view of a customer
	Legacy Transformation	Aegon UK	Combining advisor and workplace retirement platforms
	Digital	Allied Insurance	Dynamic branding on mobile apps
	Best IT Management	Allstate Insurance Company	Creating a centralized and standardized program management office
	Analytics	Bankers Insurance Group	Simplifying homeowners insurance shopping
	Implementation Best Practices	CNA	Custom coverage option for BOP insurance
	Legacy Transformation	Foresters	Full transformation of legacy infrastructure
	Legacy Transformation	ICW Group Insurance Companies	Workers compensation underwriting transformation
	Analytics	Inter Hannover	Assessing exposure risk across entire distribution channel
	Digital	John Hancock	Comprehensive mobile sales tools for agents
	Implementation Best Practices	MetLife	Reaching the middle market with Life Insurance in a Box
	Implementation Best Practices	Millers Mutual Group	Real time rating for commercial insurance
	Analytics	RSA Insurance Group plc	Combating the fraud arms race
	Legacy Transformation	Saxon Insurance	Transforming the auto insurance market in the Cayman Islands
	Digital	Unigarant verzekeringen	Optimization of claims STP

MODEL INSURER OF THE YEAR: MetLife

MODEL INSURER WINNERS: 2013

AAA Northern California, Nevada & Utah Insurance Exchange: Transitioning to a new policy administration system with effective change management.

Allstate Financial: Transforming billing through automation and reengineered end-to-end processes.

Allstate Financial: Tapping into annuity legacy data to minimize risk.

AXA UK: Combining internal and external data to pinpoint risks, manage accumulations, and even respond to a catastrophe.

CNA: Setting a new standard for functionality and flexibility in billing with a custom-built agent portal.

CNA: Using data analytics to combat fraud.

Friends First Life Assurance Company: Automating claims and payment processing for increased efficiency and quality.

Genworth Financial: Improving the claims process with real time, web-based filing and management.

Great American Insurance Group: Creating a low cost, low impact collaborative innovation group within IT.

Hiscox USA: Coopetition: Changing a competitor to a partner to expand distribution.

Industrial Alliance Auto and Home Insurance: Optimizing telematics technologies to reduce risks for young drivers.

ING U.S.: Scaling role management and access certification to enterprise platforms, directories, and applications.

Jewelers Mutual Insurance Company: Redefining how the company services its customers through a complete business and system transformation.

L&T General Insurance Company Limited: Moving ahead in the Indian market using a web-based PAS for underwriting.

MetLife India Insurance Company Ltd: Creating a new benchmark for bancassurance distribution in less than a year.

Mutual Benefit Group: Reusing technology to reinforce regional carrier's competitive edge.

ORANTA Insurance Company: Centralizing back office processes to allow front offices to concentrate on customers.

XL Group plc – Model Insurer of the Year: Creating a single web-based platform for managing claims globally.

MODEL INSURER WINNERS: 2012

AEGON Nederland N.V.: Preparing for Solvency II by automating input to internal model calculations

AIG – Chartis: Using business analytics software to automate strategic risk analysis

American Safety Insurance: Integrating all underwriting units under a common system

Canal Insurance Company: Leveraging technology to open up new markets

CNA: Using a real time quoting portal that adapts to any agency's workflow

The Co-operative Insurance: Expanding into a strategically important distribution channel

Courtesy Insurance Company: Transforming claims through new systems and re-engineered processes

DirectAsia.com: Changing the way automobile insurance is sold in Singapore

Erie Insurance: Streamlining the marketing, selling and processing of life insurance

Great American Insurance Company: Delivering mobile applications to a niche market

The Hartford: Changing the business model of how life insurance is sold and bought

HDFC Standard Life Insurance: Offering enterprisewide learning via the Internet

L&T General Insurance Company Limited: Realizing organization-wide results in short timeframe

Mitsui Sumitomo Insurance Co., Ltd.: Coping with a nationwide disaster in the cloud

Nationwide Insurance: Model Insurer of the Year

Nationwide Insurance: Proactively monitoring online applications

Philadelphia Insurance: Coordinating the replacement and integration of multiple vendor systems to achieve enterprise operational efficiencies

Prudential Insurance: Using BPM to create a single intuitive view of the customer

PURE (Privilege Underwriters Reciprocal Exchange): Using configured work flow processes to meet customers' unique needs

QBE: Leveraging a geographic risk assessment tool to manage portfolio exposures

Tokio Marine & Nichido Fire Insurance Co., Ltd.: Offering "One-Time Insurance" products that can be bought any time and anywhere

Torus Insurance: Delivering a modern portal to brokers

Universal Insurance: The first digitalization of a claims process in the Caribbean

Zurich: Using telematics to improve fleet operations and risk

MODEL INSURER WINNERS: 2011

Allianz Life Insurance Company of North America: Improving automation servicing the distribution channel

Allied Insurance: Delivering real time processing to independent agents

Allstate Financial Services: Improving operational efficiency and risk management through modern document management

Allstate Financial Technology: Improving efficiency and risk management through IT architectural standards

Aon Benfield: Leveraging technology to open new markets

CAA South Central Ontario: Managing a content management replacement project effectively

Chartis: Streamlining workflow and improving risk control

CNA Insurance: Improving IT and business alignment in the product development process

Farmers Insurance: Model Insurer of the Year

Harleysville Insurance: Using technology to enhance ease of doing business

HDFC Standard Life Insurance Company Ltd: Achieving business vision with business process automation

Kinsale Insurance Company: Rapid implementation in support of a start up operation

Life Insurance Corporation (International) B.S.C.(C): Bringing consistency and control to a multinational operation

Lincoln National Life Insurance Company: Combining automation and sourcing to rationalize the service portfolio

Mennonite Mutual Insurance Company: Strengthening agent relationships through an agent portal

Mercury Insurance Group: Implementing multiple functional areas using an agile methodology

MetLife India Insurance Company Ltd: Supporting business expansion with standard process and flexible technology

Mountain West Farm Bureau/Western Computer Services Inc.: Using data analytics to improve claims service and operational efficiency

Narragansett Bay Insurance Company: Combining SaaS and aligned business models to speed implementation

Nationwide Insurance: Increasing agent productivity through sales reporting automation

North Light Specialty Insurance Company: Delivering speed to market for a startup operation

Pacific Compensation Insurance Company: Using cloud computing to deliver large-enterprise service and reliability for a midsize company price

Reliance Life Insurance Company Limited: Insourcing customer relationship management to support rapid growth

SPARTA Insurance Company: Coordinating multiple vendors in order to maximize data integration

Tata AIG General Insurance Company Ltd: Decreasing claims expenses through application of mobile technology

Travelers: Using automated underwriting to increase straight-through processing

MODEL INSURER WINNERS: 2010

Allianz Life Insurance Company of North America: Using technology to attract new distribution partners

American Modern Insurance Group: Replacing a legacy platform in a budget-neutral manner

Atava – RSA Scandinavia: Combining the scale of a traditional company with the flexibility of a startup to build a new proposition

AVIVA-COFCO Life Insurance Company, LTD: Realizing internal and external business value through data standards

Calliden Group Limited: Consolidating multiple systems to a modern platform which enables growth in a startup operation

Capitol Insurance Companies: Bringing work processes in line with the expense structure of a book of business

Church Pension Group: Changing a legacy platform to self-service in order to realize a business vision

Erie Insurance Group: Tying together all parts of the insurance value chain

Erie Insurance Group: Increasing speed to market and decreasing expenses using an external rating engine

Esurance: Implementing self-service claims with vendor technology while retaining company-specific branding/look and feel

Farmers Insurance: Using data to drive distribution strategy and tactics

FBL Financial Group, Inc: Supporting a startup business with necessary automation without incurring all costs of a traditional support structure

Harford Mutual: Using multiple technology solutions to increase ease of use for independent agents

Hertz Europe: Transforming a business model with technology

Highmark: Discovering fraud that cannot be seen

Kansas City Life Insurance Company: Using ECM to modernize applications across multiple processes

Liberty Mutual Agency Markets: Changing product development from a reactive to a proactive process to support business growth

LV=: Using a standard presentation layer across the business to increase online channel revenue from multiple lines of business

Missouri Employers Mutual Insurance Company: Transformational change

Nationwide Insurance: Using technology to rapidly enter a new market with premium service requirements

PMI Group: Using an advanced testing utility to improve system delivery and business results

Suncorp: Supporting a segmentation approach to the market

The Cincinnati Specialty Underwriters Insurance Company: Leveraging a previous implementation in order to enter a new market quickly

The Hartford Financial Services: Bringing order to multiple, aging systems that support a critical, highly regulated process

The Phoenix Companies: Consolidating multiple systems into a single front end in order to increase efficiency and improve customer service

Tokio Marine & Nichido Fire Insurance Co., Ltd.: Overcoming critical challenges in a complex project

Unitrin Direct Auto and Home Insurance: Using business process management to modernize applications across multiple processes

Zurich Financial Services: Standardizing process and technology on a regional basis in a manner that allows for local differences.

MODEL INSURER WINNERS: 2009

AIG Private Group: ePCG New Business Automation

Allianz and Aviva (Joint Award): Account Reconciliation Center

Allstate: Centralized Quality Services Framework

AssuranceAmerica: Business Intelligence for Better and More Efficient Customer Service

Assurant: Online Claims Management

Conseco: Reduced Systems Complexity, PerformancePlus

Farmers Insurance: Business Insurance Express

GEICO: Advanced Customer Billing Options

General Casualty: Personal Lines Agency Point of Sale Enhancements

Grinnell Mutual Reinsurance Company: Workflow Automation and Paperless Processing

The Harford Mutual Insurance Companies: Ratabase Rating Conversion

Independence Blue Cross: Paper Elimination "eKit Project"

Metropolitan Life Insurance Company: Attending Physician Statements Outsourcing

Penn National Insurance: Personal Lines Replacement Support

Real Insurance: Pay-As-You-Drive Product and Systems Implementation

Tokio Marine and Nichido Fire Insurance Company: New Agency Management System, "TNet"

WPS Health Insurance: Document Generation Solution

Farmer's Alliance Model Carrier of the Year 2009

MODEL INSURER WINNERS: 2008

Accident Compensation Corporation (New Zealand): Distributed Enterprise Claims Management

Accident Fund: Agent Portal

AIG Direct: Flexible Billing Environment

Alfa Insurance: Driving Adoption of E-Apps

Allstate Financial: Online Applications Integrated with Tele-Apps

Allstate Financial: Project Management Office and Center of Excellence

Allstate Financial: Rationalized Data Model

AnBang: Rules-Based Automated Underwriting

Assumption Life: Straight-Through Processing

Chubb: Common Rating Environment

Chubb: IT Governance

Chubb: Rules-Based Automated Renewals

Commerce Insurance: Agency Portal

Darwin Professional Underwriters: Straight-Through Processing for Expert Producers

DTRIC: Integrated Contact Center/Underwriting/Policy Issue

Esurance: Speed to Market through Enhanced Product Management Capabilities

FBL Financial: Improved Policy Document Management

Grange Insurance: Rich Functionality Agent Portal

Groupama Spain: Application and Infrastructure Modernization

Horace Mann: Integrated Claims Environment

Insurance House: Enterprise Data Model and Warehouse

Lincoln Financial: Agile Annuity Illustrations Platform

MassMutual: Improved Illustrations

MetLife Home & Auto: Improved Subrogation Assignment and Workflow

Michigan Millers: Electronic Document Intake

Midwest Family Mutual: Leveraging Work-from-Home Capabilities

Nationwide: Massive Server Virtualization

Penn National: Integrated GIS

Pharmacists Mutual: SaaS BI to Improve Loss Ratios

Republic: Straight-Through Processing for Commercial Lines

Scottish Friendly Assurance: Consolidated and Modernized Policy Administration System

Selective: SEMCI Support

Standard Insurance: IT Infrastructure/SOA

Sun Life Financial: Policy Document Issuance

Tokio Marine & Nichido Fire Insurance Company: IT Renewal

Unum: Document Automation

Westfield: Straight-Through Processing and Automated Underwriting

Westfield: Automated Book Transfer for Agents

MODEL INSURER WINNERS: 2007

AAA Missouri: E-Apps and STP

AIG VALIC: Closed Loop Lead Management

Allstate Financial: Grid Computing for Annuity Valuation

Allstate Financial: Rules-Based Automated Underwriting

American Safety: Comprehensive Reinsurance Management

Arbella Insurance Group: Common Interface Layer for Agent Portal and Agency Management System Support

Aviva Canada: Electronic FNOL

Baltimore Life: Teleunderwriting

Chubb: Data Mastery for Underwriter-Assisted Sales

Chubb: Underwriting Process Transparency via BPM

Columbia Insurance Group: Externalized Underwriting Rules to Power E-Apps

Connecticut Healthcare Workers Compensation Trust: Automated Medical Bill Review

FCCI Insurance Group: Digital Claims Files

Genworth: Document Management Center of Excellence

Great American Financial Resources Inc. (GAFRI): Data Model and Repeatable Integration Methodology

GUARD Insurance: Agent Portal with Electronic Applications

Harvard Pilgrim Health Care: Group E-Billing

Hastings Mutual: Comprehensive Claims Environment

Helvetia Insurance Group (Switzerland): Services-Oriented Architecture to Enable E-Business and Reduce Development Expenses

Indiana Farm Bureau: Wireless Claims Adjusters

Mutual Benefit Group: Online Quoting and Applications Based on Web Services Architecture

Mutual of Omaha: Remote Printing of Proposal Documents

Mutual of Omaha: Rules-Based Underwriting Workflow

New York Life: Common Calculation Engine

Ohio Casualty: Ultra-Configurable Core Policy System

Ohio National: e-Apps

Ohio National: Electronic Workflow with Familiar Interface

Pekin Insurance: Common Calculation Engine

Penn National: Mobile Loss Control Inspectors

Reliance Standard Life: Policy Administration Replacement and Process Improvement

Selective: Professionalized Project Management

The Hartford: Data Mastery for Distribution Management

The Hartford: Rigorous IT Governance with Senior Business Executive Oversight

The Principal Financial Group: Print-on-Demand Proposals

Tokio Marine & Nichido (Japan): Comprehensive Agent Portal

Unitrin Kemper Auto and Home: Controlling First Notice of Loss

Unitrin Kemper Auto and Home: Rules-Based Underwriting

West Bend Mutual: Geo-Coding for Reserve Management

West Bend Mutual: Point-of-Sale Automated Underwriting with Agent Feedback