Achieving High Performance in Insurance
Baseline Deck
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   - How we go to market
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   - Why Accenture
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2. **Financial Services Group Overview**

3. **Insurance Industry Overview**
   - Insurance industry trends
   - Insurance practice overview
   - Insurance Business Services
   - Accenture's Insurance Business Process Reference Models
   - Accenture Software
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   - Our clients

4. **Innovation and Thought Leadership**
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5. **Insurance leads and links to useful information**
Who is Accenture

Accenture is a global management consulting, technology services and outsourcing company.

Accenture Business Overview:

- Net revenues US$27.9 billion (fiscal year ended August 31, 2012)
- More than 259,000 professionals (including approximately 4,900 senior executives)
- Offices in 200+ cities in 54 countries
- Clients 120+ countries
- Servicing 89 of the Fortune Global 100 and more than three-quarters of the Fortune Global 500
- Global network: 50+ Delivery Centers; 154,000 people
- Of top 100 clients (2009), based on revenue, 99 have been clients for at least five years and 91 for at least 10 years.

Financial Services (FS) Business Overview:

- FS FY11 Revenues: Total $5.4bn.
- Contributes 21% of overall Accenture revenues
- 34,754 professionals experienced in the FS industries.

Insurance Clients:

- 28 of the top 35 insurance companies ranked in the Fortune Global 500.
- 6 of the 7 carriers ranked in the Fortune Global 100
- We work with 7 of the top 10 and 37 of the top 50 Life Insurers
- We work with 9 of the top 10 and 38 of the top 50 P&C Insurers
# How We Go To Market

We deliver Consulting, Technology & Outsourcing across five operating groups and 19 industries.

<table>
<thead>
<tr>
<th>Functional Expertise and Delivery</th>
<th>Communications &amp; High Tech</th>
<th>Financial Services</th>
<th>Health and Public Services</th>
<th>Products</th>
<th>Resources</th>
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</thead>
<tbody>
<tr>
<td>Management Consulting</td>
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<tr>
<td>Technology</td>
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<td>Business Process Outsourcing</td>
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<td>Enablers</td>
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<td>Global Delivery Network &amp; Global Delivery Excellence</td>
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<tr>
<td>Alliances &amp; Assets</td>
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</tr>
</tbody>
</table>
Resources and Revenues

FS resources by workforce

Accenture revenues by Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Net Revenues 1 (12 months ended August 31, 2012)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Products</td>
<td>$6.60 billion</td>
</tr>
<tr>
<td>Communications, Media &amp; Technology</td>
<td>$5.90 billion</td>
</tr>
<tr>
<td>Financial Services</td>
<td>$5.84 billion</td>
</tr>
<tr>
<td>Resources</td>
<td>$5.30 billion</td>
</tr>
<tr>
<td>Health &amp; Public Service</td>
<td>$4.26 billion</td>
</tr>
<tr>
<td>Total</td>
<td>$27.90 billion</td>
</tr>
</tbody>
</table>

1. All figures in U.S. dollars.
Why Accenture?

We are differentiated in the marketplace because we:

• Build enduring, trust-based partnering relationships with clients.
• Focus on value creation and business outcomes.
• Harness deep industry, process and technology experience as well as large-scale, complex change capabilities.
• Seamlessly integrate consulting and outsourcing capabilities across the full lifecycle of business and IT transformation.
• Leverage our proprietary assets and Global Delivery Network to provide clients with high-quality solutions, lower costs and quicker results.
• Have a history of technology innovation and implementation, including our research and development capabilities, on which we spend approximately US$400 million annually.
• Foster a culture of innovation, collaboration and teaming.
• Attract and develop excellent talent.
Did You Know?

• Accenture has Insurance BPO centers in 9 countries with 4,500+ specialists supporting 55+ carriers
• More than 65,000 claims handlers worldwide are using Accenture Claim Components to process more than 40 million insurance claims each year
• Converted more than 60 million policies using our Insurance Data Migration Factory (IDMF)
• Provide pension processing for more than 1 million members in Italy
• Insurance process blueprints: 100+ preconfigured insurance processes; industrialized Capability Models comprising 1,700+ capabilities; wide range of benchmarking capabilities.
• Ranked No. 1 among world’s top outsourcing service providers in the International Association of Outsourcing Professionals' (IAOP) Global Outsourcing 100 list.
• Ranked No. 1 among buyers of business services in a survey conducted by market intelligence firm Sourceforconsulting.com
• We work with 10 of the 10 largest global insurers by revenue on the Global 2000 list.
• 160+ insurers in 25 countries are using Accenture’s insurance software solutions.
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5. Insurance leads and links to useful information

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Key Facts:

- FS FY12 Revenues: Total $5.84bn
- Contributes 21% of overall Accenture revenues
- Nearly 50,000 professionals experienced in the FS industries.
- 600+ unique financial services clients
- 93% FS institutions ranked in Fortune Global 100
- 81% FS institutions ranked in Fortune Global 500
- Top 20 clients have been clients for 10 years or more; 70% have been clients for 15 or more consecutive years.
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Insurance industry trends: Strong forces are shaping the future of insurance

Changing consumer attitudes & behavior
- Less loyal consumers
- Channel preferences shifting to online
- New consumer groups and individualization in mature market
- Heterogeneous customer base in emerging

Shift in growth
- Fast, sustained growth in emerging markets
- Longevity impacting L&H demand
- Investments in infrastructure and urbanization driving P&C demand
- Adapted products: Microinsurance, Takaful

Changing face of competition
- Brokers and aggregators changing the sales arena
- New cooperation models rising
- Differentiation in customer servicing

Consumerization of IT
- Digital marketing
- Mobile internet and devices
- Analytics

Financial crisis legacy
- Slow, uncertain GDP growth
- Low interest rates
- Volatile capital markets
- Tightening regulations
- Lower RoE

Increasing risk & regulatory pressure
- Claims rising from natural catastrophes
- Specific middle class risks in emerging markets
- Ageing workforce challenge
- Increased fraud and social media risks
- Regulatory requirements & impacts
### Insurance Industry trends: Accenture is well equipped to help insurers meet their challenges

<table>
<thead>
<tr>
<th>Driver</th>
<th>What typical strategic initiatives are required?</th>
<th>How Accenture can help</th>
</tr>
</thead>
</table>
| Effective customer-centric distribution | • Change the way the organization collaborates to define & bring new products to market  
• Develop & roll out an integrated multi-channel distribution strategy that allows customers to interact in the ways they prefer                                                                                                                                                                                            | • Multi-channel distribution strategies & solutions  
• Digital strategy & roadmap  
• Agent effectiveness  
• Analytics, Mobility, Digital Marketing                                                                                                                                                                                                                                                                  |
| Responsive to the market      | • Deploy competitive & proven underwriting practices that maximize the underwriting margin  
• Create an acquisition engine, and the capability to obtain M&A synergies of cost and revenue in less than 12 months                                                                                                                                                                                                                                           | • Underwriting Services  
• Geographic Expansion Services  
• M&A Services                                                                                                                                                                                                                                                                                                    |
| Consistent operational excellence | • Introduce a Product Factory capability to increase the speed of launching commercial products, while keeping simple processes inside  
• Implement a standard, reliable Finance Management capability                                                                                                                                                                                                                                                  | • Platform Modernization  
• Policy Services  
• Finance Transformation                                                                                                                                                                                                                                                                                        |
| Relentless cost improvement   | • Conduct a comprehensive, analytical and pragmatic Strategic Cost Reduction evaluation / get a commitment to delivery  
• Create significant cost structure advantage through the use of 4 interrelated levers  
  — Operating model integration across BU and channels  
  — Optimized sourcing  
  — Sales and services optimization  
  — Operational excellence  
• Ensure cost reduction is obtained at speed and will be sustainable                                                                                                                                                                                                                                              | • Insurance Cost Reduction evaluation tool  
• Platform Modernization / IDMF  
• Claims Services  
• Policy Services  
• Application Outsourcing and BPO  
• Lean Six Sigma / Insurance                                                                                                                                                                                                                                                                              |
| Active risk management        | • Build and deploy a comprehensive and operational risk management framework and associated solutions                                                                                                                                                                                                                                                                       | • Finance, Risk & Regulatory solution                                                                                                                                                                                                             |
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5. Insurance leads and links to useful information
Insurance Practice Overview

FS has replaced multiple, siloed offerings with specialized, integrated lines of business known as ‘Business Services’. The Insurance industry’s Business Services comprise:

### P&C Insurance Services

<table>
<thead>
<tr>
<th>Key Offerings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution Services</td>
</tr>
<tr>
<td>Policy Services</td>
</tr>
<tr>
<td>Claims Services</td>
</tr>
</tbody>
</table>

**Description:**
- Multi-channel capability delivers exceptional customer, agent and employee experiences
- Duck Creek policy software plus Accenture’s market-leading claims software deliver one of the most comprehensive P&C insurance software suites on the market
- Enabling capabilities: Mobility, Digital Marketing, analytics, cloud computing

**Software**

Accenture Duck Creek Policy Suite and Claims software are:
- Modern, affordable, innovative and flexible
- Quick & easy to implement
- Scalable and upgradable
- Reduce costs; improve speed-to-market
- Provide certainty of outcomes

### Life Insurance Services

<table>
<thead>
<tr>
<th>Key Offerings</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALIP/Platform Modernization</td>
</tr>
<tr>
<td>Distribution Services</td>
</tr>
<tr>
<td>Life Insurance BPO</td>
</tr>
</tbody>
</table>

**Description:**
- Improved agility and operational efficiency through platform modernization
- Multi-channel capability delivers exceptional customer, agent and employee experiences
- Insurance BPO centers across 9 countries and with 4,500+ specialists
- Enabling capabilities: Mobility, Digital Marketing, analytics, cloud computing.

**Software**

- Accenture Life Insurance Platform (ALIP) enables and sustains benefits.
- Insurance Data Migration Factory (IDMF) helps clients quickly and successfully migrate data from legacy systems to new, optimized platforms.
P&C Business Services: Core Offerings Summary

Product Manufacturing  Marketing & Distribution  Underwriting New Business  Policy Holder & Producer Services  Claims  Investment

Policy Services

Distribution Services  Claims Services

Finance, Risk & Regulatory

Technology & IT Infrastructure
## P&C Business Services: Core Offerings Overview

<table>
<thead>
<tr>
<th>Functional Area</th>
<th>Performance Advantage</th>
<th>Differentiating Capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution Services</td>
<td>10% revenue growth; lower cost of sales &amp; service and client experience that includes 50% increase in cross-selling &amp; 60% increase in second year premiums.</td>
<td>Provision of management consulting services--including vision, detailed roadmap and the skills to make it a reality (analytics, digital marketing and mobility)-and dependable systems integration and technology implementation.</td>
</tr>
<tr>
<td>Policy Services</td>
<td>25%-40% lower product / policy processing costs; up to 50% quicker speed-to-market and up to 30% reduced new business cycle times.</td>
<td>Accenture Duck Creek Policy Suite, together with market-leading Claim Components software, offers one of the most modern, complete and flexible P&amp;C insurance software suites on the market.</td>
</tr>
<tr>
<td>Claims Services</td>
<td>Dramatically improved service to customers and 20-30% reduced unit cost per claim.</td>
<td>Award winning software strengthened through integration with Accenture Duck Creek Policy suite. Claims software implemented 21+ times and is used in 25+ countries.</td>
</tr>
</tbody>
</table>
P&C Business Services: Claims Services Overview

With the acquisition of Duck Creek, Accenture offers one of the most modern, complete and flexible P&C insurance software suites on the market. Accenture’s flexible approach to deal structures, and our proven industry and end-to-end expertise, help deliver measurable, predictable outcomes to affordably maximize business value for our clients.

Facts
- Accenture has helped 40+ global carriers transform claims functions
- Claim Components implemented 21+ times, including 32,000-strong insurer, and is used in 25+ countries.
- Accenture Insurance Data Migration Factory migrates complex data from any platform onto target systems.
- Strong, predictive analytics skills to optimize the claim function which includes reducing fraud.
- One-third of all claims in the US are processed by Claim Components.

Benefits
- Up to 15% reduction in settlement costs
- 20-30% reduced unit cost p/claim
- Dramatically improved service to customers
- Redefined role of the claims professional--sharper focus on outcomes
- Creation of a data-driven claims cycle
- Lower IT costs

Client Feedback
“It’s not just a good claims system, it’s also a business system that analyzes everything we do. It’s made us look internally at our workflows and given us the ability to report better, aligning different trending analyses of data, which helps the business units become more competitive. That’s a huge advantage of the system. What’s more, we’re under budget and on schedule, and I don’t think we’d be there without Accenture.”

Paul Tuhy, Executive VP and Global Head of Claims, XL Insurance.
# P&C Business Services: Claims Services Credentials

<table>
<thead>
<tr>
<th>Client</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>XL Insurance</strong></td>
<td>XL Insurance rolled out a new Global Claim System resulting in improved communications within the claims function, marked efficiency improvements, better reporting, and enhanced customer service.</td>
</tr>
<tr>
<td><strong>Allstate</strong></td>
<td>Allstate’s reinvention of the claim-handling process has realized an estimated 30% reduction in the average time to inspect, resolve, and settle a claim.</td>
</tr>
<tr>
<td><strong>ACE</strong></td>
<td>Accenture’s Claim Components solution was selected by ACE for its innovative design, deep functionality, and strong track record in the industry. Accenture was also selected for its understanding of the claims handling process and global experience in implementing core insurance systems.</td>
</tr>
<tr>
<td><strong>Fireman's Fund Insurance Company</strong></td>
<td>More than 500 commercial underwriters &amp; teams are using the Accenture Underwriting Components Solution. Benefits include lowered expenses; new business can be written up more consistently, and reduced time to handle a claim.</td>
</tr>
<tr>
<td><strong>Major Japanese P&amp;C Insurer</strong></td>
<td>The client’s centralized ‘First Notice of Loss’ call center offers more efficient claims handling operations by leveraging the Claim Component Solution’s key technology, “Dynamic Questioning”. This allows agents to: indicate on the call whether the claim will be covered; make emergency arrangements for customers and close simple claims.</td>
</tr>
</tbody>
</table>
P&C Business Services:
Policy Services Overview

With the acquisition of Duck Creek, Accenture offers one of the most modern, complete and flexible P&C insurance software suites on the market. Our flexible approach to deal structures, and our proven industry and end-to-end expertise, help deliver measurable, predictable outcomes to affordably maximize business value for our clients.

Offering lead
Tim Jones

Facts
- Helped many leading global carriers transform product, policy & underwriting functions
- Accenture Duck Creek Policy Suite is ideally suited to clients of all sizes
- Transparent, simple pricing & project timelines; various delivery options including 3rd-party implementations
- Certainty of business outcomes & risk sharing
- Insurance BPO centers: 9 countries; 4,500+ specialists; 55+ carriers
- Application and Technology Infrastructure Outsourcing delivered from 50+ global delivery centers
- Insurance Data Migration Factory: 200+ resources specialized in insurance data migration; 60+ million client policies and accounts migrated to date.

Benefits
- Lower product / policy processing costs: 25%-40%
- Quicker speed-to-market: Up to 50%
- Reduced new business cycle times: Up to 30%
- Improved underwriting accuracy & smart pricing that raises financial predictability
- Rationalization of legacy product sets
- Superior level of automation in policy submission/endorsements/renewals: Over 90% overall as well as in underwriting.

Client Feedback
The acquisition of Duck Creek--with its rating, policy administration, and billing elements)--significantly enhances Accenture’s offerings to P&C insurers and further develops Accenture’s ability to serve mid-market companies. This appears to be an important part of Accenture’s software strategy, as evidenced by their recent policy administration system sale to Navy Mutual, a small life insurer.
**P&C Business Services:**
**Policy Services Solutions Set**

<table>
<thead>
<tr>
<th>Innovation</th>
<th>Value Planning</th>
<th>Design</th>
<th>Develop</th>
<th>Implement</th>
<th>Operate</th>
<th>Value Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Consulting</td>
<td></td>
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<tr>
<td><strong>Insurance Innovation Center</strong> – Chicago and New Jersey – Insurance software solutions supporting best process capabilities.</td>
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<tr>
<td><strong>Insurance Technology Labs (Chicago, Palo Alto, Sophia Antipolis)</strong> – Dedicated technology R&amp;D turning technology innovations into insurance business results.</td>
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| Technology |
| **Excellence in Policy and Underwriting POVs, and Capability Scales of Mastery** |
| **Insurance Business Process Repository – Design of a High Performance Policy and Underwriting Operating Model** |
| **Rules Framework and Extraction Methodology** |
| **Underwriting Business Process Visualization Tools** |
| **Accenture Duck Creek Policy Suite:** Policy Workstation; Underwriting desktop; Product Factory; Policy Admin; Rules & Rating; Billing; Products Studio; Express; Templates (content). |

| BPO |
| **Policy processing** |

| | |
| **SAP-based add-ons and pre-configured:** Collection & Disbursements (CD), Commissions (CS) and Data warehouse (BW). |

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## P&C Business Services: Policy Services Credentials

<table>
<thead>
<tr>
<th>Client</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Zurich Financial Services</strong></td>
<td>Zurich is leveraging the Accenture Underwriting Components to support business services including new business submission, clearance and quoting across all lines of its P&amp;C operations. The software is also used to standardize and streamline its data management processes.</td>
</tr>
<tr>
<td><strong>Fireman’s Fund Insurance Company</strong></td>
<td>More than 500 commercial underwriters and their teams use the Accenture Underwriting Components Solution and are achieving several points of combined loss and expense improvement as well as increased target account growth.</td>
</tr>
<tr>
<td><strong>RSA</strong></td>
<td>RSA extended its agreement with Accenture to provide development, implementation and ongoing maintenance services for its UK IT applications, including those related to CRM, claims processing, commercial lines products, policy management and back-office operations. The extension of reflects Accenture ability to help deliver significant cost reductions while providing the basis for enhanced customer service.</td>
</tr>
</tbody>
</table>
Accenture provides a wide range of services that help insurers improve their multi-channel distribution capabilities and deliver exceptional customer, agent and employee experiences. By adopting a truly solution-centric approach to distribution, carriers are able to pursue growth more effectively and achieve sustainable high performance.

**Offering lead**

Gordon McFarland

**Facts**

- Our differentiator: We provide management consulting services—including vision, detailed roadmap and the skills to make it a reality (analytics, digital marketing and mobility)—and dependable systems integration and technology implementation.
- Deeper, more actionable customer segment understanding
- Customized products, services & experience
- Integrated multi-channel distribution strategy & capabilities
- Effective, measurable digital marketing capability, leverages social media
- Emerging technologies empower tied & non-tied agents
- Advanced contact center tools & services
- Optimized, simplified IT platform
- Research, collection and publication of data that defines high performance in distribution for all relevant economic levers

**Benefits**

- 10% revenue growth
- Lower cost of sales & service
- One client’s new modular product system has led to a 50% increase in cross-selling & a 60% increase in second year premiums.

**Client Feedback**

A major Japanese P&C Insurer successfully launched its new 24/365 centralized ‘First Notice of Loss’ call center with 1,000 operators, and about 300 on-the-desk at any one time. The call center is the largest of its kind in the Japanese P&C market.
Our solution: multi-channel execution of an enterprise-level experience strategy.

**Experience Strategy**
- Multi-dimensional segmentation based on:
  - Behavior
  - Needs
  - Preferences
  - Value to the business

Allows the business to determine who to target and how.

**Experience Design**
- Enterprise-level sales & service planning:
  - Service strategy
  - Product prioritization
  - Client planning

Allows the business to determine when & how offerings should be positioned & serviced, maximizing the profitability of each interaction.

Plan Interactions by:
- Defining rules that determine appropriate treatment

Design treatments specific to:
- Trigger
- Channel
- Lifestyle segments
- Offerings
- Service standards
- Client plan
- Client profitability

**Experience Delivery**
- The Experience Hub:
  - Leverages all available data
  - Applies interaction rules
  - Determines the appropriate treatment
  - Provides actionable & real-time directions for each interaction across all channels.
Accenture’s offering enables a set of multi-channel capabilities that deliver exceptional customer, agent and employee experiences, driving customer-centricity, growth and retention.
<table>
<thead>
<tr>
<th>Client</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Major U.S. Insurance Group</strong></td>
<td>The Insurer transformed their exclusive agency sales channel by giving executives a deep understanding of their agents’ needs and priorities as well as the confidence that their agents would take up the changes in their sales process and technology. The insurer is now positioned to deliver the tools, training, insights and processes that support their agents’ ability to sell and meet growth targets.</td>
</tr>
<tr>
<td><strong>Major Japanese Property &amp; Casualty Insurer</strong></td>
<td>The client successfully launched its new 24/365 centralized ‘First Notice of Loss’ call center with 1,000 operators, and about 300 on-the-desk at any one time, making it the largest such center in the Japanese P&amp;C market.</td>
</tr>
</tbody>
</table>
## Life Business Services: Core Offerings Overview

<table>
<thead>
<tr>
<th>Functional Area</th>
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<tbody>
<tr>
<td>ALIP/ Platform Modernization</td>
<td>35% faster speed-to-market; 26% lower IT application and infrastructure costs; 19% reduced operational costs.</td>
<td>ALIP functionality rated by analysts as a front-runner with great technical, product and functional depth.</td>
</tr>
<tr>
<td>Distribution Services</td>
<td>10% revenue growth; lower cost of sales &amp; service and client experience that includes 50% increase in cross-selling &amp; 60% increase in second year premiums.</td>
<td>Provision of management consulting services--including vision, detailed roadmap and the skills to make it a reality (analytics, digital marketing and mobility)--and dependable systems integration and technology implementation.</td>
</tr>
<tr>
<td>Life Insurance BPO</td>
<td>30% reduced policy management error costs; 25-40% reduced policy processing costs.</td>
<td>Insurance BPO centers: 9 countries; 4,500+ specialists. Proven insurance software assets--most notably ALIP. Insurance Data Migration Factory--60+ million policies converted.</td>
</tr>
</tbody>
</table>
Accenture is an industry leader with a unique combination of consulting expertise, software implementation and integration capabilities as well as sourcing solutions to assist insurers with optimizing their life insurance platforms.

**Offering lead**
Brian DeMaster

**Facts**
- Decades of experience embedded in delivery methodology, estimating models and program management practices
- ALIP functionality highly competitive—rated by analysts as a front-runner with great technical, product and functional depth
- Customized ALIP platform: France
- Components: Illustrations and eApps, Underwriting and New Business, Policy Administration, Insurance Data Migration Factory
- Software is flexible, affordable, easy to implement and customizable
- Positive NA rating from Gartner: recognition of strong vision; continued investment in R&D to add innovations to ALIP; and Accenture’s success with tier 2 customers.

**Benefits**
- Life platform modernization offers significant rewards for insurers: 35% faster speed-to-market, 26% lower IT application and infrastructure costs & 19% reduced operational costs
- Improved agility & operational efficiency
- Reduced development costs
- Rapid & more frequent rollout of innovative products
- Lower policy acquisition costs
- Better use of IT resources
- Robust, scalable system functionality
- Support for a global delivery model

**Client Feedback**
“We selected Accenture because they came with a perfectly adapted, cost-effective, all-in-one solution that met our accelerated timelines with software and implementation expertise and policy conversion capabilities. In addition, the Accenture Life Insurance Platform provides support across the full policy life cycle and integrates easily with our other existing systems, thereby offering a single provider solution enabling true straight-through processing.”

Tom Benton, Vice President, Technology and Systems, Navy Mutual Aid Association

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*CELENT*
ALIP won Celent’s 2010 North American Life Insurance New Business and Underwriting Systems XCelent Functionality Award and XCelent Customer Award.
<table>
<thead>
<tr>
<th>Client</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allianz Life</td>
<td>Implementation of new ALIP system will enhance product development capabilities, improve customer service and assist with more efficient response to the changing regulatory and business environment.</td>
</tr>
<tr>
<td>Navy Mutual</td>
<td>Cost-effective ALIP implementation will allow maximum flexibility, limit operating costs, improve service quality and member satisfaction and reduce the time it takes to create and launch new products and services.</td>
</tr>
<tr>
<td>Generali France</td>
<td>Systems and IT operating and maintenance costs have been reduced by 30 percent due to the decommissioning of five IT platforms over five years and the consolidation of the business on a single platform.</td>
</tr>
<tr>
<td>Leading US Life Insurance Provider</td>
<td>Accenture teamed with Microsoft and Avanade to consolidate the illustrations systems and the insurer expects to save an estimated $20 million over the next seven years due to a reduction in application maintenance, regulatory changes and new product development costs.</td>
</tr>
</tbody>
</table>
Accenture is regarded by many industry analysts, third-party advisors and insurers themselves as the world’s leading insurance BPO provider. We have the proven ability to take over an insurer’s non-core functions and, in less than four months, be fully operational with cost reductions of between 30 and 50%.

Facts
- Insurance BPO centers: 9 countries; 4,500+ specialists; 55+ carriers
- Handle 10+ million transactions annually, administer 2+ million policies; provide pension fund admin to 1+ million members.
- Protection funds market dominance: Italy
- Se2 relationship in North America
- Integration of Accenture’s consulting, AO, SI and BPO capabilities
- Proven insurance software assets: most notably ALIP
- Insurance Data Migration Factory: 60+ million policies converted
- Ideal combination of onshore, near-shore and offshore sourcing
- Accenture took 1st place in the International Association of Outsourcing Professionals’ Global Outsourcing 100 rankings (2008-2011).

Benefits
- Improved customer and intermediary service levels
- Policy management error costs reduced by 30%
- Policy processing costs reduced by 25-40%
- Investment gain/loss expenses reduced by 70%
- Switch from fixed to variable costing; reduced capital investment
- Complexity of systems environment resolved
- Range of sourcing options provide opportunity for labor arbitrage
- Management freed up to focus on product development and marketing
- Accelerated speed-to-market and 75% decrease in NPD costs.

Client Feedback
"By providing us with a reliable and efficient administration service, Accenture Pension Services has helped us focus on customer satisfaction in terms of service quality, on financial management and on the asset custody requirements of pension reform. It’s been a challenging time for us, but we’ve emerged with a stronger balance sheet and more satisfied members."

Andrea Girardelli, General Manager, Fonchim
## Life Insurance Business Services: Life Insurance BPO Solution Set

<table>
<thead>
<tr>
<th>Innovate</th>
<th>Plan</th>
<th>Design</th>
<th>Develop</th>
<th>Implement</th>
<th>Operate</th>
<th>Deliver</th>
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<tbody>
<tr>
<td><strong>Business Consulting</strong></td>
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<td>Excellence in Life Platform Modernization</td>
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<td>Life Process Repository (best practices)</td>
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<td>Life Operations Diagnostic Tools &amp; Methods</td>
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<td>Migration Workbench Tools</td>
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<td><strong>BPO</strong></td>
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<td>Insurance Operations Centers</td>
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<td>Insurance Data Migration Factory</td>
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<td>BPO Delivery Centers</td>
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<td><strong>Application Outsourcing</strong></td>
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<td>Rapid Transition Tools</td>
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<td>Insurance Application Delivery Network / Insurance Center of Excellence</td>
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<td>ASP Data Centers</td>
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<td><strong>Insurance Software</strong></td>
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<td>Accenture Life Insurance Platform</td>
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## Generali

Through the integration of two new closed blocks of business, 150,000 policies were transferred to Accenture Insurance BPO Services and converted via the Insurance Data Migration Factory. Admin costs reduced by 50%+, customer satisfaction improved and within three months, the stock of requests and complaints was reduced by two thirds.

## Cometa

Accenture Insurance BPO Services’ management of Cometa’s operations has resulted in:

- 20% reduction in acquisition time for new enrollments.
- 75% reduction in the volume of hardcopy data inputs from employers.
- 80% reduction in the time it takes to invest, resulting in higher interest accumulations for members.
- 30% reduction in pension payment time.

## Fonchim

Fonchim outsourced much of its back-office processing, applications management and service provision, and IT operations to Accenture Pension Services. Benefits include world-class admin processes managed on a shared platform with lower costs.
Accenture provides a wide range of services that help insurers improve their multi-channel distribution capabilities and deliver exceptional customer, agent and employee experiences. By adopting a truly solution-centric approach to distribution, carriers are able to pursue growth more effectively and achieve sustainable high performance.

**Facts**

- Our differentiator: We provide management consulting services—including vision, detailed roadmap and the skills to make it a reality (analytics, digital marketing and mobility)—and dependable systems integration and technology implementation.
- Deeper, more actionable customer segment understanding
- Customized products, services & experience
- Integrated multi-channel distribution strategy & capabilities
- Effective, measurable digital marketing capability, leverages social media
- Emerging technologies empower tied & non-tied agents
- Advanced contact center tools & services
- Optimized, simplified IT platform
- Research, collection and publication of data that defines high performance in distribution for all relevant economic levers

**Benefits**

- 10% revenue growth
- Lower cost of sales & service
- One client’s new modular product system has led to a 50% increase in cross-selling & a 60% increase in second year premiums.

**Client Feedback**

“Following an Accenture workshop on how changes in consumer behaviour are driven by the increased usage of smartphones, Generali France decided to work with the company to develop concrete business applications for its life insurance operations. This new application for iPhone will be particularly helpful to our financial advisers, who are looking for innovative ways to stay close to their clients, as well as to our clients who will be able to directly access their account in a user-friendly way.”

Stéphane Dedeyan, a member of the Board of Management of Generali France
Life Insurance Business Services: Distribution Services Strategy

Our solution: multi-channel execution of an enterprise-level experience strategy.

Experience Strategy
Multi-dimensional segmentation based on:
- Behavior
- Needs
- Preferences
- Value to the business
Allows the business to determine who to target and how.

Experience Design
Enterprise-level sales & service planning:
- Service strategy
- Product prioritization
- Client planning
Allows the business to determine when & how offerings should be positioned & serviced, maximizing the profitability of each interaction.

Experience Delivery
Plan Interactions by:
- Defining rules that determine appropriate treatment
Design treatments specific to:
- Trigger
- Channel
- Lifestyle segments
- Offerings
- Service standards
- Client plan
- Client profitability
The Experience Hub:
- Leverages all available data
- Applies interaction rules
- Determines the appropriate treatment
- Provides actionable & real-time directions for each interaction across all channels.
Accenture’s offering enables a set of multi-channel capabilities that deliver exceptional customer, agent and employee experiences, driving customer-centricity, growth and retention.

<table>
<thead>
<tr>
<th>Distribution Strategy</th>
<th>Empowering the Agent</th>
<th>Digital &amp; Mobility</th>
<th>Contact Center</th>
<th>Analytics</th>
<th>Core Administration</th>
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<td>Cross-Channel</td>
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<td>Customer Data Management</td>
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<td>Marketing Process</td>
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<td>Social Media</td>
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<td>Documents &amp; Content</td>
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<td>Voice of the Customer</td>
<td>Training Delivery</td>
<td>Digital Marketing</td>
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Incentive Compensation Consulting, Technology & Outsourcing

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## Generali France

A visionary iPhone application allows customers to view investment portfolios and financial performance and contact Generali directly through the application interface. In the first two months, the iPhone app was downloaded more than 4,000 times.

## Leading UK life insurer

The marketing transformation for this UK life insurer has resulted in increased speed-to-market for successful concepts—previously about 40% of products were never launched; wastage reduced to about 10%; average development life cycle reduced from 250 to 60 days.

## Leading Asian Life Insurer

By incorporating life-stage segmentation and developing a framework for fully engaging its agents, the insurer overcame the problems of conventional database marketing, boosting marketing effectiveness by up to 150% and growing agent sales revenue by up to 9.5%.
Accenture Finance and Risk Services brings together Accenture’s consulting, technology and outsourcing assets—along with deep insurance industry knowledge—to help clients meet changing external market challenges through tailored risk and finance solutions that drive competitive advantage.

Facts

- Integrated capabilities across consulting, technology delivery and shared services / BPO.
- Helped many larger insurers to streamline their regulatory, risk and finance operations.
- Able to deliver technology architectures and data management systems necessary to enhance forecasting and analytics.
- 1,600+ management consultants dedicated full time to finance.
- 500+ professionals dedicated to building risk solutions.
- Resources in 40+ countries.
- 3,000+ finance and/or risk related projects last fiscal year.
- 800+ clients in fiscal 2011.
- Providing Finance BPO service to 70+ clients with operations in 150+ countries.
- 50% Market Share in F&A BPO.
- Top analyst rating in F&A BPO.

Benefits

- Tighter management of Finance and Risk processes.
- Streamlined and effective technology solutions.
- Capability improvement.
- Optimized resource alignment and cost reduction.
- Clearer view of risks across the company.
- Upgraded operational efficiency.
- Better decision making.
- Improved relations with ratings and End-to-end integration of finance, risk and operations.

Client Feedback

“We selected Accenture based on our strategic relationship as well as their strong track record of delivering on financial management process changes of this scale. The goal of our work is to improve process consistency and reduce expenses, ultimately resulting in a stronger, more process-oriented finance function—one with new capabilities, a common information platform and better, more efficient ways of working.”

Chris Swift, chief financial officer, The Hartford.
## Cross-Industry Finance and Risk Management Solutions

### Finance Transformation
- Cost Structure Optimization
- Integration Risk and Finance
- High Performance Finance

<table>
<thead>
<tr>
<th>Corporate Finance</th>
<th>Finance Operations</th>
<th>Performance Mgmt &amp; Analytics</th>
<th>Risk Management &amp; Regulatory Comp</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance Strategy</td>
<td>Shared Services &amp; BPO</td>
<td>EPM Strategy</td>
<td>Enterprise Risk Management</td>
</tr>
<tr>
<td>Accenture Benchmarking Solutions</td>
<td>Record to Report Transformation</td>
<td>Planning, Budgeting &amp; Forecasting</td>
<td>Compliance Management</td>
</tr>
<tr>
<td>Finance Post Merger Integration</td>
<td>Order to Cash Transformation</td>
<td>Metrics reporting &amp; Analytics</td>
<td>Data &amp; Reporting Services</td>
</tr>
<tr>
<td>Tax Excellence</td>
<td>Procure to Pay Transformation</td>
<td>Enterprise Analytics</td>
<td>Regulatory – Solvency II, FATCA, Basel III, etc</td>
</tr>
<tr>
<td>Treasury Excellence</td>
<td>International Finance Reporting Services</td>
<td>Cost Management</td>
<td>Risk Target Operating Model</td>
</tr>
</tbody>
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## Cross-Industry

### Finance and Risk Management Credentials

<table>
<thead>
<tr>
<th>Client</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chartis</td>
<td>Accenture assisted Chartis with redesigning its financial processes and to implement an SAP-based solution. Accenture acted as the integrator and helped set up the client’s Common Financial Platform (CFP) stream, made up of the general ledger, accounts payable, accounts receivable for non-insurance components, and consolidations and fixed assets. The program helped reduce complexity and enabled a common platform to support growth globally.</td>
</tr>
</tbody>
</table>
| The Hartford | In a multi-year agreement with The Hartford, Accenture is assisting in the transformation of the insurer’s finance department by providing management and technology consulting as well as finance and accounting (F&A) and BPO services. Accenture is assisting The Hartford to:  
• Simplify and standardize processes and tools across the finance department;  
• Identify appropriate investments in technologies to increase speed to market;  
• Improve process consistency and reduce cost;  
• Streamline the finance organization to empower leaders, remove redundant oversight; and increase the speed of decision-making. |
| Global reinsurer | Accenture helped a global reinsurance company worked to develop and implement an enterprise risk management framework using the COSO 2 framework. As a result, two rating agencies upgraded the client’s risk management rating from adequate to strong. |
Table of contents

Please note: The content titles are hyperlinked to the relevant slides

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   - Who is Accenture
   - How we go to market
   - Resources and revenue
   - Why Accenture
   - Did you know

2. Financial Services Group Overview

3. Insurance Industry Overview
   - Insurance industry trends
   - Insurance practice overview
   - Insurance Business Services
   - Accenture’s Insurance Business Process Reference Models
     - Accenture Software
     - Insurance Technology Vision
     - Our clients

4. Innovation and Thought Leadership
   - Accenture Technology Labs
   - We invest significantly in research

5. Insurance leads and links to useful information

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Business Process Reference Models
Providing a blueprint for high performance

• The high performance insurance process blueprint is used to jump-start the design of a new target operating model that spans the entire insurance value chain, while significantly enhancing quality and reducing delivery timeframes
• Each project stage is supported by individual components of the integrated industry model
Our Insurance HPBP program is part of Accenture’s 6-layer asset framework to achieving industry leadership.

Insurance HPBP Assets: Powerful collection of reusable business design components:
- Logical operating model
- Logical process architecture
- Value Trees
- Product/Offering Models
- Capability maturity models
- KPI Frameworks
- Logical Product Architecture
- Organisation design
- Detailed process models
- Insurance Enterprise Architecture
- Links of process design components to IT implementations and designs

Currently available in Accenture Business Process Repository – ABPR 2.0
Business Process Reference Models
Insurance HPBP Asset Components

1. Logical Operating Models (P&C and Life versions)

2. Detailed Capability Diagrams

3. Capability Assessment Models (CAMs) and KPIs

4. Detailed Processes (Claims, Product Development and Finance)

5. Insurance Enterprise Architecture

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There are 3 key components:

Benefits

Accenture’s Business Process Reference Models for Insurance have enabled more than 50 global insurance clients to achieve faster high performance transformation, including:

• Up to 50% reduction in time to complete process analysis and business architecture projects
• Up to 40% reduction in time to complete technology requirements phase

Function

- Two versions (both Property & Casualty and Life & Annuity) illustrate the overall business process architecture for insurers
- Helps assess the strategic and key capability impact of proposed business change

- Defines industry-leading practices encompassing people, process and technology dimensions
- Helps benchmark existing capabilities against peers and quickly identify and define top priority improvement areas in which to invest

- Describes the core operations of how the business operates and reflects a drill-down of processes and sub-processes necessary to execute insurance business activities
- Used to help jump-start the design of new target processes based on best practices
Business Process Reference Models
How transformation is supported

• Provides a unique, business-centric model to identify and evaluate strengths and improvement areas to:
  • Jumpstart business architecture projects
  • Accelerate technology requirements definition
  • Comprises 2,000+ insurance capabilities and 150+ capability assessment models to accelerate the early phases of transformation (typically up to 50% savings)
• Not a blueprint of one size fits all procedures, not a theoretical data model—but a precise and formal collection of best practices for superior performance in each insurance domain to quickly focus on changes that deliver actual benefits
We now have a “two-way” Enterprise Architecture integration (layer 5 integration) for the P&C and Life domains.

Insurance Architecture

- Business and IT strategic planning requires a structured framework that focuses on the alignment of business and IT architectures.
- This integration enables us to provide a structured approach for aligning and linking business with IT and guide our clients with a roadmap for the future and a methodology for maintaining standards.
- Our Insurance High Performance Business Process (HPBP) initiative encompasses an integrated collection of assets to support insurance transformational opportunities, and now includes our Enterprise Architecture for P&C & Life Insurance.
Our Business Process Reference Models for Insurance support the needs both of domestic carriers, and of multi-national carriers by leveraging and standardizing business unit processes and cross-country operating models.

Our Finance & Claims frameworks help insurers improve risk management, cost control & customer service

**Insurance Finance Process Excellence**
- Full range of insurance finance capabilities, sub-capabilities & process flows
  - Drills down to “level 5” detail
  - Includes +200 process diagrams
- Supports improvement in investment risk management
- Standardizes & streamlines global financial processes
- Reduces duplication of effort & simplifies accounting
- With Finance Capability Assessment Models, accelerates finance transformation at lower cost & risk

**Claims Process Excellence**
- New set of best-practice processes capture our deep expertise in superior claims capabilities
  - Drills down to “level 5” detail
  - Includes +60 process diagrams
- With Claims Capability Assessment Models & Claims Operational Benchmarks, provides a powerful set of tools to jump-start claims transformation
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Accenture Software Overview

Accenture’s “High Performance Business” Solution Map

- Front Office
- Customers/Channels

Insurance Back Office

- Policy P&C
- Policy Life
- Claims

Insurance Financial Solutions

- Commissions
- Collections
- Regulatory compliance
- Technical Accounting

Accenture-owned Software Solutions

- Accenture Life Insurance Platform
- Accenture Claim Components
- Accenture Duck Creek Policy Suite

Global Alliances

- SAP
  - FS-PM Life PCS
  - FS-CM Add-ons TIA
  - Country layers
- SAP
  - FS_CD BPS
  - SEM/BW/PMS BPS
  - FS-ICM PCS
- Microsoft (ADAMS)

Insurance Enterprise Services
- General ledger, HR, Procurement, etc.

Insurance Technology Platform

Enablement tools

• Accenture Insurance Data Migration Factory
Accenture Software
Claim Components

Accenture’s market-leading claims application together with our newly acquired Duck Creek policy software assists clients with improved speed-to-market, reduced costs and the achievement of operational excellence.

Functionality & Attributes
- Dynamic, real-time claims profiling
- An end-to-end claims solution
- Single desktop view of the entire claim
- Event-driven multiple parallel workflows
- A flexible yet robust, scalable solution

Enhancing the Asset
Latest version of the software includes:
- Self-service portal for customers & agents
- Extended workers’ compensation FNOL
- Automated test tools to reduce project & IT costs
- Pre-built standard processes, patterns & tasks

Salient Facts
- 21 implementations worldwide, including one client reporting 32,000 users
- Licensed for 27 countries
- Used by +65,000 claims professionals worldwide
- 40 million claims a year managed with the system

---

Novarica

‘Of the Novarica ACE Rankings™ published so far on claims solutions, Accenture received the highest average total mark and the highest rating for overall customer satisfaction.’ Matthew Josefowicz, director, Novarica’s insurance practice.

“We chose this technology for its scalability and innovative design as well as its track record in the industry.”

— Paul Stachura, Chief Claims Officer, Fireman’s Fund

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Gartner

Received a “Strong Positive” rating, the highest possible rating, in Gartner’s 2011 “MarketScope for North American Property & Casualty Insurance Claims Management Modules.

CELENT
Accenture Claim Components won Celent’s 2011 Claims System Vendors: North American P/C Insurance XCelent Breadth of Functionality Award and XCelent Depth of Service Award.

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Accenture Software
Accenture Duck Creek Policy

Accenture’s acquisition of Duck Creek has resulted in one of the most modern, complete and flexible P&C insurance software suites on the market. Accenture’s flexible approach to deal structures & proven industry and end-to-end expertise, help deliver measurable, predictable outcomes to affordably maximize business value for our clients.

Functionality & Attributes
• Multi-channel, multi-country, multi-language, multi-currency
• Centralized product & rules definition
• Preconfigured products & processes
• Out-of-the-box implementations as fast as 6 months
• Quote & buy and policy self servicing
• Simple integration with other systems & channels
• Independent interoperable modules – flexible yet robust

Enhancing the Asset
Latest version of the software includes:
• Duck Creek Policy components, tightly integrated with Accenture Claim Components have created one of the most comprehensive P&C suites on the market
• Enhanced product factory
• Improved self-service portal for customers & agents including pre-built standard processes and products
• Extended channel support (e.g. web services for aggregators)
• Multiple platform deployment options to optimize

Accenture Duck Creek Policy Suite
• Policy Administration
• Rating
• Product Studio
• Underwriting
• Billing
• Product Studio
• Express
• Templates (fully loaded ISO and NCCI content)

Salient Facts
• Implemented by insurers that operate in multiple countries
• Used for all lines of insurance business, including complex commercial lines

NOVARICA
The acquisition of Duck Creek (with its rating, policy administration, and billing elements) significantly enhances Accenture’s offerings to P/C insurers and further develops Accenture’s ability to serve mid-market companies. This appears to be an important part of Accenture’s software strategy, as evidenced by their recent policy administration system sale to Navy Mutual, a small life insurer.

CELENT
This is a great move for Accenture and Duck Creek. And it will create real benefits for global property & casualty / general insurers. Duck Creek brings its well regarded, modern, and highly configurable policy administration and rating systems to the growing Accenture Software unit.
Accenture Software
Accenture Life Insurance Platform (ALIP)

Functionality & Attributes

- Scalable, rules-driven core business system
- Automation enables straight-through, once & done processing across the insurance policy & annuity life cycle
- Centralized product & business rules engine facilitates rapid product introduction
- Complete configuration of business processes enabled
- Customization-enabled configuration & standards-based, platform-neutral Web services architecture
- Total solution or components for specific functions

Enhancing the Asset

- Refresh of the user interface for better user interaction
- Actuarial, mathematical and statistical functions added to product engine
- Additional product engine configurability and reporting
- Post-issue underwriting for in-force changes
- Additional transaction processing configurability
- Improved support for internationalization (i.e. tax management, translation)

Salient Facts

- Over 50 life insurance clients including Security Benefit, Guardian Life, Prudential, Mass Mutual, TD Life, American General
- 80% of the top 10 life insurers in North America are ALIP clients (Fortune 500, by revenue, Nov 2010)
- 50% of the top 10 life market in Italy are processed through ALIP (ANIA, March 2010)
- Used by insurers that operate in multiple countries.

“We selected the Accenture Life Insurance Platform because of its ability to support leading-edge annuity products that are highly configurable. In addition, Accenture’s deep knowledge of the life insurance and annuity industry and its proven record in systems integration make it a strong partner for our business.”
Cathy Mahone, senior vice president of Enterprise Operations at Allianz Life

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The Accenture Insurance Data Migration Factory is a proven, consistent and industrialized set of products and services that help clients quickly and successfully migrate data from legacy systems to new, optimized platforms.

Functionality & Attributes

- Full packaged Service offering:
  - Proven industrial approach handling off-site / on-site processes
  - Tools, Methods, Experts and Technical Infrastructure available immediately
  - Client focuses on giving source files and receiving migrated target files,
  - Transparent processes provided by a secure web portal
- Reduced duration of migration planning / Shorter migration timeframe
- Up to 66% reduction in costs compared to a non-industrial approach:
  - Automated tools from design to test based on full code generation
  - Industrial processes maximize opportunities for re-use
  - Dedicated centre with lower cost workforce
  - Avoids investment in Hardware & Software Infrastructure to run the migration
  - Full Source data quality analysis and audit

Salient Facts

- 14 years of experience / 60+ million policies migrated / 85+ data migration conversions
- Multi-country projects and solutions
- Fully integrated with all Accenture Software assets
- All lines of insurance business
- 70+ technical and functional specialists
- Proven technology solution
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   - Our clients

4. Innovation and Thought Leadership
   - Accenture Technology Labs
   - We invest significantly in research

5. Insurance leads and links to useful information

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Insurance Technology Vision – Technology trends shaping the insurance industry

• Accenture’s Technology Vision 2012 report for the insurance industry outlines opportunities for forward-thinking CIOs to position technology as a way to drive growth for their businesses rather than only as a means to cut costs and improve efficiency.
• Success for insurers depends on their ability to recognize and take advantage of opportunities presented by new trends like context-based services or social technologies.
• They will need an agile new IT base to keep pace with a changing world. A new IT base brings new security risks to be managed,
• Accenture has identified six technology trends that will influence insurance over the next three to five years:

1) Context-based services:
Context—where you are and what you’re doing—will drive the next wave of digital services.

2) Converging data architectures:
It’s not about the "big" in big data. Data architectures must bridge the old and the new.

3) Industrialized data services:
Freedom to share data will make data more valuable, provided it’s managed differently.

4) Social-driven IT:
Social isn’t just a marketing channel. It will have business-wide impact.

5) Platform-as-a-service (PaaS):
A maturing PaaS market will shift the emphasis from cost-cutting to innovation.

6) Orchestrated analytical security:
Data platforms (not just device management) will be how insurers will deal with security breaches.
Insurance Technology Vision

What is driving the insurance market?

- Customers are becoming more demanding – so the customer experience must improve.
- Insurance companies are focusing on emerging markets – so products need to become simpler and more focused.
- Regulatory pressures are mounting – so compliance investments should be harnessed to improve competitive advantage.
- Shareholders expect low cost-to-income ratios – so insurance companies need to leverage low-cost channels and competitive underwriting strategies.

The new world of IT

- The six technology opportunities outlined in Accenture’s Technology Vision 2012 all have important roles to play for insurance companies as they grapple with the above challenges.
- CIOs must put IT in the driver’s seat to position their organizations for future growth and success.
- Context-based services and social-driven IT could create new revenue streams, transform core business processes, and offer low-cost channels for communication with employees, customers and partners.
- But these capabilities require a new IT base to unlock their value. Cloud, software-as-a-service and data platforms will become integral pieces of a new, more agile IT.
- With a new world and new IT come new risks and new precautions. Agile IT departments will need to invest in secure data platforms to safeguard their organizations against attack.
## Insurance Technology Vision: Aligning insurance industry trends with emerging technologies for strategic advantage

### Driver | What typical strategic initiatives are required? | Technology Trends
--- | --- | ---
Changing Consumer Attitudes & Behavior | • Focus on understanding the customer and reach out to the right customer though the right channel for the right product<br>• Integrate multiple channels to provide a consistent experience across channels<br>• Focus on improving customer service while leveraging low cost channels | • Context-based services<br>• Converging data architectures<br>• Industrialized data services<br>• Social-driven IT<br>• Orchestrated analytical security |
Shift To Emerging Markets | • Create an acquisition engine with the capability to obtain M&A synergies of cost and revenue in less than 12 months<br>• Develop innovative products to be targeted towards customers in the emerging market<br>• Explore cloud-based offerings | • Context-based services<br>• Converging data architectures<br>• Industrialized data services<br>• Social-driven IT<br>• Orchestrated analytical security<br>• PaaS-enabled agility |
Consumer-ization of IT | • Explore and make digital marketing more relevant<br>• Investigate cloud computing to save costs and improve agility | • Context-based services<br>• Converging data architectures<br>• Industrialized data services<br>• Social-driven IT<br>• Orchestrated analytical security<br>• PaaS-enabled agility |
# Insurance Technology Vision: Aligning insurance industry trends with emerging technologies for strategic advantage

<table>
<thead>
<tr>
<th>Driver</th>
<th>What typical strategic initiatives are required?</th>
<th>Technology Trends</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legacy of Financial Crisis</td>
<td>• Increase revenue from current customers&lt;br&gt;• Reduce IT run cost and ensure that cost reduction will be sustainable&lt;br&gt;• Improve cost-to-income ratio&lt;br&gt;• Leverage low cost channels</td>
<td>• Context-based services&lt;br&gt;• Converging data architectures&lt;br&gt;• PaaS enabled agility</td>
</tr>
<tr>
<td>Changing Face of Competition</td>
<td>• Directly reach out to customers&lt;br&gt;• Improve competitive intelligence&lt;br&gt;• Redistribute cost from operations to transformation</td>
<td>• Context-based services&lt;br&gt;• Converging data architectures&lt;br&gt;• Industrialized data services&lt;br&gt;• Social-driven IT</td>
</tr>
<tr>
<td>Increased Risk &amp; Regulatory Pressures</td>
<td>• Focus on risk management – including data management, analytics and risk modeling, IT infrastructure, and better integration of finance and risk processes&lt;br&gt;• Location-based services</td>
<td>• Context-based services&lt;br&gt;• Converging data architectures&lt;br&gt;• Industrialized data services&lt;br&gt;• Orchestrated analytical security</td>
</tr>
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</table>
Our clients

We work with 28 of the top 35 insurance companies ranked in the Fortune Global 500 and 6 of the 7 carriers ranked in the Fortune Global 100.

1Source: Fortune Global 500 ranking and internal “active client” status as of Q3 FY11. Copyright © 2013 Accenture All rights reserved.
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Accenture Technology Labs
A Global Network of Applied R&D

• Our Mission: Bold ideas for game-changing results
• 20 year track record of identifying and shaping technology trends;
• At the intersection of business and technology, combining deep technical and scientific expertise with business know-how;
• Formulates a vision of the future based on independent research;
• Incubate new technology offerings to apply to clients’ business challenges or to tap into future sources of growth.

Silicon Valley
Sophia Antipolis
Beijing
Wash. DC
Bangalore

* New in 2011

"In essence, it is not about creating technology but creating how to best use technology to achieve specific business goals, which is what makes IT services R&D distinct from R&D efforts in products-oriented companies."
Source: Gartner, "Case Study: Accenture Technology Labs Drives Innovation," Michael J. Palma
### Accenture Technology Labs
#### R&D Groups

<table>
<thead>
<tr>
<th>Area</th>
<th>Focus Areas</th>
</tr>
</thead>
</table>
| **Multi-Channel Interactions**    | • Integrated Digital Environments: Digital Marketing, TV, Social Media Digital Health, Next Gen FS  
• Collaboration: Pervasive Collaboration Infrastructure, Process Driven Collaboration |
| **Data & Platforms**              | • Next Generation Infrastructure including NGDC and CES  
• Emerging Data Platforms including NFC Payments and Smart Grids  
• Data Management including data quality |
| **Security**                      | • Biometrics  
• Cyber security |
| **Software Engineering**          | • Automation including Process Analytics and Industrialization  
• Next Generation Architectures |
| **Analytics**                     | • Information Extraction  
• Transferable Risk Modeling including Claims Rework Analytics |
## Accenture Technology Labs: Insurance topics to create custom agendas for client workshops

### High Performance Insurance
*Industry trends, the Digital Insurer*

### Technology Vision for Insurance
*Technology trends that will influence Insurance in the future*

### Customer
*Customer of the Future, Customer Segmentation, Customer Experience*

### Multichannel Integration and Strategy
*Multichannel Model - Implementing a multichannel strategy that provides a unified cross-channel customer experience*

### Next Generation Agency
*Improving customer experience*
*Includes multichannel scenarios*

### Mobile Insurance
*Taking advantage of mobile technologies for the clients and the workforce, Telematics and M2M for Insurance*

### Next Generation Collaboration
*Combining customer oriented service and a highly effective capability – Social Enterprise*

### The Digital Insurer
*New digital enablers to support customer relationship in the new Digital era: social, digital marketing, mobility, analytics…*

### Social Media
*Taking advantage of the social networks to improve brand image and leverage existing customer data to enhance customer service and sales*

### Accenture Insurance Assets
*ALIP, Claims, DuckCreek, Underwriting, etc.*

### Front Office Transformation
*Best practices in Front Office and channels Transformation*

### Architecture
*Building an Architecture to better sell, serve and source in a multi distributors & manufacturers environment*

### Infrastructure/Cloud
*Using advanced infrastructures to reduce cost and improve quality in an agile IT environment*

### Workforce Transformation
*Transforming workforces to achieve sales and service effectiveness*

### Analytics
*Claims Analytics and Fraud, Customer Analytics, etc.*

### Labs Tour / Innovative technologies in others industries to broaden the mindset and identify advanced technologies

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We invest significantly in research...

Insurance Equity Analyst Survey, 2012

Insurers and Social Media, 2012

Retirement Services Survey, 2012

The Digital Insurer, Change Now to Get Ahead, 2012

Insurance Technology Vision, 2012

Claims at a Crossroads, 2012
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Life Insurance Services

Program Manager
Daniele Presutti

Marketing Support
Susie Sutherland

And next priority Geos
UK, Brazil, Germany
Tomas Meyer

OFFERING LEAD

Distribution Transformation & Product Development
Mark Halverson

ALIP/Platform Rationalization
Brian DeMaster

Life BPO
Eric Veron (France)

Risk & Regulatory
Fabrizio Sarrocco (Italy)

US
David Shatto

France
Eric Veron

Italy
Daniele Presutti

Korea & Japan
Nobuhiko Watanabe

GEO LEAD – PRIORITY COUNTRIES

Risk & Regulatory
Fabrizio Sarrocco (Italy)

US
David Shatto

France
Eric Veron

Italy
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Distribution Transformation & Product Development
Gordon McFarland (APAC)

Policy
Tim Jones (UK)