

Industrial Alliance Improves Customer Service and Efficiency with New Digital Platform



Customer Profile

Industrial Alliance Auto and Home is based in Quebec, Canada

~\$300M (CAN) DPW

Markets auto and home insurance products

Key Business Benefits

Improved customer data management

Faster customer servicing

75% less time to refactor rating

Increased digital capabilities

50% reduction in agent training time

“We believe our selection and deployment of EIS Suite positions us well for immediate growth and for future opportunities as customer needs and market conditions change.”

Sophie Duval, VP Support & Governance, IAAH

To differentiate itself from competitors in a crowded Canadian marketplace, Industrial Alliance Auto and Home needed to make its processes simpler and more customer focused. It executed a legacy core systems replacement with no disruption to business operations using the EIS Suite™ software system for underwriting, policy administration, billing, claims, and customer management. The new system provides Industrial Alliance with a new digital platform to improve customer experience, increase product agility, and support growth.

Challenge

Quebec-based Industrial Alliance Auto and Home (IAAH) realized that it needed to become more customer focused to compete in the crowded Canadian P&C marketplace. However, its OS 400 system was too outdated to support modern business needs—such as using web services to allow faster integration between partners and third parties, enabling real-time rating/quoting and policy issuance, and creating better communication channels for customer servicing—while its database was more appropriate for a brokerage business than a direct insurer. Furthermore, the legacy system ran on the RPG programming language, for which programmers are increasingly hard to find.

IAAH’s first attempt at modernization—placing a web layer on top of the legacy system—did not succeed.

Only a core systems transformation that leveraged a new IT architecture would allow the company to accelerate product development and enhance customer service while simultaneously simplifying operational processes and costs.

Solution:

- EIS PolicyCore
- EIS BillingCore
- EIS ClaimCore
- EIS CustomerCore

Usage:

- Contact center, with mid- and back-office users
- Customer self-service
- Partner referral portal

Implementation:

- Lean and modified agile project methodologies
- 15 insurance products implemented in two years

Requirements

Having adopted lean management principles company-wide to create more value for customers while using fewer resources, IAAH also applied the same principles to its requirements and processes. It determined that its core systems needed to deliver all of the following:

- An integrated view of customer information across core operations to improve customer service response time and effectiveness
- A highly configurable tool to accelerate product development
- Multichannel communications, including self-service portals for both policyholders and agents
- Multilingual customer engagement on demand
- Automated underwriting capabilities to streamline new business and policy servicing processes
- An optimized claims handling system that eliminates many manual processes to free staff to focus on serving customers
- Business intelligence and monitoring tools that track all system activity to provide business performance benchmarking, reporting, dashboards, and activity-based costing
- An implementation process that optimizes self-sufficiency with an eye to lowering cost of ownership

Solution

IAAH worked closely with EIS Group to deploy a modern, customer-centric, easy-to-configure core system replacement that included a full implementation of EIS Suite™, consisting of PolicyCore®, BillingCore®, ClaimCore®, and CustomerCore™.

The fully integrated solution supports policy administration, rating, underwriting, billing, claims management, customer relationship and communications management, and distribution. The system also provides self-service portals for customers, referral partners and service providers, reporting and analytics, and document generation and management.

EIS Suite solutions are 100 percent Java code and use a common database and ACORD P&C XML-based data model. Web services/SOA make integration easy—100 percent of transactions are accessible to external web services and 100 percent of integration points can use web services/SOA.

“We are very pleased with the results of our new core systems rollout. Our existing OS 400 legacy system was not capable of supporting current and future business needs, such as a multichannel customer experience. EIS Suite’s customer-centric design and its modern, highly configurable and flexible architecture are key benefits. The workflow, work management, and integrated nature of the end-to-end system deliver significant efficiency.”

Pascal Lavoie, CTO, IAAH

Results

By working with EIS Group and adopting a combination of lean methodology and modified agile development and project tracking, IAAH completed a seamless system rollout for new business in May 2014, followed by a successful migration of existing business in November 2014. With the new EIS Group solution in place, IAAH is now a fully digital, modern insurer.

Benefits of the initiative include:

Improved Customer Service

- More fluid systems create more normal and current conversations between customers and agents/claim experts.
- Agents can interrupt a running or incomplete quotation and save it, then hand it off to another agent for resumption when the client returns instead of forcing customers to repeat partially entered information.
- Customer interactions and other tasks are significantly more efficient thanks to workflow and work management tools built into the end-to-end system and designed to integrate with other systems.

Increased Operational Efficiency and Reduced Costs

- Agents are now trained 50 percent faster, with a 50 percent shorter learning curve.
- Product agility, staff productivity, and agent productivity and effectiveness are all significantly increased.
- A 75 percent reduction in time to refactor product rating was enabled by the EIS Suite rating tool.
- Actuarial staff is able to make rating changes without the involvement of IT or other staff.

Preparation for Future Growth

- The new digital platform is designed for easy software upgrades and optimized for self-sufficiency to lower the total cost of ownership.
- The digital customer experience framework and sample applications for mobile app development provided by CustomerCore have jumpstarted IAAH's ability to increase customer engagement and self-service capabilities.

“To accomplish a legacy system replacement of this size in just two years is an outstanding achievement. The keys to success have been the comprehensive business capabilities and flexible design of EIS Suite and the dedication of the implementation team. We are seeing significant benefits in terms of product agility in a very competitive market, staff and agent productivity and effectiveness, and superior customer service.”

Sophie Duval, VP Support & Governance, IAAH

Key Success Factors

IAAH needed to implement its new core systems in a way that supported self-sufficiency and easy upgrades, avoided scope creep, and increased both simplicity and efficiency compared with legacy processes. In the process, three key success factors emerged.

First, IAAH discovered the importance of strong project governance and leadership and a multidisciplinary team approach. Project leadership managed the scope of the project closely based on a realistic understanding of the company's goals and how business and operational workflows needed to be changed to achieve those goals. Business users in underwriting, customer service, and the back office conducted rigorous testing to certify that the system met business goals before go-live. This approach proved itself in the problem-free rollout.

Second, IAAH and EIS Group worked together to manage the project using lean and modified agile methodologies. This strategy protected the solution design against breakage that might complicate future upgrades, ensured that IAAH could achieve greater self-sufficiency in maintaining products and processes, and gave the company a deep understanding of the solution's design and capabilities.

Finally, the comprehensive business capabilities and flexible design of EIS Suite have positioned IAAH for immediate growth as well as future customer needs and market conditions. For example, it can use the built-in mobile app and highly configurable product development capabilities to enhance its customer experience and offerings.

Highlights of the Successful System Deployment

- **Rapid speed-to-market implementation**
IAAH required only two years to implement the entire EIS Suite for new business for nine auto products and six home insurance products.
- **Simultaneous product rollout**
The new platform is currently in production for new business for all 15 of these products.
- **Problem-free rollout**
All 230 IAAH users went live the first day of the deployment, producing thousands of quotes with no interruption in service levels or in response times for customers. Partners could also access the systems via portal to make referrals from the first day of deployment. The first months of deployment were virtually bug-free.
- **Trouble-free operations in the back cycle**
The new systems have reported no blocker defects, outages, or necessary server restarts since go-live. After 120 days, the queue contained only nine production defects.
- **Accelerated migration of existing book of business**
IAAH deployed an innovative “semi-big bang” approach to migration, moving 1.8 million account and customer records and 300,000 existing policy headers to the new system at the May 2014 rollout. This approach allowed for easy conversion of existing policy holders upon policy renewal. Converting a large number of customer records at once also made IAAH’s customer information and communications easier to manage and provided a single view in the call center for both new and existing customers.
- **Ease of migration**
Migration of existing policies was seamless, with 1,300 migrated on the first day alone.



EIS Group is a global provider of insurance core systems that support multiple lines across the full insurance lifecycle. Customers deploy our multiline platform to achieve rapid and scalable solution implementations. EIS Group is headquartered in San Francisco and Bermuda, with operations in North America, Latin America, Europe, and Asia Pacific.

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