

“What’s gets Measured gets Managed”

IPMS – Insurance Performance Management System

Our Value Proposition for :
“Achieving Clarity, Alignment and Accountability”

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Chairman
Gnosis Management

- The Insurance Market
 - Top Insurance Industry Issues in 2016
 - Implementation of an Effective Strategy into Action
 - Our Value Proposition
- Strategic Performance Management
 - Deming Cycle
 - Balanced Scorecard as a Mechanism for Performance Management
- The Business Model for the Insurance Industry
 - Strategy Document
 - Strategy Map
 - KPIs
- IPMS – Insurance Performance Management System
 - QlikView Business Discovery System
 - IPMS Demo

“What’s gets Measured gets Managed”

IPMS – Insurance Performance Management System

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The Insurance Market
Top Insurance Industry Issues in 2016
Implementation of an Effective Strategy into Action
Our Value Proposition

Top Insurance Industry Issues in 2016

Insurers are continuing to face marked changes in what customers expect in terms of products and service, how they obtain and utilize the information that informs business decisions, and their underlying business and operating models. Top Insurance Industry Issues in 2016 describe in detail the internal and external changes insurers face and how they can gain a competitive advantage.

Top issues include:

- Creating an effective strategy, including innovation, technology and business models.
- Market segment challenges and opportunities
- Managing risk and regulatory complexity.
- Process and systems improvement.
- Tax

Source :



Challenges for the Cyprus Insurance Industry :

- Implementation of the European Directive for Solvency II.
- Process and Systems Improvement.
- Support of the Social Insurance,
- Support of the Health Insurance in collaboration with the Public Sector.

Source : IAC

Implementation of an Effective Strategy into Action

Successful execution of strategy has never been higher at the corporate agenda.

”Corporate Performance Management” should provide organizations with a complete picture of where they have been, where they are and where they are going.

The **goal of the proposed approach** is to introduce the concept of the Balanced Scorecard for a “total” Performance Management solution that will provide the management with:

- A derivation of a strategy map and of its Key Performance Indicators
- A selection of the financial and non-financial measures required to set-up a BSC model
- A plan for introducing the BSC as the global enterprise management tool of the company.
- A tool to communicate strategy to all levels, ensuring fast and successful strategy execution,
- Align people’s objectives and processes to drive the right actions to foster increased productivity and continuous improvement,
- Implement continuous performance monitoring, through transparency and an internal accountability,
- Combine qualitative and quantitative performance data with human knowledge, enabling fact based decision making,

Our value proposition

Our Approach : Our value proposition includes the development of a Balanced Scorecard Business model and its implementation through a Performance Management Suite.

Our value proposition : Through our approach we will help you:

- Confirm the key drivers that create value and enable continuous improvement,
- Develop the Balanced Scorecard Business model for the effective and efficient management and monitoring of business performance against Strategic Objectives,
- Align and assign accountabilities through a balanced and interdependent set of measures, focused on achieving the Strategic Objectives.

The **Performance Management suite** shall enable you to ...

- Achieve internal clarity and accountability against Strategic Objectives.
- Measure and monitor real time performance against Strategic Objectives,
- Link processes / activities / outputs to Strategic Objectives (Strategy Map),
- Deploy a seamless performance monitoring /review mechanism.



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Strategic Performance Management & Balanced Scorecard
a Mechanism for Performance Management For the
Insurance Industry

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Strategic Performance Management Approach :

"The Balanced Scorecard is a Performance Management system of linked objectives, measures, targets and initiatives, which collectively describe the strategy of the organization and how this strategy will be achieved"



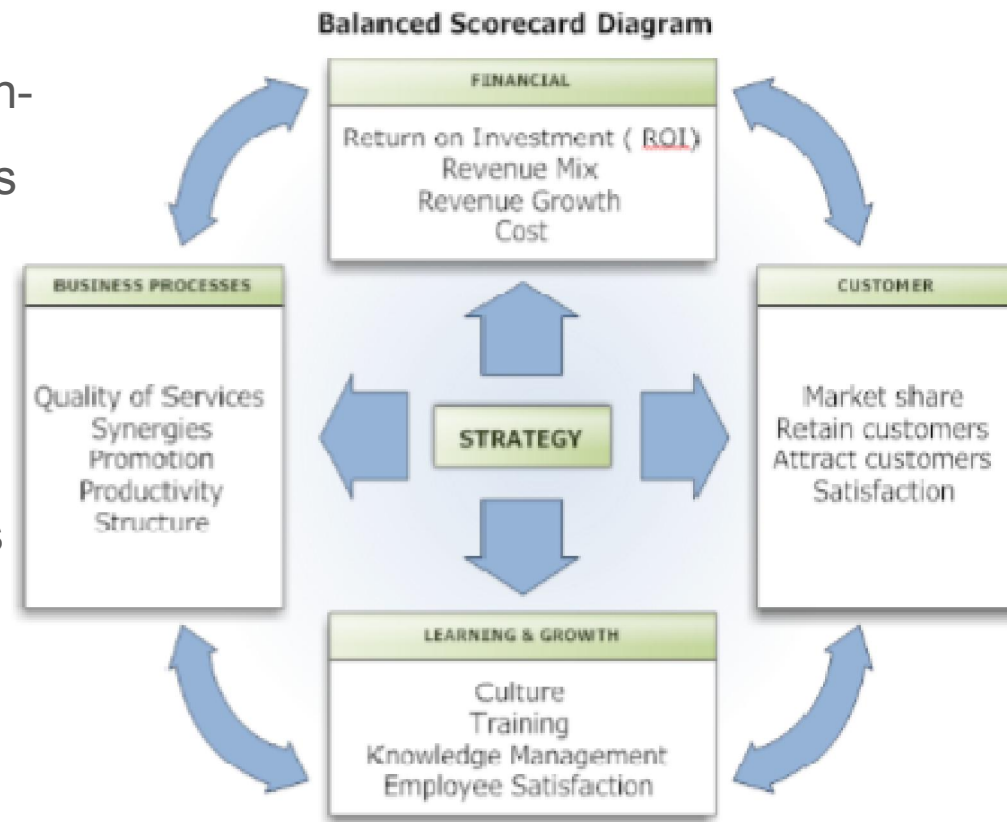
*"If you can't measure it,
you can't manage it.
If you can't manage it,
you can't improve it."*

DR. ROBERT KAPLAN & DR. DAVID NORTON

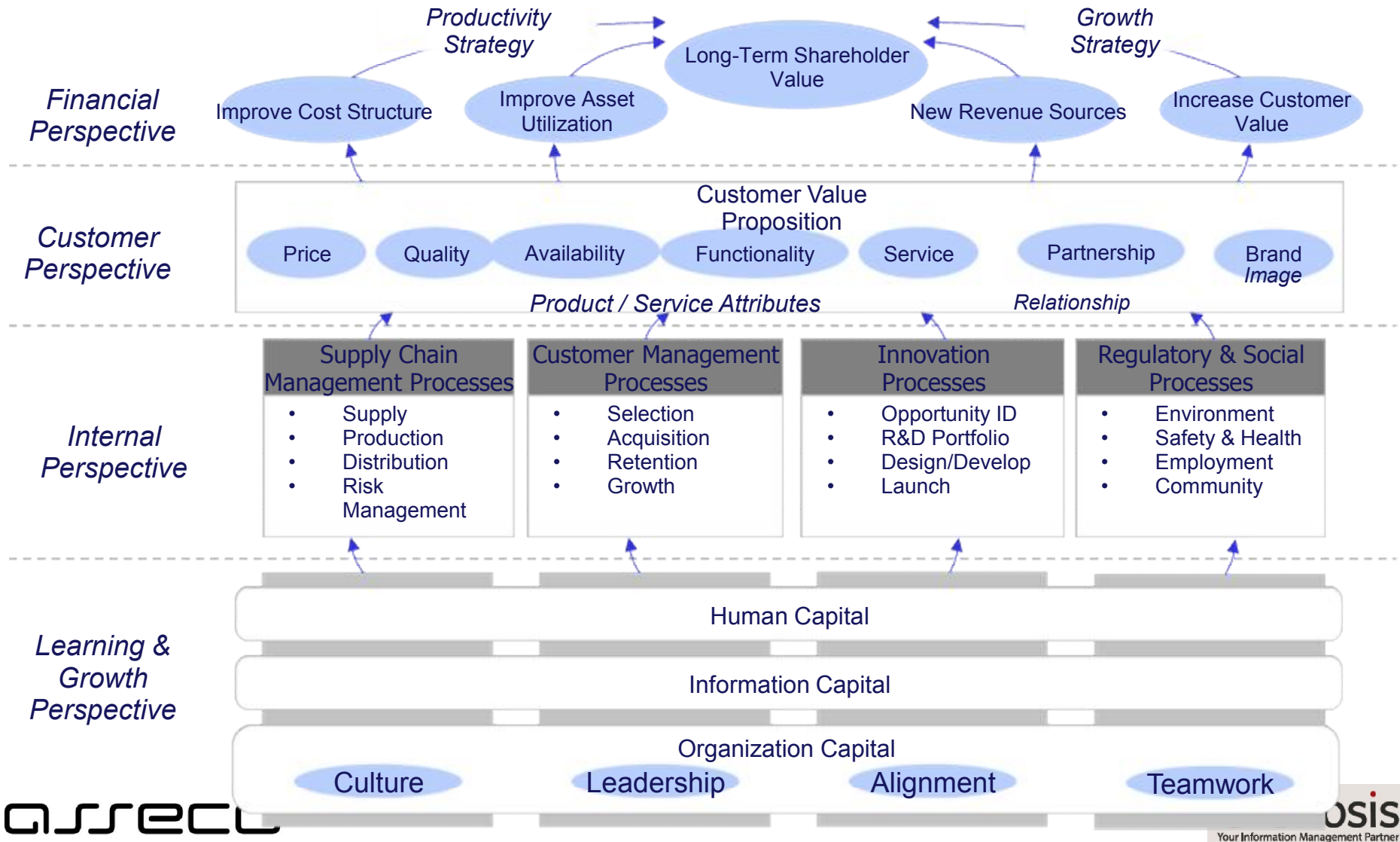
Balanced Scorecard Overview :

The Balanced Scorecard is a performance management tool that “translates strategy into action” by:

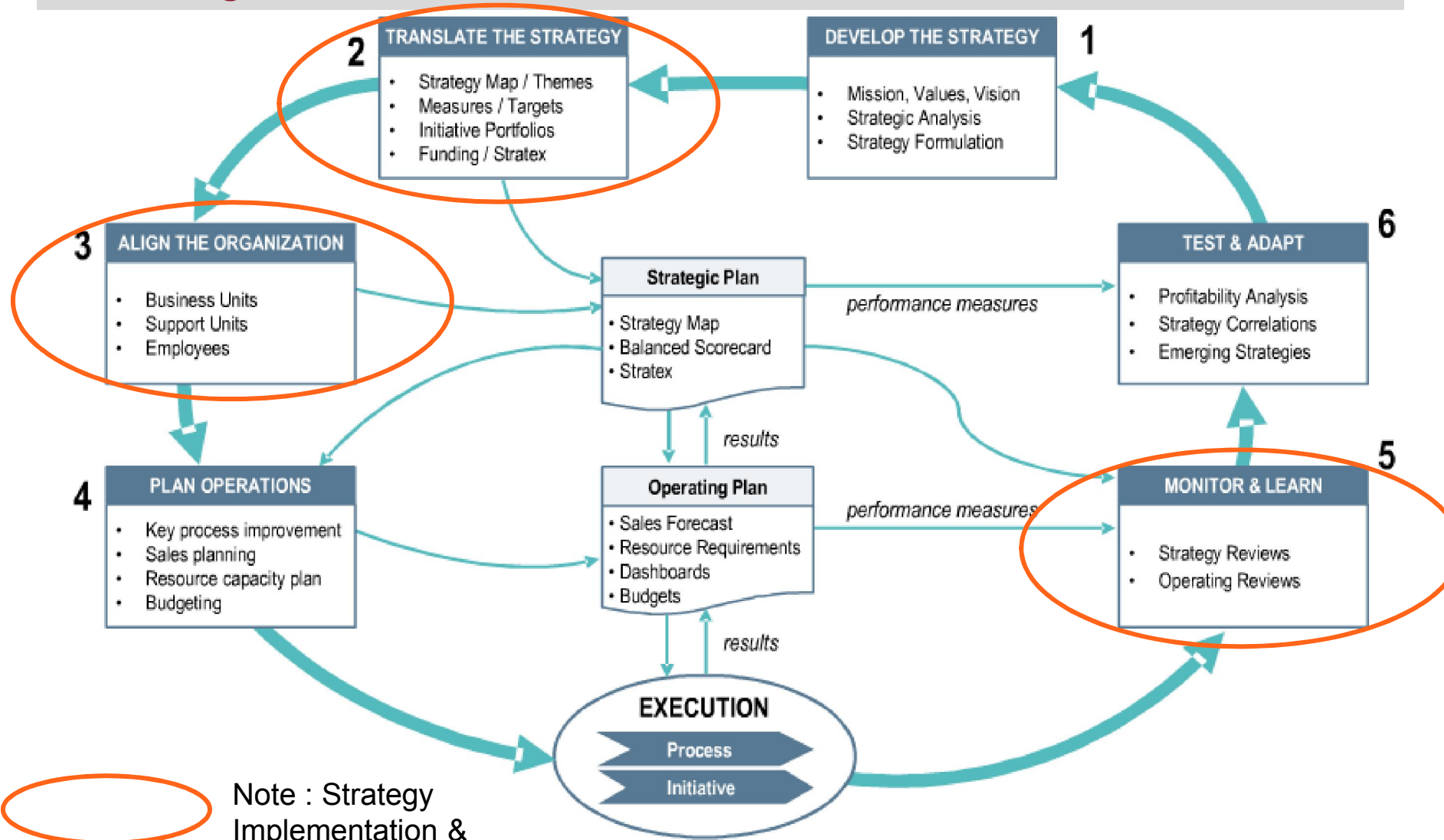
- Determining 15-20 (financial and non-financial) key performance measures that will contribute to successfully measuring and managing the implementation of strategy.
- Clustering similar types of measures into groups (perspectives) that can characterize any organization.



Strategy Maps describe how Value is created :



The project Scope Focus on Planning the Strategy, Aligning the Company & Monitoring the Performance :



Note : Strategy Implementation & Performance Management

Source : R. S. Kaplan & D. P. Norton

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IPMS – Insurance Performance Management System

Our Value Proposition for :
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A Business Model
for the Insurance Industry

....which should be fully customized, compatible and aligned to the company's major strategy framework

ABC Insurance
Strategic Planning
2016 - 2018

**CORPORATE
MISSION, VISION & VALUES**

STRATEGIC THEMES

Growth & Profitability

"Addressing Specific Segments to achieve high penetration" through:

- Strategic Objectives
- Measures
- KPIs
- Targets
- Initiatives

Customer Centric Culture

"Change culture to Customer Centric" through:

- Strategic Objectives
- Measures
- KPIs
- Targets
- Initiatives

Operational Excellence

"Achieve Operational Excellence & Cost Efficiency" through:

- Strategic Objectives
- Measures
- KPIs
- Targets
- Initiatives

Risk Management

"Reduction of Risks involved in our portfolio for better Loss Ratio Analysis" through:

- Strategic Objectives
- Measures
- KPIs
- Targets
- Initiatives

Mission

ABC Insurance Mission : *"To provide innovative insurance products and services to our customers and our distribution network in the local market"*

Set of Values

Reliability

Respect for the environment

Quality in Customer Service

Invest in expertise

Improvement & Growth

Executives

Funding

ENABLING RESOURCES
Systems & Processes

Organizational Structure

Insurance Business Model & KPIs

➤ **Company Level :**

Business area (e.g. Life and Savings or Property and Casualty)

Line of business (e.g. Motor, Fire, Health, Property etc.)

Product (e.g. Motor flexi, Basic household, Medical, etc.)

Package (e.g. Motor flexi classic, Medi+, etc.)

Cover (e.g. Liability, premium waiver, earthquake etc.)

➤ **Analysis, Reporting & KPIs for :**

- Policies and Premiums
- Claims
- Profitability
- Distribution Channels

➤ **Functional Areas**

- Exposure Calculation (produce statistics and to run ad-hoc study)
- Pricing Analysis (Historical data based on Net Written Premiums vs Losses)
- Financial Analysis & Reporting (overall performance of the company (*all channels*) for each line of business)
- Commission Analysis (written commissions and the commission rate of the current year and to compare them with previous year's)
- In force Personal portfolio Analysis
- Loss Ratio Analysis
- Re-Insurance Reporting

Insurance Business Model & KPIs

- More than 200 KPIs monitoring for **Corporate**, as well as the departments for :
 - Operations,
 - Claims Performance Management,
 - Accounting,
 - Marketing,
 - Actuarial & Underwriting,
 - Quality Assurance,
 - Human Resources
 - Distribution Channels
- The application will be also in the position to monitor each KPI for :
 - The Current Month or Selected period
 - The relative Month of previous year
 - Their differences in Amounts and/or Percentages
 - The Year to Date (YTD)
 - The relative Last Year to Date (LYTD)
 - Their differences in Amounts and/or Percentages
 - The Year to Date Budget (YTD Budget)
 - The YTD Actual vs YTD Budget differences in Amounts and/or Percentages

Insurance Business Model & KPIs

Corporate Balanced Scorecard																
A/A	KPIs	KPI Description	Formula	Unit of Measurement	Min	Average	Max	Frequency	Direction	Monthly evolution	YTD vs. previous year and budget					
										Current Month (Jan-Dec)	YTD actual	YTD actual vs. previous year absolute gap	YTD actual vs. previous year % gap	YTD budget	YTD actual vs. YTD budget absolute gap	YTD actual vs. YTD budget % gap
Strategic Theme 1. GROWTH																
Perspective 1. FINANCIAL																
HOME	Strategic Objective 1. TOTAL REVENUE INCREASE															
1.1.1.1	Total Gross Premium Income (GPI)	Total Premium on the insurance policies within measurement period per category	Total Premium	amount					Maximize	Source : Insurance System / File = NA, Data Input Formula : Yes/ No	Source : Insurance System / File = NA, Data Input Formula : Yes/ No	Source : Insurance System / File = NA, Data Input Formula : Yes/ No	Source : Insurance System / File = NA, Data Input Formula : Yes/ No	Source : Insurance System / File = NA, Data Input Formula : Yes/ No	YTD Actual Gross Premium income / Forecasted premium income	YTD Actual Gross Premium income - Forecasted premium income
1.1.1.2	Average insurance policy size	Average insurance policy size of policies closed within measurement period	Total Premiums/Count of Policies	amount				Monthly	Maximize							
1.1.1.3	%Growth - New Net written premium	% growth of New Net written premium. The comparison can be with respect to last Month or Quarter or Year.		Percentage					Maximize							
1.1.1.4	Number of new insurance policies	Number of new insurance policies closed within measurement period.	Number of new insurance policies	Number					Maximize							
Strategic Theme 2. PRODUCTIVITY & PROFITABILITY																
HOME	Strategic Objective 1. PROFIT RATE INCREASE															
2.1.1.1	Operating profit before tax	Gross Premium Income minus Claims minus Operational Expenses	Gross Premium Income minus Claims minus Operational Expenses	amount					Maximize							
HOME	Strategic Objective 2. RETURN ON INVESTED CAPITAL															
2.1.2.1	RAROC (Risk-adjusted return on capital)	Risk-adjusted return on capital (RAROC) is a risk-based profitability measurement framework for analysing risk-adjusted financial performance	Expected Return / Value at Risk or Expected Return / Economic Capital (The economic capital is the													
2.1.2.2	ROE	Return on equity (ROE) measures the rate of return on the ownership interest (shareholders' equity)	=Net Income / Shareholder Equity													
HOME	Strategic Objective 3. COST LEADERSHIP															



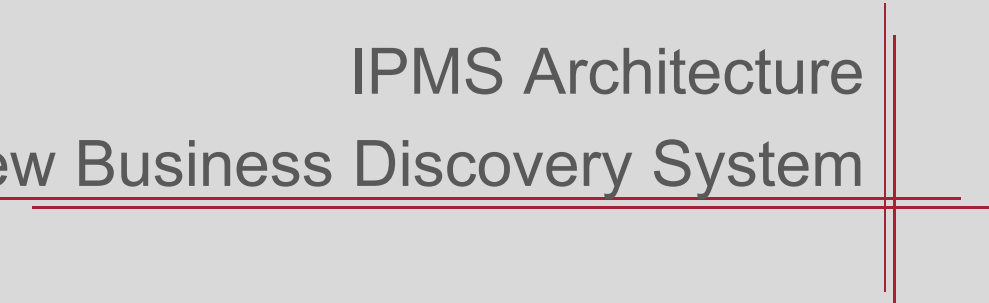
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IPMS – Insurance Performance Management System

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IPMS Architecture
& QlikView Business Discovery System

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Proposed Architecture for the Data Warehouse and Data Warehousing Methodology

The Financial MIS Solution is based on the following technologies:

- Microsoft Visual Studio (**Any Edition**)
- SQL Server 2008 (**Standard or Professional Edition**)
- Microsoft Office 2010 (Excel, Powerpoint, Word) & Sharepoint
- QlikView Business Intelligence Software

Visual Studio is the tool that provides us with design capabilities with ease in a windows-based graphical environment. MS - ETL packages will be implemented.

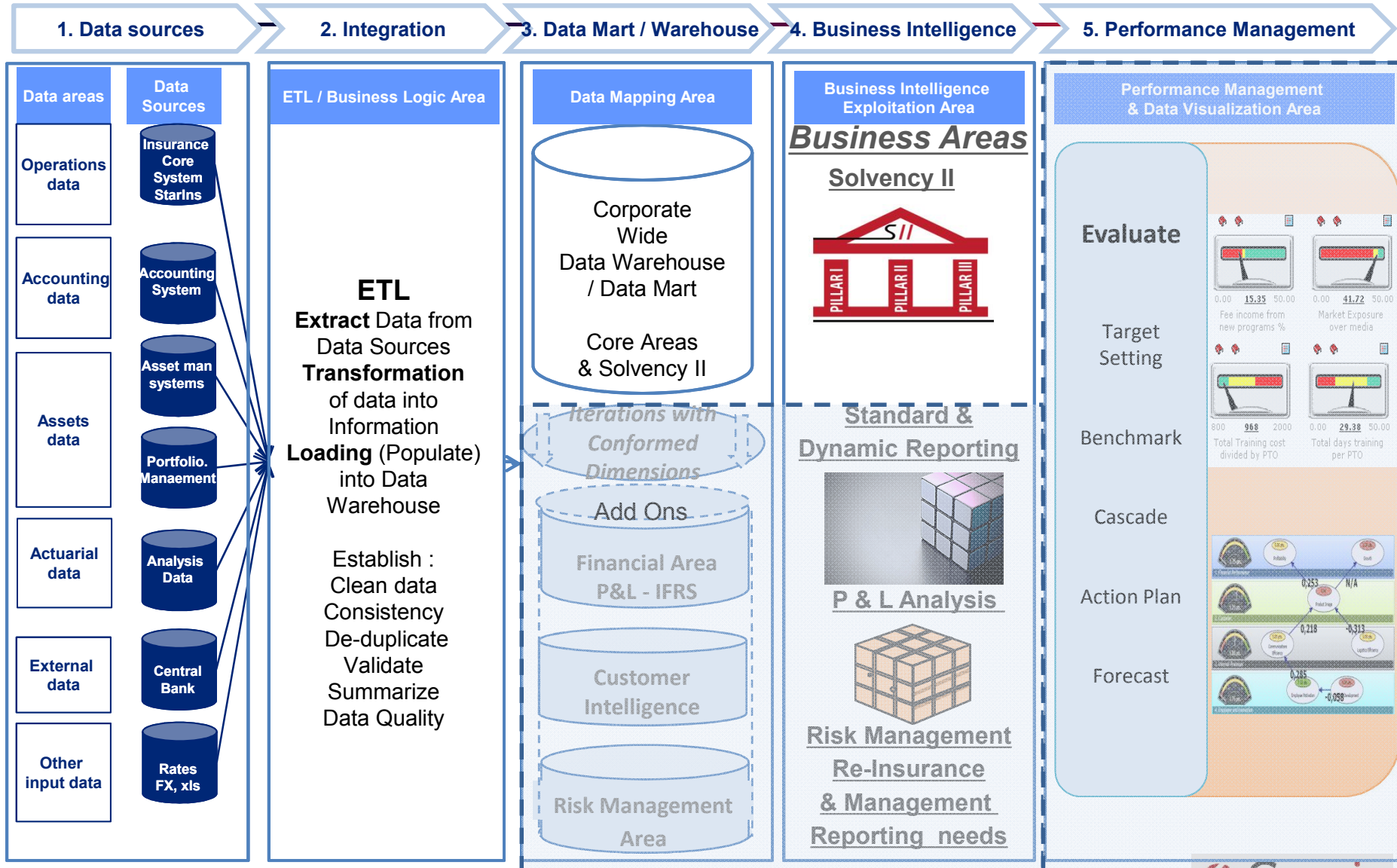
SQL Server 2008 release will be the repository that Data Warehouse will be created in. Will be consisted of multiple Databases with tables and user-defined procedures and views.

Microsoft Office 2010 is very powerful tool providing us Word Editor, Excel Spreadsheet administrator, presentation expertism using Power Point, as well as Sharepoint Environment etc.

QlikView Business Intelligence Software v.11, is a powerfull tool for the End-User, easy to be used with very strong Analysis & reporting, as well as Collaborative functionality. QlikView utilise In-memory Analysis

Technical Architecture for the Data Warehouse

Data Governance – Metadata Management : IPMS

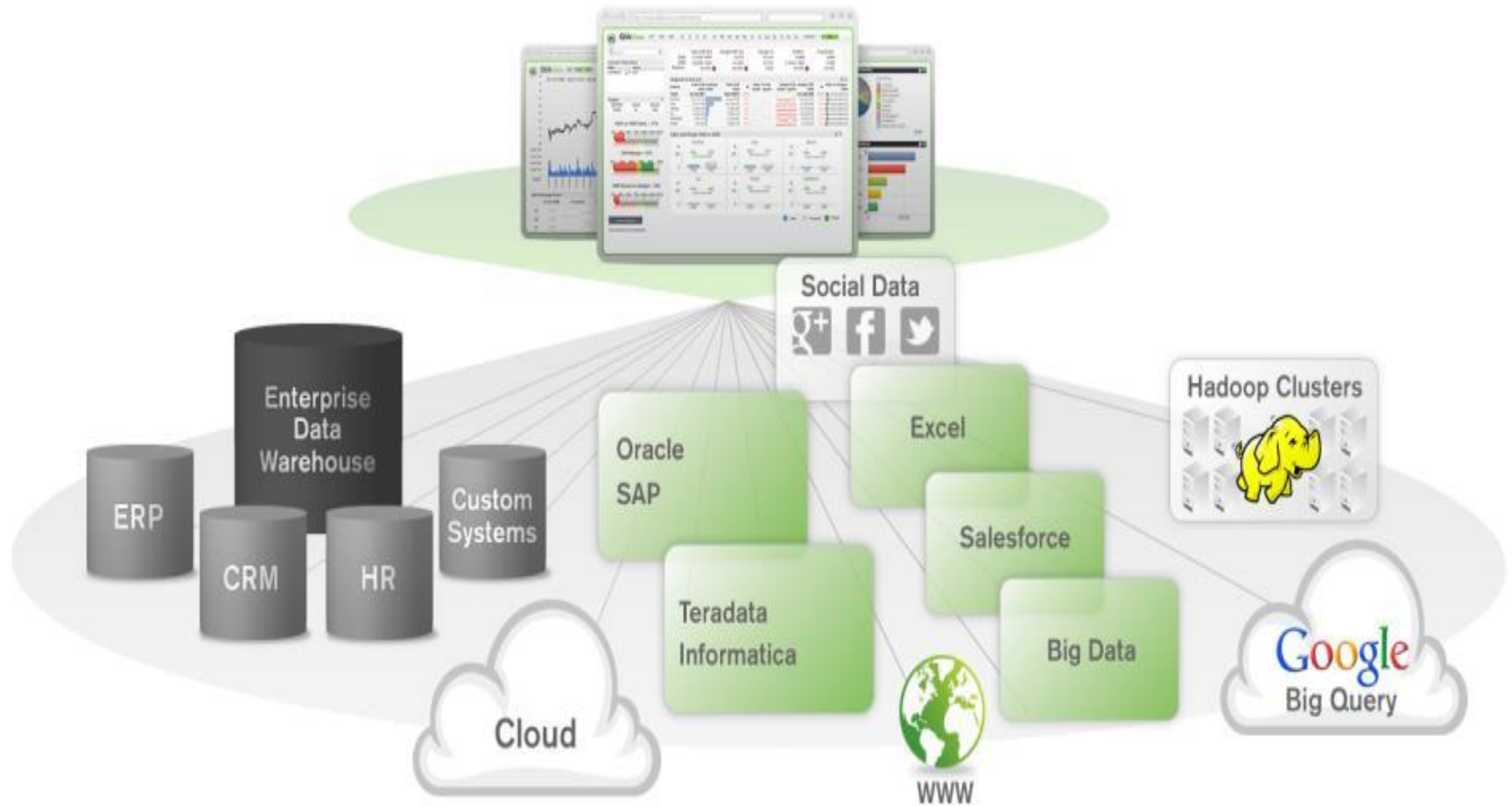




Self-service data visualization & discovery



Qlik platform rapidly make data accessible, whatever the source



visualizes data so people can use it...

- Anytime, Anywhere
- Total freedom from the desktop
- Any business user can create a Qlik application
- Mash them up into complementary apps like Google Maps or SharePoint

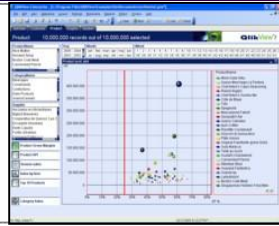


Qlik use cases in Non-life and Life Insurers

sample projects

Agency & Insurance Brokers

- Sales & Revenue Analysis
- Customer Targeting
- Broker /Agency Analysis
- Sales Performance Analysis
- Online Channel Performance



Executive Management

- Executive Dashboards and Mobile
- Balanced Scorecards
- Predictive / What-If Analysis
- Product Performance
- Performance, Margins, Commissions



Claims

- Integrating Underwriting & Claims
- Fraud Investigation
- Subrogation
- Processing and Fast Tracking
- Reserve Adequacy



Risk Management & Compliance

- Solvency II Compliance
- Actuarial Loss Triangles
- Risk & Exposure Analysis
 - Credit, Market, Portfolio, Operational
 - Cross-Product / Counterparty Risk...



Underwriting

- Integrating Underwriting & Claims
- Loss Ratio Analysis
- Policy Portfolio Analysis
- Optimize Approval Process
- Resource Allocation



Investments

- Portfolio Management & Analysis
- Investment Performance & Profitability
- Investment Research
- Scenario / What-if Analysis
- AUM Analysis / NAV Interpolation



Operations, IT, & Back Office

- Expense Management
- Financial & Management Reporting
- P&L Analysis by LOB
- Fund Accounting / GL
- IT Systems & SLA Management



Marketing & Product Management

- Customer Retention
- Cross-sell and Up-sell
- Customer Profitability & Segmentation
- Product Performance Analysis
- Marketing Campaign Analysis



ROI with Qlik

Insurance examples



- \$221k projected cost savings not including reduction in time spent on manual budgeting and data reconciliation
- <8 week implementation



California Casualty

- 25% improvement in lead conversion rates
- 60% reduction in time and IT resource requirements for regulatory reporting



- 17% overall business growth over 2 yrs attributed to QlikView
- \$400,000 savings achieved over a period of two years
- <4 week deployment to business users

Standard Life

- 10 days to achieve quantifiable ROI
- 6 days to deploy first application



HOLMES MURPHY.

- 1000+ complex data sources governed with QlikView Expressor
- \$300m of financial transactions reconciled down to the penny
- 4 weeks to deploy 5 QlikView Expressor data flows

Top 25
U.S. Insurer

- \$26m in claims fraud savings by QV discovery
- \$7m avoided in Cognos upgrade/maintenance costs

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IPMS Presentation

Strategic Management using a balanced Scorecard Approach : Corporate Dashboard :

Corporate Operations Marketing HR & Academy Claims PM Underwriting & Actuarial Quality Control

Corporate Dashboard

Last Updated Tuesday, December 30 , 2014

Current Selections

☐ 2011 ☐ 2012 ☐ 2013 ☐ 2014

☐ Jan ☐ Apr ☐ Jul ☐ Oct
☐ Feb ☐ May ☐ Aug ☐ Nov
☐ Mar ☐ Jun ☐ Sep ☐ Dec

Customer Location

☐ Athens
☐ Iraklio
☐ Larisa
☐ Patra
☐ Sparti
☐ Thessaloniki
☐ Volo

Product

☐ Employers Liability Policy
☐ Health Policy
☐ Motor Policy

Customer Age

☐ 0 - 10
☐ 11 - 20
☐ 21 - 30
☐ 31 - 40
☐ 41 - 50

DASHBOARD

POLICIES

CLAIMS

LOSS RATIO

Revenue Increase

YTD vs LYTD: **10%**


Loss Ratio

Loss Ratio: **50,82 %**


Search for Country, Line of Business, Policy ID. ▼

Loss Ratio seasonal trends



Highest Amount Claims

Policy...	Claims Amount
TP/02/...	2.235,42 €
TP/06/...	804,44 €
COMP...	755,99 €
COMP...	648,46 €
COMP...	612,11 €
TP/08/...	604,43 €
TP/01/...	583,90 €
TP/02/...	452,87 €
TP/02/...	452,45 €
TP/02/...	413,31 €
TP/01/...	398,87 €
TP/02/...	386,04 €
TP/01/...	361,68 €

Total Policies

Policies 2014 **80.243**
 This time last year 71.888 11,62%
 YTD Sales v Budget **TBD**
 This time last year
 YTD Premiums v Budget **TBD**
 This time last year

Renewals

Renewals 2014 **40.048**
 Renewal Rate 2014 **50%**
 Renewals 2013 **34.657**
 Renewal Rate 2013 **48%**

New Policies

New Policies 2014 **22.973**
 New Policies Rate 2014 **29%**
 New Policies 2013 **20.922**
 New Policies Rate 2013 **29%**

Strategic Management using a balanced Scorecard Approach : Corporate Dashboard :

Corporate Operations Marketing HR & Academy Claims PM Underwriting & Actuarial Quality Control

Corporate

Last Updated Tuesday, December 30, 2014

DASHBOARD

POLICIES

CLAIMS

LOSS RATIO

FINANCIAL

CUSTOMER

INTERNAL
PROCESSES

Current Selections

☐ 2011 ☐ 2012 ☐ 2013 ☐ 2014

☐ Jan ☐ Apr ☐ Jul ☐ Oct
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Customer Age

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☐ 11 - 20
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☐ 31 - 40
☐ 41 - 50

Strategic Objective	KPI	Current Month	YTD	LYTD	YTD Vs LYTD	STATUS	TABLE
ST1.S01 Revenue Increase	Gross Premium Income (GPI)	1.809.280 €	20.433.556 €	18.516.827 €	10,4 %		
	Average insurance policy size	297,19 €	297,55 €	306,25 €	-2,8 %		
	Number of new insurance policies...	1.920	22.973	20.853	10,2 %		
	%Growth - New Net written premium...	625.596 €	7.530.994 €	6.986.880 €	7,8 %		
Profit Rate Increase	Operating profit before tax	1.281.303 €	10.049.790 €	10.407.280 €	-3,4 %		
ST1.S02 Cost Leadership	Policy Premium to Personnel Cost	7,5	12,2	11,0	10,4 %		
	In Force Policies to Headcount	56	630	554	13,8 %		
	Loss Ratio (%)	29,18 %	50,82 %	43,80 %	16 %		
Improve Cost Structure	Gross claim paid	519.981 €	10.181.524 €	7.911.091 €	28,7 %		
	Staff expenses	240.000,0	1.680.000,0	1.680.000,0	0,0 %		
	Non personnel operating expenses	175.921,9	3.276.400,1	3.277.425,9	-0,03 %		
	Combined cost and claims ratio	52,17 %	75,07 %	70,57 %	6,38 %		

Operations Department Dashboard I :

Corporate Operations Marketing HR & Academy Claims PM Underwriting & Actuarial Quality Control

Operations Dashboard

Last Updated Tuesday, December 30, 2014

DASHBOARD I

Current Selections

2011 2012 2013 2014

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

Customer Location

Athens
Iraklio
Larisa
Patra
Sparti
Thessaloniki
Volo

Product

Employers Liability Policy
Health Policy
Motor Policy

Customer Age

0 - 10
11 - 20
21 - 30
31 - 40
41 - 50

Income from Renewable Policies

YTD vs LYTD: 1,4 %



Cross Selling Ratio

YTD vs LYTD: 0,66 %



AVG Sales per Customer

YTD vs LYTD: -2,2%

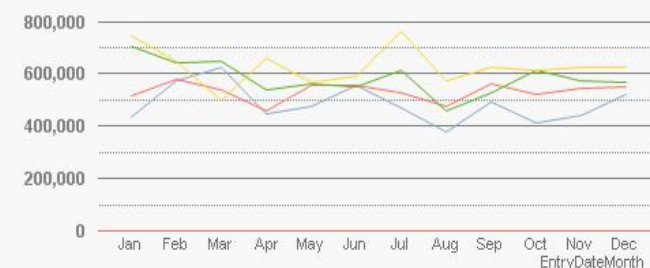


AVG Sales per Sales Person

YTD vs LYTD: -2,8 %



%Growth - New Net written premium



EntryDateYear

2011 2012 2013 2014

Cross Selling Ratio & No Policies per City / Product / Customer Age



What If - Loss Ratio

What If - Loss Ratio Matrix

Customer Location	Age Interval	Premium	Claims	Loss Ratio	Loss Ratio
		74,948,056	30,349,373	40%	
Thessaloniki	21 - 30	897,705	195,271	22%	
Volo	21 - 30	115,967	5,357	5%	
Athens	31 - 40	7,243,572	3,207,516	44%	
Iraklio	31 - 40	1,396,273	1,127,679	81%	
Larisa	31 - 40	1,844,173	508,773	28%	
Patra	31 - 40	7,863	99	1%	
Sparti	31 - 40	212	0	0%	
Thessaloniki	31 - 40	4,646,220	2,106,019	45%	
Volo	31 - 40	600,323	183,908	31%	
Athens	41 - 50	7,447,549	3,157,785	42%	
Iraklio	41 - 50	1,446,270	336,255	23%	
Larisa	41 - 50	1,881,127	716,325	38%	

Premium Change (%)



Claims Change (%)



Operations Department Dashboard II :

Corporate Operations Marketing HR & Academy Claims PM Underwriting & Actuarial Quality Control

Operations Dashboard

Last Updated Tuesday, December 30 , 2014

DASHBOARD II

Current Selections

AgeInterval 31 - 40, 41 - 50, 51 - 60

2011 2012 2013 2014

Jan Apr Jul Oct
Feb May Aug Nov
Mar Jun Sep Dec

Customer Location

Athens
Iraklio
Larisa
Patra
Sparti
Thessaloniki
Volo

Product

Employers Liability Policy
Health Policy
Motor Policy

Customer Age

31 - 40
41 - 50
51 - 60
0 - 10
11 - 20
21 - 30
61 - 70
71 - 80
81 - 90

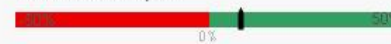
Total Gross Premium Income (GPI)

YTD vs LYTD: 10,8 %



%Growth - New Net written premium

YTD vs LYTD: 8,3 %

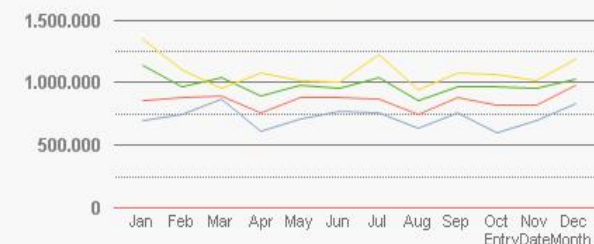


New Policies from New Customers

YTD vs LYTD: 10,1 %



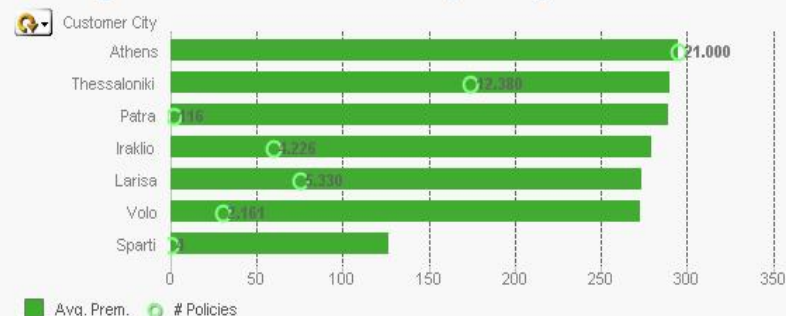
Gross Premium Income (GPI) Trends



EntryDateYear

2011 2012 2013 2014

Average Premium & No Policies per City / Product / Custo...



Policies by Customer City & Product

AgeInterval	ProductDescription	Premium	Premium (%)	Premium vs LY	Policies	Policies (%)	Policies vs LY
31 - 40		4.671.211,86 €	35,81%	16,48%	16.654	36,83%	23,2%
	Employers Liability ...	589,39 €	0,00%	-36,94%	10	0,02%	-9,1%
	Health Policy	62.124,99 €	0,48%	64,72%	134	0,30%	63,4%
	Motor Policy	4.342.605,92 €	33,29%	13,47%	15.857	35,07%	21,1%
	Property Policy	265.891,57 €	2,04%	83,91%	653	1,44%	95,5%
41 - 50		4.297.273,23 €	32,94%	9,51%	14.672	32,45%	10,3%
	Employers Liability ...	1.521,57 €	0,01%	4,15%	27	0,06%	-3,6%
	Health Policy	36.050,35 €	0,28%	38,20%	84	0,19%	18,3%
	Motor Policy	3.948.383,42 €	30,27%	6,64%	13.719	30,34%	8,3%
	Property Policy	311.090,51 €	2,38%	60,59%	840	1,86%	59,1%
51 - 60		4.076.876,77 €	31,25%	6,22%	13.891	30,72%	9,0%
	Public Liability Policy	227,37 €	0,00%	90,89%	2	0,00%	100,0%
	Employers Liability ...	7.885,44 €	0,06%	-20,67%	28	0,06%	-24,3%
	Health Policy	31.573,73 €	0,24%	19,04%	42	0,09%	-2,3%
	Motor Policy	3.693.095,20 €	28,31%	4,48%	12.927	28,59%	7,7%
	Property Policy	344.117,48 €	2,64%	29,18%	892	1,97%	37,0%

Policies by Customer Age & Product

Operations Department DashBoard II :

Corporate Operations Marketing HR & Academy Claims PM Underwriting & Actuarial Quality Control

Operations Dashboard

Last Updated Tuesday, December 30 , 2014

DASHBOARD II

Current Selections

2011 2012 2013 2014

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

Customer Location

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Product

Employers Liability Policy
Health Policy
Motor Policy

Customer Age

0 - 10
11 - 20
21 - 30
31 - 40
41 - 50

Total Gross Premium Income (GPI)

YTD vs LYTD: 10,4 %



%Growth - New Net written premium

YTD vs LYTD: 7,8 %

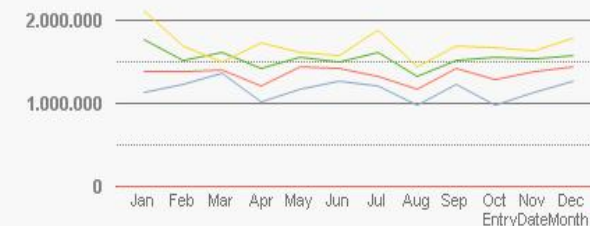


New Policies from New Customers

YTD vs LYTD: 10,2 %



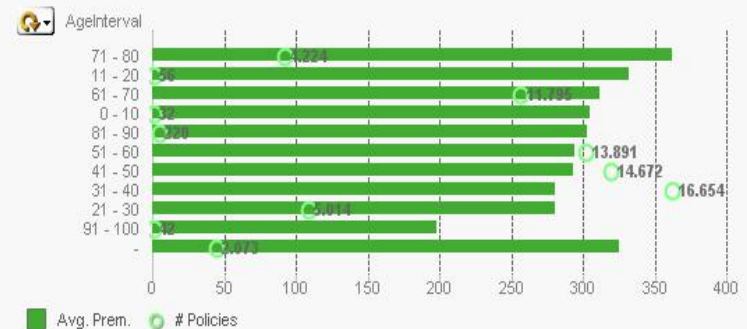
Gross Premium Income (GPI) Trends



EntryDateYear

2011 2012 2013 2014

Average Premium & No Policies per City / Product / Custo...



Policies by Customer City & Product

PrimaryCity	ProductDescription	Premium	Premium (%)	Premium vs LY	Policies	Policies (%)	Policies vs LY
Total		20.433.556,16 €	100,00%	10,35%	68.673	100,00%	13,58%
		60.640,01 €	0,30%	5,81%	229	0,33%	14,50%
	Motor Policy	55.521,74 €	0,27%	2,72%	211	0,31%	10,47%
	Property Policy	5.118,27 €	0,03%	57,12%	18	0,03%	100,00%
Athens		9.523.335,28 €	46,61%	10,45%	31.518	45,90%	12,65%
	Employers Liability Policy	17.763,20 €	0,09%	-17,97%	139	0,20%	1,46%
	Health Policy	114.195,45 €	0,56%	51,73%	248	0,36%	41,71%
	Motor Policy	8.657.281,37 €	42,37%	8,61%	29.313	42,68%	11,15%
	Property Policy	730.601,59 €	3,58%	32,38%	1.791	2,61%	40,80%
	Public Liability Policy	3.493,67 €	0,02%	24,99%	27	0,04%	22,73%
Iraklio		2.056.359,26 €	10,06%	4,86%	6.939	10,10%	7,98%
	Employers Liability Policy	1.387,66 €	0,01%	6,75%	21	0,03%	40,00%

Policies by Customer Age & Product

Operations Department DashBoard II :

Corporate Operations Marketing HR & Academy Claims PM Underwriting & Actuarial Quality Control

Operations Dashboard

Last Updated Tuesday, December 30 , 2014

DASHBOARD I

Current Selections

☐ 2011 ☐ 2012 ☐ 2013 ☐ 2014

☐ Jan ☐ Apr ☐ Jul ☐ Oct
☐ Feb ☐ May ☐ Aug ☐ Nov
☐ Mar ☐ Jun ☐ Sep ☐ Dec

Customer Location

☐ Athens
☐ Iraklio
☐ Larisa
☐ Patra
☐ Sparti
☐ Thessaloniki
☐ Volo

Product

☐ Employers Liability Policy
☐ Health Policy
☐ Motor Policv

Customer Age

☐ 0 - 10
☐ 11 - 20
☐ 21 - 30
☐ 31 - 40
☐ 41 - 50

Income from Renewable Policies

YTD vs LYTD: 1,4 %



Cross Selling Ratio

YTD vs LYTD: 0,66 %



AVG Sales per Customer

YTD vs LYTD: -2,2%

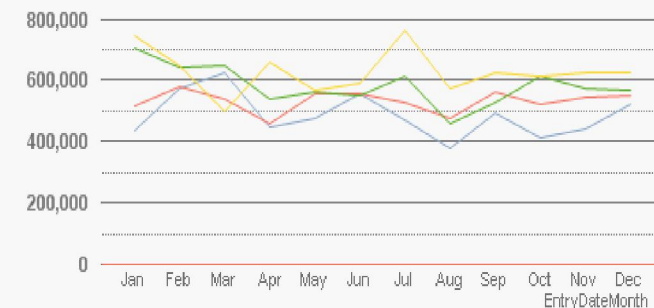


AVG Sales per Sales Person

YTD vs LYTD: -2,8 %



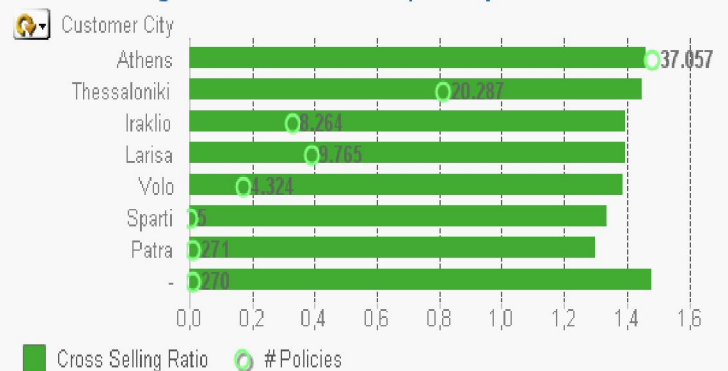
%Growth - New Net written premium



EntryDateYear

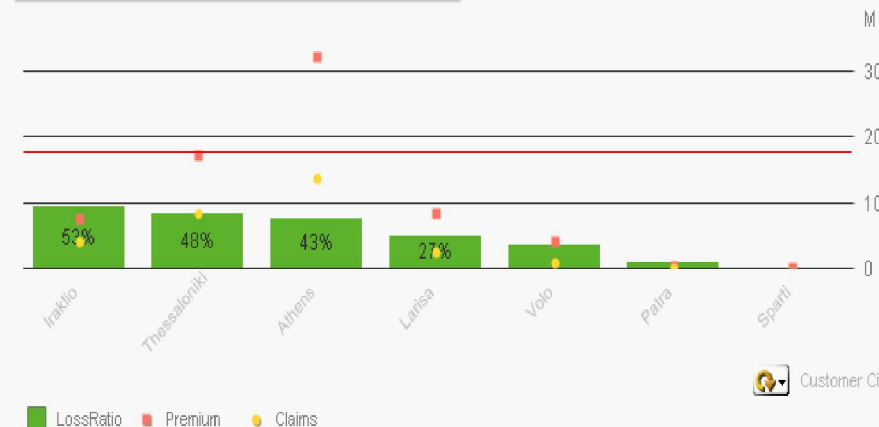
☐ 2011 ☐ 2012 ☐ 2013 ☐ 2014

Cross Selling Ratio & No Policies per City / Product / Customer Age



What If - Loss Ratio

What If - Loss Ratio Matrix



Premium Change (%)



Claims Change (%)



Customer City

Strategic Management using a balanced Scorecard Approach :

KPIS REPORT

Last Updated Tuesday, December 30 , 2014

Annual Comparison Report

2 -

Current Selections

☐ 2011 ☐ 2012 ☐ 2013 ☐ 2014

☐ Jan ☐ Apr ☐ Jul ☐ Oct
☐ Feb ☐ May ☐ Aug ☐ Nov
☐ Mar ☐ Jun ☐ Sep ☐ Dec

Customer Location

☐ Athens
☐ Iraklio
☐ Larisa
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☐ Thessaloniki
☐ Volo

Product

☐ Employers Liability Policy
☐ Health Policy
☐ Motor Policy

Customer Age

☐ 0 - 10
☐ 11 - 20
☐ 21 - 30
☐ 31 - 40
☐ 41 - 50

Strategic Theme	Perspective	Strategic Objective	_metrics	Current Month	YTD	LYTD	YTD vs LYTD
Growth	Customer	Cross Selling	Cross Selling	1,12	1,44	1,43	0,79%
		Increase Customer Penetration	New Policies Revenue	34,6 %	36,9 %	37,7 %	-2,32%
	Financial	Total Revenue Increase	Total Gross Premium Income	1.809.280,19 €	20.433.556,16 €	18.516.826,58 €	10,35%
			AVG Insurance Policy Size	297,19 €	297,55 €	306,25 €	-2,84%
			Number of new Insurance Policies	1.920	22.973	20.853	10,17%
			% Growth - New Net Written Premium	625.595,90 €	7.530.994,44 €	6.986.880,00 €	7,79%
Productivity & Profitability	Internal Processes & Inf...	Operational Excellence in Underwriting & Actuarial	Average sales revenue per sales person	42.076,28 €	352.302,69 €	336.669,57 €	4,64%
	Customer	Customer Retention	Policy Renewal Rate	61,2 %	58,3 %	57,1 %	2,13%
			Renewability	75,9 %	77,6 %	75,1 %	3,26%
	Financial	Cost Leadership	Loss Ratio	29,18 %	50,82 %	43,80 %	16,03%
		Improve Cost Structure	Gross Claim Paid	519.980,51 €	10.181.524,09 €	7.911.090,91 €	28,70%
		Profit Rate Increase	Operating Profit before Tax	1.281.303,35 €	10.049.790,34 €	10.407.280,47 €	-3,44%
Risk Management	Financial	Improve Claims Management	% of escalated insurance claims	0,5 %	0,9 %	0,6 %	49,59%
		Lower Risk Exposure	Income from Renewable Policies	69,8 %	67,9 %	66,9 %	1,44%