GENERALI HELLAS

Leading insurance company increases internal productivity by streamlining and automating insurance application processes with EMC Documentum xCP and EMC Captiva

BUSINESS OVERVIEW

Generali Hellas is one of the world’s largest insurance and financial services companies. Founded in 1831, and headquartered in Trieste, Italy, the company’s global footprint includes operations in 64 countries. 84,000 employees serve the needs of over 60 million clients.

Generali commands a leading presence in its market: as the largest European insurance group, Generali has also been ranked by FORTUNE as the 47th largest company in the Global 500, and the second largest global financial insurance company within life and health insurance segments. Generali Hellas is ranked in the top 15 insurance companies in Greece.

Unlike many of its competitors who rely on direct sales, Generali Hellas made a strategic decision to develop deep agent ties, believing that the relationship between its knowledgeable agent network and their end customers would result in a powerful competitive position. This decision has resulted in continuing growth and significant increases in market share for the company.

To reinforce this strategic choice, Generali recognized that it must provide IT platforms and services to its worldwide agents to speed insurance application processes, thereby enabling Generali agents to deliver exceptionally high service levels to their end customers. This helps maximize data transparency and availability, position the company for legislative compliance, and increase internal staff productivity and efficiency.

THE CHALLENGE

To achieve its strategic objectives, Generali embarked on a rigorous technology review to choose leading business process management (BPM) and enterprise content management (ECM) solutions.

“Historically, Generali has succeeded because we have a passion for our clients,” states Elias Mandouvalos, assistant IT manager. “We wanted to fuel more growth by targeting the SMB sector. To do that, we recognized the need to support our vital agent network by delivering exceptional services to them which in turn would allow them to increase service levels to their existing and prospective end customers.”

Speeding the insurance application process was key to meeting that challenge.

“Our legacy application process could take on average over a week before delivering a typical insurance policy,” says Mandouvalos. “We looked for tools to address the entire lifecycle of the insurance application process: from the initial agent submission until the application became a policy. We wanted a web-based solution for use by internal staff as
well as our external insurance agents. The desired platform would help agents submit applications electronically and also handle paper-based applications. We did not want to force them to change the way they worked but at the same time we wanted to give them technologically advanced tools should they choose to work this way.”

An integrated ECM/BPM/Capture solution was deemed a means to successfully and significantly increase the speed of the application process. Generali Hellas inspected a wide range of ECM, BPM, and Capture solutions providers at the top end of the market, including FileNet and EMC® Documentum.

“We believed that Documentum was by far the most complete offering from all vendors,” explains Mandouvalos. “We are technical people here at Generali and thus conducted an in-depth technical inspection. We liked the way Documentum was structured and built. It is more mature than the other products we looked at. Documentum includes all the functionalities that we were looking for: a web-based solution that would transform the application process; a method to quickly dispatch digitized applications from the agent to Generali for quick application processing; a methodology to digitize, track, file, locate, and monitor everything received; and a method that would help us organize our workflow and increase internal efficiencies.”

The technical decision to purchase Documentum was also influenced by another important factor: the people.

“Unisystems was the local EMC representative who presented us with the compelling functionalities of Documentum,” says Mandouvalos. “We were impressed with their knowledge and expertise, as well as the local EMC people. We trusted them to help us build this.”

THE SOLUTION: EMC DOCUMENTUM XCP AND EMC CAPTIVA

Starting in March 2009, Generali’s IT team worked closely with EMC and Unisystems to implement an integrated Insurance Application solution based on EMC Documentum xCP.

“EMC worked closely with us to analyze our insurance application workflow processes,” Mandouvalos explains, “And it was an extensive business process engineering exercise. We developed comprehensive business models that also helped us to make our internal workflow more efficient, and went live with Documentum in January 2010.”

Today, there are 650 external users/agents and 160 internal users of this EMC solution. Insurance applications are now sent via Documentum xCP and the Documentum Taskspace interface in PDF digital formats. Upon receipt, xCP triggers the creation of appropriate customer files. Other required documents relevant to applications (such as copies of drivers’ licenses) can be either faxed, scanned, or posted to Generali. Non-digital faxes and posted documents are scanned and assigned to the appropriate application file using the EMC Captiva® solution. Paper-based application forms submitted by post are also scanned internally and assigned to the correct application files. Internal users use Taskspace to monitor and consolidate all data, increasing processing and workflow efficiencies.

Emailed applications are also incorporated into the solution. Lotus Domino infrastructure has been integrated into the solution to provide seamless capabilities. All resulting data is stored in VMware® virtual environments and on EMC CLARiiON® CX4-240 storage infrastructure.

“EMC Documentum xCP, together with our new workflow processes, has dramatically sped up the insurance application process,” Mandouvalos states. “It used to take up to a week for a policy to be generated. Today it can take only two days. Additionally, the new solution can
deliver required documents back to the customer in moments. For instance, if an agent is submitting a motor policy application on behalf of a customer, the EMC solution can deliver the Motor Insurance Certificate back to him or her in digital format and ready for printing in as little as 10 minutes. This significant increase in efficiency provides our agents with the ability to provide the highest levels of service to their customers.”

**ADDITIONAL BENEFITS**

In 2010, Generali Hellas printed about 1.75 million pages of paper that were “agent copies.” The company has eliminated that with electronic agent copies being available to agents via Documentum on a 24/7 basis. This has significantly reduced the company’s printing, paper, postage, and fulfillment costs.

“Costs have also been reduced by better back-office efficiencies,” says Mandouvalos. “Staff desks were often cluttered with paper and folders, and it might be difficult to find a relevant document at a moment’s notice. Today, our staff uses Documentum to quickly locate relevant documents. They no longer encounter the problems of lost files or documents.”

Day-to-day operation of Documentum is managed by the internal staff with no need to add additional resources. Two employees work the company’s service call center and also make certain that the EMC solution is working smoothly.

“Documentum is very robust,” states Mandouvalos. “You don’t need to do anything or keep an eye on it in a special way. It simply does what they told us it would do.”

If an agent forgets to submit a required document that is necessary for the completion of an application, internal users leverage EMC Documentum xCP to notify the agent of questions that need to be answered or to request missing documents. When the agent responds, the system automatically notifies the staff member that a new document has been received.

“This new workflow increases internal efficiencies, helping to make our agents an integral part of the process,” remarks Mandouvalos. “It’s like we have inserted a desk for our agents, right next to those of our internal staff.”

Apart from its functional output for agents and internal staff, the EMC solution also helps provide relevant statistics to the management at Generali Hellas, including a constant view of workflow. Management now has a clear overview and can work more efficiently.

Though Generali does not yet face the high level of compliance requirements faced by companies in the United States, pending legislation such as Solvency II means that it will soon face more stringent compliance needs.

“Documentum retention management functionalities within this EMC solution allow us to retain relevant documents for at least 15 years,” says Mandouvalos. “We are already prepared to meet new government compliance legislation.”

EMC Documentum xCP is also easy to learn.

“Documentum xCP’s design is standardized,” says Mandouvalos. “When you learn the basics of how the system works, it’s intuitive. Also, EMC helped design it to reflect the same basic processes that the staff practiced prior to this new solution, so they find it easy to use. In addition, we have created an easily accessible manual for all users.”
EMC DOCUMENTUM—A STRATEGIC CHOICE

EMC was a strategic choice. “We chose Documentum for two primary reasons,” says Mandouvalos. “First, it is the most integrated and complete ECM and BPM platform on the market. Second, the people behind the product are knowledgeable and experienced, and we feel secure with them.”

Documentum also reinforces Generali’s commitment to, and focus on, its agents.

“EMC Documentum provides a higher level of service to our agents, enabling them to provide the highest service levels to our customers,” concludes Mandouvalos. “Agents are of strategic importance to the company. Documentum represents our commitment to that strategy.”

“EMC Documentum xCP has dramatically sped up the insurance application process. It used to take up to a week for a policy to be generated. Today it can take only a couple of days.”

ELIAS MANDOUVALOS
ASSISTANT IT MANAGER, GENERALI HELLAS