

Business Value Framework

Executive KPIs

- Cash generation increase
- Customer satisfaction improvement
  - Market share expansion
- Net Promoter Score enhancement
  - Operating profit growth

Financial / Operational KPIs

- Combined operating ratio
  - Cost-to-income ratio
- Customer acquisition cost
  - Retention rate
- Revenue growth rate

Value Chain & Functions

Customer Service

- Enhance MyAviva personalization features
- Implement AI-driven chat support

Sales and Marketing

- Expand digital sales channels
- Launch targeted marketing campaigns

Product Development

- Develop new insurance products for emerging markets
- Enhance existing product features based on customer feedback

Risk Management

- Implement predictive analytics for underwriting
  - Upgrade risk assessment tools

Claims Processing

- Automate claims processing workflows
- Enhance training programs for claims adjusters

Finance and Accounting

- Implement cost control initiatives
- Optimize financial reporting processes

Customer Service — Operational KPIs

- Average response time
- Customer satisfaction score
- First contact resolution rate

Sales and Marketing — Operational KPIs

- Customer acquisition cost
- Market penetration rate
- Sales growth percentage

Product Development — Operational KPIs

- Customer feedback score
- Product profitability
- Time to market for new products

Risk Management — Operational KPIs

- Claims frequency
  - Loss ratio
- Underwriting profit margin

Claims Processing — Operational KPIs

- Claims accuracy rate
- Claims settlement time
- Customer satisfaction with claims

Finance and Accounting — Operational KPIs

- Expense ratio
- Operating profit margin
- Return on equity

Strategic Priorities

Enhancing customer experience

- Technology Enablers
- Develop mobile app enhancements
  - Invest in customer relationship management (CRM) systems
  - Utilize AI for personalized customer interactions

Driving operational efficiency

- Technology Enablers
- Adopt cloud-based solutions for scalability
  - Enhance data integration across systems
  - Implement robotic process automation (RPA)

Expanding product offerings

- Technology Enablers
- Develop digital platforms for new products
  - Invest in insurtech partnerships
  - Utilize big data for market analysis

Integrating acquisitions effectively

- Technology Enablers
- Develop a unified customer database
  - Implement change management programs
  - Standardize IT systems across entities

Leveraging data analytics for decision making

- Technology Enablers
- Develop dashboards for real-time insights
  - Invest in advanced analytics tools
  - Train staff on data-driven decision making