

Generali Netherlands

Building the future

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Generali NL at a glance - 140 years stability, reliability, & personal attention



Part of the **EMEA region**

1870 NV Algemeene Verzekeringsmaatschappij De Nederlanden
also known as 'De Nederlanden van 1870'

Nederlanden
1870

1933 Assicurazioni Generali S.p.A.
gains an interest of 75%



1985 'De Nederlanden van 1870' incorporates 'Eerste Hollandsche Levensverzekeringsbank'



1992 Merge with 'Eerste Algemene'

1993 Change of name to 'Generali verzekeringsgroep'



2015 Change of name to 'Generali Nederland'



The environment is demanding and changing rapidly

Consumers / entrepreneurs / employers

- Low confidence in insurers ('Woekerpolisaffaire')
- Ageing and dereliction
- Growing share of self-directed customers
- Increasing use of aggregators
- Preference of online access/internet
- Increase of freelancers

- Flexible labor
- Nexus of forces social, cloud, information, Internet of Things
- Medical technology/DNA research
- Sharing economy
- Emerging economic recovery
- Climate change
- Shrinking real estate market, falling house prices
- Low interest rates



- EIOPA
- Increased legislation and supervision by DNB and AFM
- Solvency II
- Supervision intermediaries
- Ban on commission for complex products

- Decrease of insurers and pressure on margins / profitability
- Saturated market
- Decrease in Life creates extra costs pressure in Non-Life
- Price competition
- Remuneration intermediaries
- Aggregators
- Many start ups in Fintech / Insurancetech
- Limited tax-deductible pension accrual
- Overhaul pension system

Industry

Economy

Supervision



go direct

A focus strategy – Excellent customer interaction

Growing by doing, sharing and testing, based on customer feedback

Generali Direct has a multi access strategy → inbound and outbound contact center for:

- Telephone
- E-mail
- Chat
- Web
- Text messages (Whatsapp)
- Social media (Facebook, twitter)

Main goals:

- excellent customer interaction → our base pillar
- Improving customer satisfaction
- Leads to Word-of-mouth strategy

The marketing activities of Generali Direct are based on four components:

- Content marketing
- Paid leads: aggregators and google adwords
- Cross & upsell
- Word-of-mouth

Process Transformation



We can't tell the customer what to do anymore; we need to listen to them

Generali, verzekerd van alle aandacht

Starting point

CRM was all about distributors; no records of customers. We needed to change that in order to deliver value to our customers

- Had Microsoft Dynamics for distributors
- Had unpersonalised website
- Sent out newsletters

We went to market to find a solution that fit our culture and growth plans

Our own journey...

Should we look for Lead Generation / DMP?

Marketing Automation?

Can we build a business case for customer centricity?

Can the organization cope?



Selection & Inspiration Process



Important

Partnership

Agile approach / flexible deployment

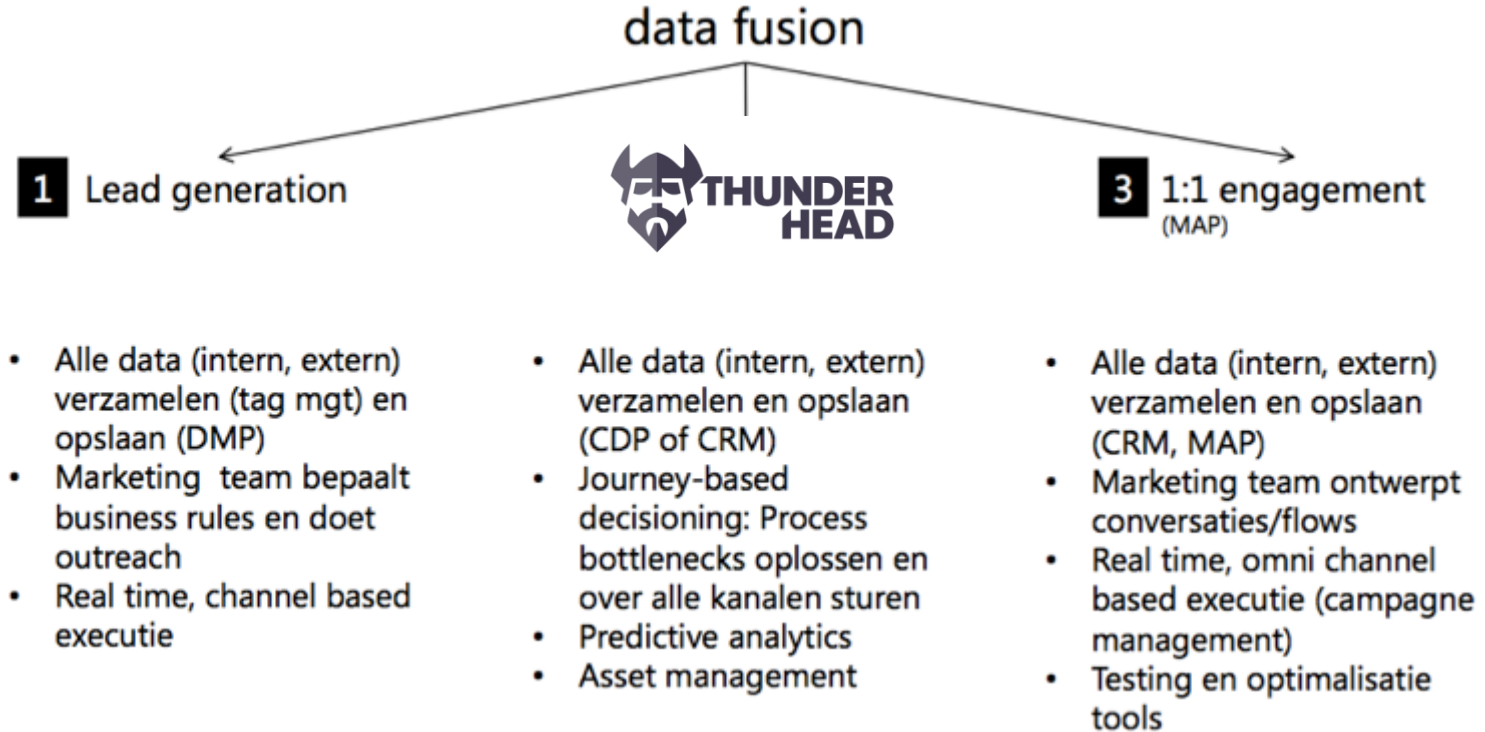
Omni Channel

Customer focus

Affordable

Quick value

3 variations on a theme:



Agile approach: 3 steps of engagement

1

Recognise
anonymous
customer
interactions

2

Listen and
understand
their
customer
journeys

3

Hold a
consistent
conversation
across all
channels

Step 1

Challenge: get to know the customers direct and be able to deliver a quality interaction based on understanding the customer need irrespective of channel



Anonymous to recognised in first 7 weeks



Turned previously **anonymous**
interactions to **recognised**
interactions for **12,587**
customers



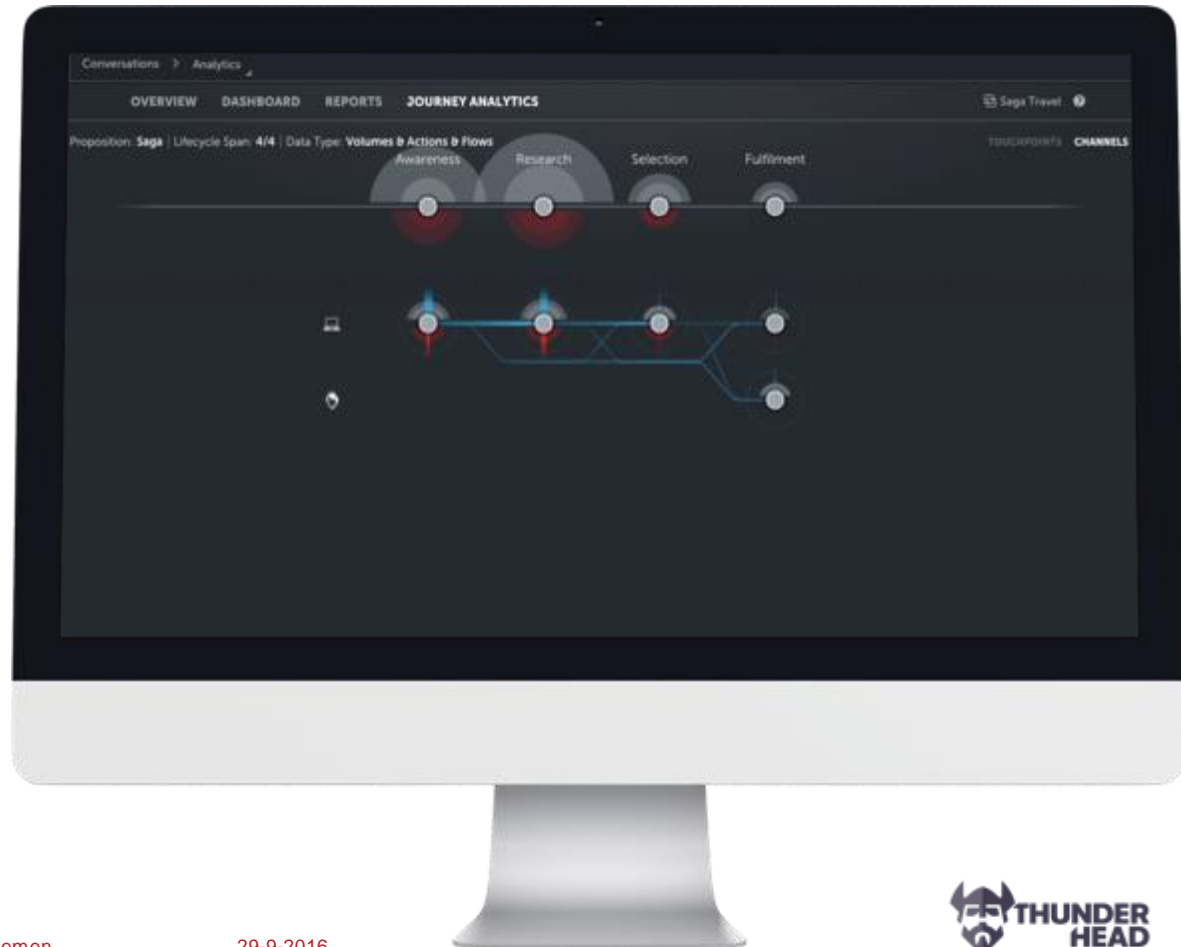
Listened to 110K
interactions



Recognised **19%** of previously
anonymous online interactions

Step 2

Visualize the actual
Customer Journey
across Web, Email,
Newsletters
(and CRM)



Proposition: **Generali**

Touchpoints



Awareness

Interest

Consider

Purchase

Use

Service

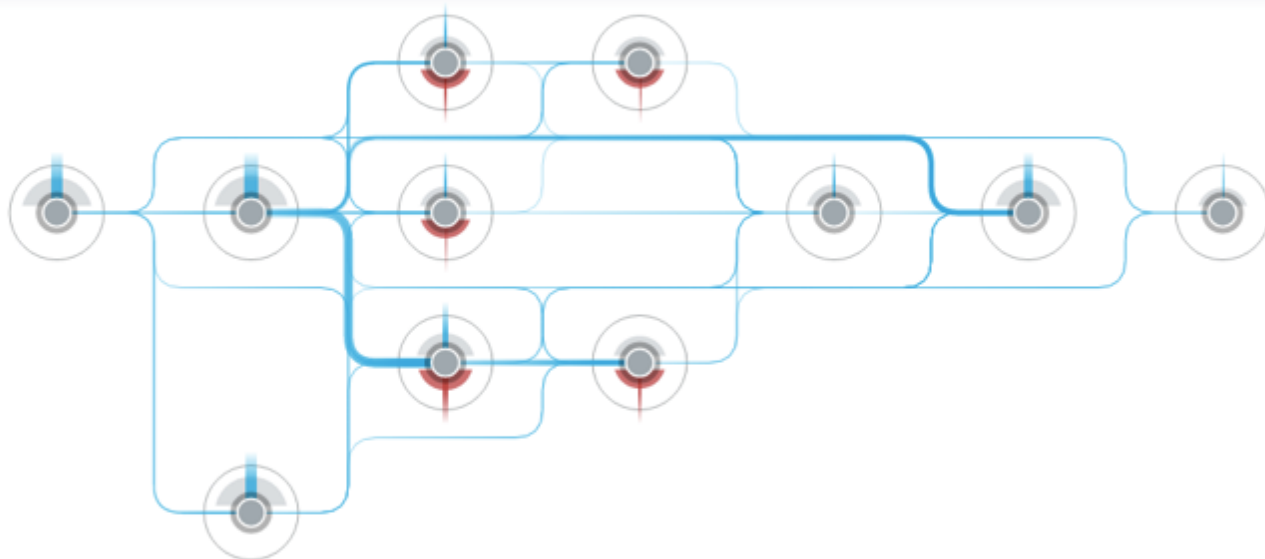
Advocate

Generali Term Life

Generali Web

Generali eForms

Email



Show what actually happens – “their journey”



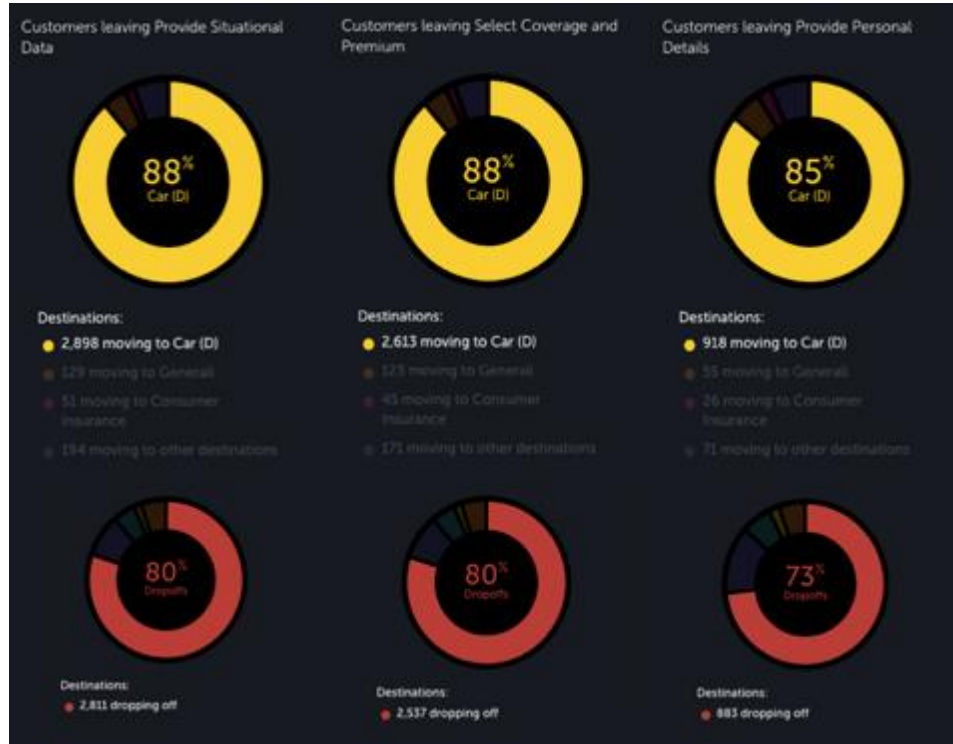
Customer drop off

78% of customers that drop off from the **Check Product** activity do not return to any Generali channel within 30 days.

11% move to the Generali home page and 3% to the Consumer Insurance landing page.

Action: deliver outbound email to those recognised and dropping off

Show what actually happens – “their journey”



Customer drop off


In the Consideration phase of the journey however, when someone drops off from any of the Provide Situational Data, Select Coverage and Provide Personal Details activities they actually move somewhere else. Over 85% of customers from any of these activities move to the main Car Insurance page.

Action: personalise car insurance page to recognise those who have previously gone further in their journey to help them back in to their journey

Personalise the experience

Step 3

Persona


- 
- First time visitor
 - No previous browsing history

Primary Message

- Surface Generali value proposition content to raise awareness of brand and product / services


Secondary Message

- Promote help and advice content to increase brand affinity and avoid hard sell

- 
- Repeat visitor
 - No product confirmation page browsing history and no email identifier
 - Product specific browsing history

- Drive re-entry to product specific journey based on product type and journey step reached
- Harness 'right decision' tonality

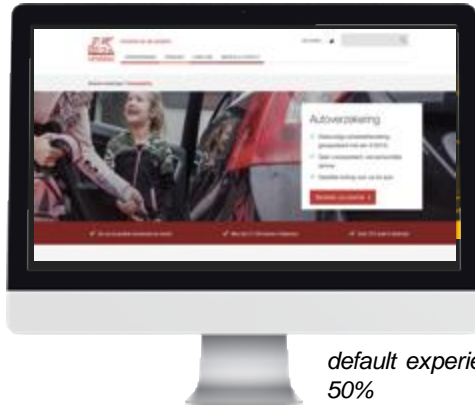
- Promote upsell content based on the product specific browsing e.g. legal cover for car insurance and car value / age etc
- Harness 'right decision' tonality

- 
- Repeat visitor
 - Product confirmation page browsing history (goal completion)
 - Different product specific browsing history

- Drive re-entry to different product specific journey based on product type and journey step reached
- Harness 'previous purchase' tonality

- Promote upsell content based on the product specific browsing e.g. legal cover for car insurance and car value / age etc
- Harness 'previous purchase' tonality

Personalise the experience



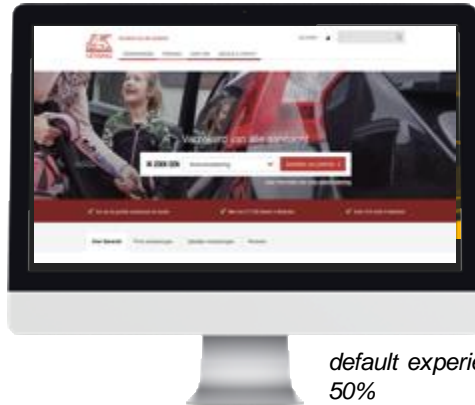
default experience
50%



personalised experience
50%

use case: car insurance

- **location:** car insurance page
- **customer:** first time visitor to car insurance page with *no car insurance purchase*
- **intent:** progress to the next journey step of your application



default experience
50%

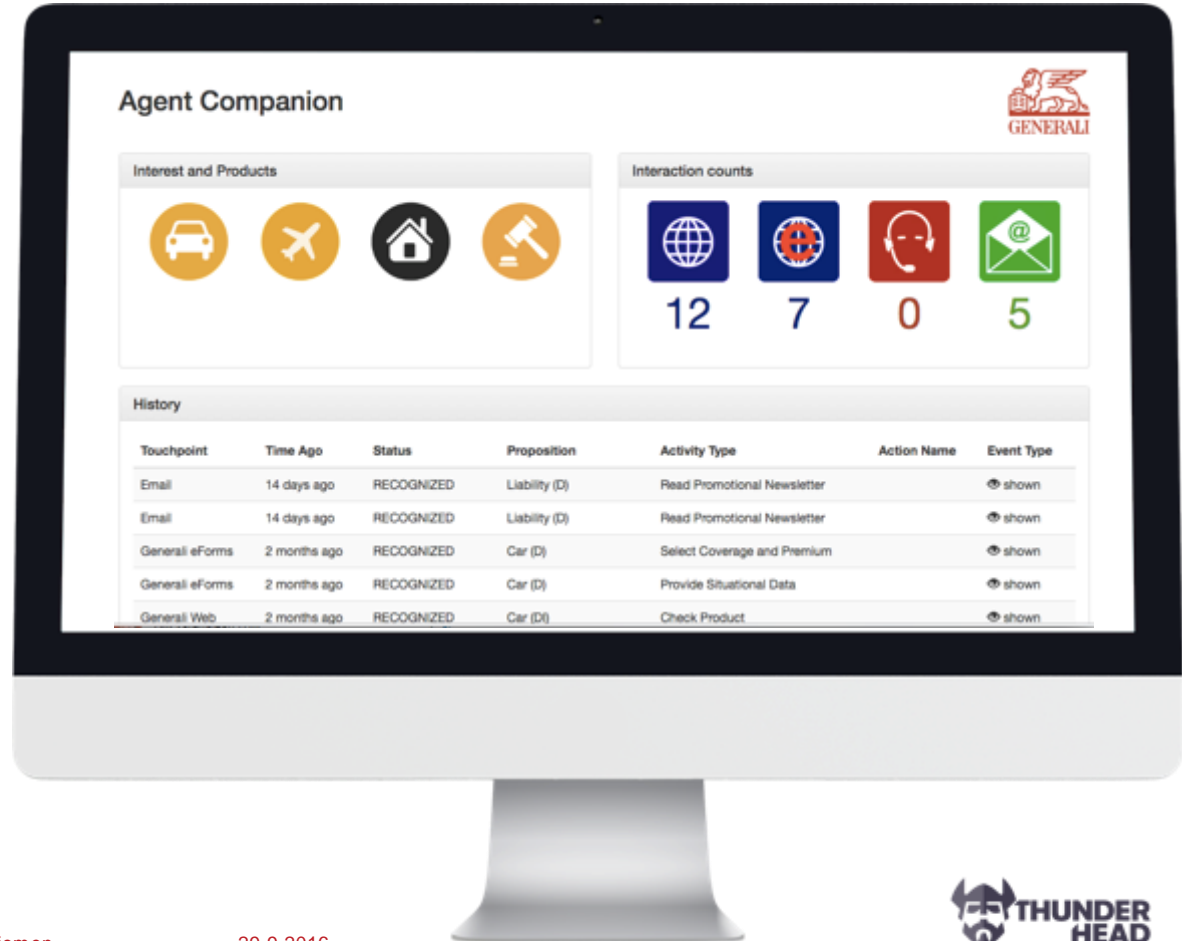


personalised experience
50%

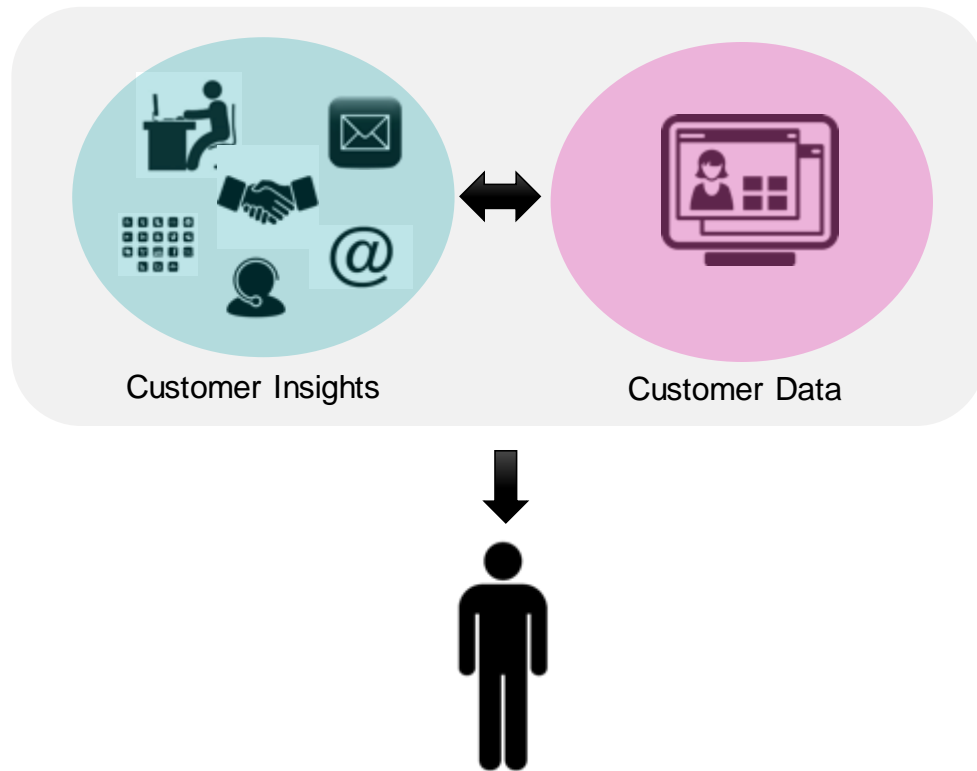
use case: home page

- **location:** landing page
- **customer:** returning anonymous visitor, with *car insurance browsing history but no car insurance purchase*
- **intent:** consistency to drive a return to your journey

Next is to deliver
actual interaction
Insights in CRM directly
for better service



And to connect to CRM to augment customer behaviour insights with segmentation, demographic and transactional data for a true Single Customer View

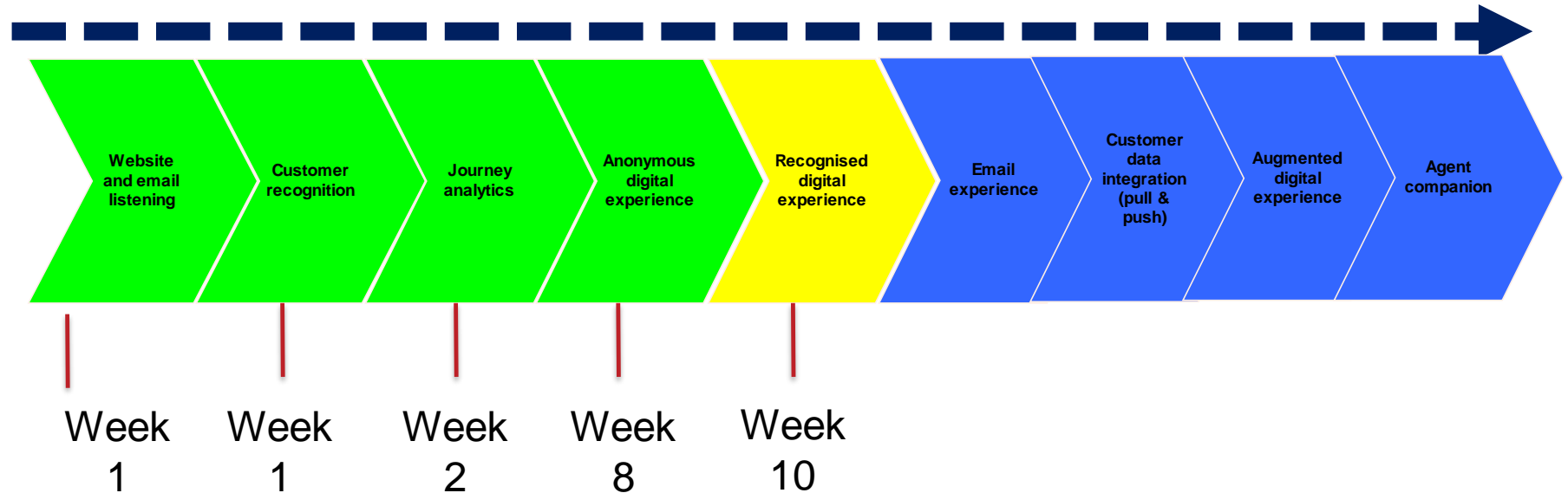


Whilst constantly empowering the business users



Agile steps – quick value

Incremental building blocks based on business need and roadmap



Lessons Learned

1. Establish a customer recognition strategy from the outset.
2. Pick one or two propositions initially and map every aspect of the customer journey for those propositions.
3. Start simple with personalization; target specific personas on high traffic volume interactions across the journey.
4. Don't run before you can walk in terms of eligibility rules.
5. Find a partner who can assist in your journey

Thank you.

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