Project Voyager

Personal Financial Advice
Old Mutual South Africa

Distribution Channel Success:
Business Intelligence Makes the Difference

SAS INSTITUTE (PTY) LTD
Table of Contents

TABLE OF CONTENTS .......................................................................................................................... 2
ABSTRACT ........................................................................................................................................... 3
INTRODUCTION ................................................................................................................................. 4
PERSONAL FINANCIAL ADVICE ..................................................................................................... 4
SUCCESSFUL SALES OPERATIONS REQUIRE THE RIGHT INFORMATION ................................ 4
BUSINESS REQUIREMENTS ................................................................................................................. 6
TECHNICAL SPECIFICATIONS ............................................................................................................. 7
SOURCE SYSTEMS ............................................................................................................................... 7
DATA MART EXTRACT ........................................................................................................................... 7
DATA MART ENVIRONMENT .................................................................................................................. 7
EXTRACTION STRATEGY ....................................................................................................................... 9
STAGING LAYER ................................................................................................................................. 9
VOYAGER DATA MART ......................................................................................................................... 9
DATA STRUCTURES .............................................................................................................................. 10
REPORT METHOD ............................................................................................................................... 10
VOYAGER APPLICATION ...................................................................................................................... 12
VOYAGER REPORTS ............................................................................................................................ 14
CLIENT STATUS ................................................................................................................................. 14
LOSS REPORT .................................................................................................................................... 15
MATURITY RATES ............................................................................................................................... 16
RECENCY (MONTHS SINCE LAST PURCHASE) DISTRIBUTION ......................................................... 17
CLIENT MOVEMENTS .......................................................................................................................... 18
PRODUCT HOLDING – AGREEMENTS & CLIENTS ............................................................................ 19
BUSINESS BENEFITS .......................................................................................................................... 20
Distribution Channel Success:

Business Intelligence Makes the Difference

Abstract

Insurance used to be rather simple. Today however, with numerous new product lines and financial services on offer, combined with increased consumerism; the need for more accurate and timely analysis is vital for continued sustainability.

Sales are a results-oriented environment. Distribution channels are currently under more pressure than ever to perform in order to enhance shareholder value. To achieve established revenue objectives, distribution channels depend more and more on information and technology as integral components of the decision-making process.

This presentation describes the deployment of a number of business intelligence tools to manage, measure, and improve overall sales effectiveness:

- Tracking and supporting the success and progress of customer acquisition, customer retention, and customer value initiatives
- Ready access to sales, customer, sales force, and financial information for ad-hoc querying and report distribution via intuitive web interfaces
- Presenting performance measures and alerts in dashboard reports to facilitate the decision-making process
- Leveraging the sales data to analyse the selling behaviour of financial advisers to design reward, management and training programs

Continued sustainability requires that financial services companies have the ability to turn masses of data pertaining to customers, sales, products, and financial advisers into actionable information. Learn how this distribution channel deployed relevant information for ad hoc querying and report distribution via intuitive web interfaces.

Attendees will:

- Gain insight into the information that is required to understand the optimum circumstances for producing high-quality sales, which helps to reduce the costs associated with poor-quality sales
- Discover how sales and providers are monitored to optimise cost effectiveness and service
- Learn about initiatives to understand customer data, which supports up-selling and customer retention initiatives.
Introduction
Insurance has traditionally been a segmented industry, where different business units functioned somewhat autonomously. The sharing of data across units to facilitate cross-selling and other positive aspects of collaboration was given minimal attention. Insurance used to be rather simple. People needed it. They went to an agent and bought it. Price was not an issue, brand and customer service were the differentiators. Business intelligence, or what passed for it at the time, also was simple. PCs and their resultant systems were regularly used to automate already existing processes without much thought to the overall organisational integration and the improvement of that process. In many instances, the client was identified numerous times in life, health, short term and institutional systems that could not be merged or reconciled. The resulting redundancy of data and the replication of effort thwarted efforts to turn data into usable management information. The introduction of new product lines and financial services, combined with increased consumerism, increased the need for more accurate and timely analysis. What were the obstacles? The challenge was to turn massive amounts of data into information that is shareable and useful.

Personal Financial Advice (PFA)
Old Mutual Personal Financial Advice (PFA) is a tied-agency sales force of Old Mutual South Africa. PFA consists of a country-wide network of 2500 personal financial advisers. The financial advisers provide appropriate, needs-based, face-to-face advice to middle income South Africans. PFA has access to a wide range of financial products, which include life & disability, retirement, investment, short term (property & casualty), unit trusts, and health.

Successful Sales Operations Require the Right Information
To deliver strategic value to sales executives and managers, information must meet the following four criteria: availability, accessibility, relevancy and adaptability.

Sales are a results-oriented environment, and predictability is critical to any successful sales operation. Sales organisations are currently under more pressure than ever to perform in order to enhance shareholder value. Yet in today’s highly dynamic markets, consistently delivering predictable results has become more challenging.

To achieve established revenue objectives, PFA - as many other sales organisations - depends more and more on information and technology as integral components of the decision-making process.

Information Availability
To date, the challenge has been to consolidate this information from all our disparate systems. Tremendous advances in data and application integration, data quality, data warehousing and business intelligence technologies have delivered a variety of solutions to these challenges in the last few years. And, while any project or product implementation to aggregate, present and act on information needs to be approached in context of a company’s overall enterprise information architecture, the fact that a majority of the information even exists is a tremendous leap forward.

Information Accessibility
Sales management teams are often travelling, remotely located and disconnected from the head office. Therefore, any solution delivering truly scalable business value to the sales
organisation must take this aspect of their business into account. Web-based applications have, almost out of necessity, become the de facto standard for sales organisations. Given the limited bandwidth and line quality that managers are required to endure, performance is another huge consideration. In this context, performance alternatives can range anywhere from making a subset of critical functionality and/or information available for remote usage, to architecting a solution that minimises data transfer requirements, to all of the above. To achieve truly scalable business value, the ability to access the right information, at the right time and at the right place is critical to building a successful sales management operation.

- **Information Relevance**
  Delivering information is one thing – placing it in a highly usable context for management is another. Distribution channels, like any strategic business function, have unique requirements for viewing, interpreting and acting on information. To obtain real business value from sales data, the information and processes must be presented in a very domain-specific manner. Distribution channels need certain information displayed in a specific way to achieve the greatest understanding, and they need processes to adhere to certain standard methodologies and best practices to achieve the greatest efficiencies. They also need alternatives represented in the best possible format to ensure the most optimal actions are taken.

Geographic areas also need to be assigned according to best-practice methodologies to optimise sales revenue and minimise expense. It is only with the right information presented in the right context that allows managers to significantly improve both the decision making and execution processes.

- **Information Adaptability**
  Management need to be able to swiftly and confidently react to the following common scenarios: evolving channel opportunities, delayed or accelerated product launches, changing reporting structures, and new market segments. Therefore, the underlying information structure must be
  - Flexible enough to change as the business fundamental shift and
  - Granular enough to support strategic and detailed operational analysis and decision-making.

Rapid, often unanticipated, change is simply a way of life, and systems need to be designed to support this type of business model. Within each unique business model, information and processes needs to be configurable enough to ensure that sales executives and managers are only allowed to view and act on data in accordance with their specific reporting position, capabilities and roles within an organisation. Adaptable information helps facilitate an adaptable sales organisation.
Business Requirements

With the delivery of sales data to the Old Mutual Enterprise Data Warehouse (EDW) it has become possible for PFA to combine client, sales and product data. This has opened the opportunity for PFA to take a more holistic view of their customers; to gain a more complete view of how they interact with other OM business channels, and gain more insight into their product holdings.

Project Voyager was established to create a suitable data mart that will achieve this customer centric view; and feed a set of marketing reports. These reports is delivered in an interactive web environment that will enable PFA to explore this information and gain more insight into the behaviour of their market segment.

The customer intelligence required customer, sales and marketing information viewed along time periods, location/geography, and by product and customer variables.

The underlying objective of the project was that manually generated reports, power-user intervention, information overload and missed opportunities would be reduced or eliminated.

- Technology was considered a major enabler to achieve the necessary predictability and consistency that was required to succeed. While there are a variety of existing tools and technologies that help sales organisations and sales professionals, the focus should be directly on optimising the potential of the entire sales organisation.
- The most visible layer of the business intelligence infrastructure is the applications layer, which delivers the information to business users. Business intelligence requirements include scheduled report generation and distribution, query and analysis capabilities to pursue special investigations and graphical analysis permitting trend identification. This layer should enable business users to interact with the information to gain new insight into the underlying business variables to support business decisions.

This business intelligence infrastructure must enable the distribution channel to unlock the information from the legacy systems, to integrate data across the enterprise and empower business users to become information self-sufficient. A motivated, optimised sales force is critical to shareholder value. To drive a successful sales organisation, executives and managers need to use every piece of sales- and customer-related information at their disposal to gain strategic insight into the overall health of their business.
Technical Specifications

This section of the document describes the design of the data mart necessary to support the business and technical requirements of Project Voyager.

Source Systems

The Enterprise Data Warehouse (EDW) is a repository of data sourced from various Old Mutual operational systems. The repository allows views across organisational silos - the client systems, intermediaries, sales and the product factories, and the perspective obtained is that of the Old Mutual group. The data is transformed, interpreted and documented to customer requirement. The data is stored in a DB2 Relational Database Management System. The EDW is the primary / only source for the Voyager data mart.

Data Mart Extract

Upon successful completion of the monthly EDW refresh / update processes, the production runs for Voyager is triggered on PFA’s request. The DB2 tables in the EDW are accessed by using an ODBC engine, which enables the SAS processes to directly read the DB2 data tables. For efficiency purposes (limiting the network traffic) a feature called SQL pass-thru is used to extract the EDW data. Only one extract is required on a monthly basis.

Frequency

It is a business requirement that the Voyager data mart be updated on a monthly basis. Monthly processing of Voyager processes is dependant on the successful refresh / update of the EDW. The EDW update processes are scheduled to run during the weekend after the first full week of a calendar month, and therefore the Voyager data mart extract will occur after the first full week of the calendar month – to be triggered on PFA’s request.

Volumes

Approximately 8GB of data is extracted on a monthly basis. During transformation the volumes fluctuate and expand to approx. 25GB, but the final data loaded to the Voyager mart is considerably smaller in volume.

Data Mart Environment

Client/Server Architecture

The Voyager data mart is built in a three-tier client-server structure comprising of the EDW, a Management Information Server and Clients. The general configuration is shown in Figure 1.
Management Information Server

The Voyager data mart is developed in SAS software installed on the Management Information Server (OMRSAS8). This server will also host the Voyager data mart. At the time of writing it is envisaged that SAS SPD Server is used to hold the detailed historical data.

The Voyager data mart is maintained and developed using SAS/Warehouse Administrator installed on a development client. A standard data warehouse environment is constructed on OMRSAS8. The environment will store code, tools, data (including Multi Dimensional Data Bases – MDDBs) and metadata. The design will support 3 working environments – Development, QA and Production.

The data mart has a standard, layered structure, shown in Table 1. The flow of data through the mart follows a strict sequence from the Staging Layer, through the Voyager Data Mart, Reporting Structures to the Exploitation Layer.
Staging Layer | Contains the Voyager data extracts. Cleans, reformats and synchronises the data for loading into the Voyager Data Mart.
---|---
Voyager Data Mart | A single reliable source of detailed historical data.
Reporting Structures | Contains tables and MDDBs derived from the Voyager Data Mart, designed to deliver information to the user via the Exploitation Layer. ACL security is applied to this layer.
Exploitation Layer | Not really a layer of the mart as such, but a useful term to describe the output from the mart including web based reports and applications.

Table 1

**Clients**

Information is surfaced to Web Clients in the form of web-based applications hosted within the existing MIS environment. Information can also be surfaced through Enterprise Guide installed on users’ desktop PCs. The web-based applications will provide regularly updated OLAP-based dynamic reporting. Enterprise Guide is a user-friendly Windows-based interface to the SAS system and can be used to develop ad-hoc queries that will run against the Voyager data mart. This is appropriate for users that need greater access to data in the mart for more sophisticated analyses.

**Extraction Strategy**

The tables in the EDW are accessed by using an ODBC engine, which enables the SAS processes to directly read the DB2 data tables. For efficiency purposes (limiting the network traffic) a feature called SQL pass-thru is used where appropriate to extract the EDW data.

**Staging Layer**

The Staging Layer of the data mart is designed to:

- Clean and validate raw data, where necessary
- Restructure data to a data model designed for information delivery
- Apply PFA-specific business rules (which is maintained by the business through MS Access forms), where appropriate. (Refer Appendix F)
- Enable “Management of Evidence”. As all transformations are done in the Staging Layer, it inherently contains an audit trail of these transformations.

**Voyager Data Mart**

**Dimensional Modelling**

The Voyager Data Mart is a repository of detailed (to the specified grain) historical data. The design of the Data Mart is similar to the EDW – it is based on a dimensional model (or star-schema) derived from the EDW’s schema.

A dimensional model is comprised of fact tables and dimension tables. Fact tables are usually long and thin, containing numeric variables e.g. investment amount or commission allowance. Associated with a fact table are a number of dimension tables that are generally
shorter and wider – these contain more descriptive data e.g. customer and intermediary details or structural hierarchies. For a full description of dimensional modeling, the reader is referred to Ralph Kimball’s “The Data Warehouse Lifecycle Toolkit”.

**Loading the Voyager Data Mart**
For performance, the Data Mart is held in SAS SPD Server. This gives the advantages of advanced parallel processing.

**Reporting Structures**
The Reporting Structures layer is used to provide aggregate summaries of the more detailed data in the Voyager Data Mart, perhaps stored in several distinct tables. These summaries may be stored as multidimensional databases (MDDBs) and queried with OLAP (on-line analytical processing) tools.

**Data Structures**
The main structures is:
- SAS tables
- Multidimensional Databases (MDDBs)

**Design**
In order to provide the required information in the reports, fact and dimension tables are to be joined, and some derivations done, to create base tables from which the MDDBs are created. For efficiency purposes, pre-summarisation is performed on these base tables. It was also found that some reports have common source fields and common attributes (i.e. hierarchies). Therefore, common processing required to produce “related” reports, should be done once, and subsequent report-specific processing to occur subsequently.

**Data Mart Subject Model**
Subjects are major business entities / areas of interest about which the organisation gathers information.

Figure 2 shows subject areas for the Voyager data mart, which have been inferred from business requirements discussions, as well as the contents of the EDW.

![Figure 2](image-url)
High-Level View of Design

EDWSQL72
DB2 (EDW)

OMRSAS8
Base SAS
SAS/Share®
SAS/Connect®
SAS/IT SAS/Olap Server

WEB Server
(OMRIPS002)
Jakarta
Tomcat
IIS
Java 2 SDK
Appdev
Middleware Server

Intranet
(TCP/IP)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)

User
(IE)
Voyager Application

On the Bridge
The reports are available in the current Intranet-based MIS application, where an index of the available reports appears in the left frame and the result of the selected report appear in the right frame.

Navigation and Controls

Printing
The table appears in a new window and the user can make use of Internet Explorer “Printing” facility.

Help
Link directs user to a Help-page.

Contact us
This link opens a new e-mail message addressed to the appropriate address.
Send Report

The table appears in a new window and the user can make use of Internet Explorer “Send” facility.

View Notes

This link directs the user to a Note-page.

Selection Dimensions

Manipulate the view of the table, by selecting the down and across dimension.

Subset Subset Selector

Subset’s the data to the appropriate members of interest.

Totals Total Selector

Add totals to appropriate dimensions.

Export to Excel

Exports the current selection of data to Excel.

Return to the Table

Redisplays the table when viewing graphs.

Drill Down to Adviser, Contract, or Client Detail

---

<table>
<thead>
<tr>
<th># Clients</th>
<th>Client Movements</th>
<th>Servicing Status</th>
<th>Current Client Key</th>
<th>Client</th>
<th>Intermediary Main Code</th>
<th>Intermediary</th>
<th>Team</th>
<th>Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Internal Movement</td>
<td>Orphan</td>
<td>14880880</td>
<td>KLEINT (MRS)</td>
<td>082042</td>
<td>BEACON ADMINISTRATORS CC, (082042)</td>
<td>Miscellaneous</td>
<td>Misc</td>
</tr>
<tr>
<td>1</td>
<td>Internal Movement</td>
<td>Orphan</td>
<td>14923918</td>
<td>CRONWRIGHT, P (MR)</td>
<td>020849</td>
<td>BLAIR AS (020849)</td>
<td>Miscellaneous</td>
<td>Misc</td>
</tr>
<tr>
<td>1</td>
<td>Internal Movement</td>
<td>Active</td>
<td>21732131</td>
<td>KUUN, S (MR)</td>
<td>207625</td>
<td>CLOTHIER, D H (207625)</td>
<td>Miscellaneous</td>
<td>Misc</td>
</tr>
<tr>
<td>1</td>
<td>Internal Movement</td>
<td>Active</td>
<td>24582750</td>
<td>PERURALI, (MR)</td>
<td>207625</td>
<td>CLOTHIER, D H (207625)</td>
<td>Miscellaneous</td>
<td>Misc</td>
</tr>
</tbody>
</table>
Client Status

Report Description
This report displays the Relationship Status or Behavioural Status of a Client. At any given time, a client may have an active relationship with the organisation, but dormant in the sense of his/her purchasing behaviour. Drill-down to adviser and client details is available.

Report Application
The report provides a background for gaining an understanding of the status of PFA clients. Areas may choose to maximise the number of active clients, and minimise the number of lost, dormant, or semi-dormant categories. The Behavioural Status can be used as a proxy as to how current clients are being serviced. This report can also be used to determine:
Lost Clients per Adviser
Clients per Adviser
Loss Report

Report Description
This report shows the number of agreement losses month on month. Losses are determined by evaluating the status of agreements during the lifetime of an agreement. Losses include the majority of off events, such as maturities, disinvestments, lapses, and surrenders. Losses are classified into voluntary and involuntary categories.

Report Application
This report allows PFA management to track agreement and potential client losses month on month.
Maturity Rates

Report Description
This report provides information on the value and number of contracts maturing in upcoming months. The contract distinguishes between the likely maturities of Life and Disability, Investment Planning, and RA contracts.

Report Application
This report can be used to track the maturity of business and highlights the potential for conversion.
Recency (Months Since Last Purchase) Distribution

Report Description
This report assesses the portfolio of an existing client and determines when the client last bought an agreement or revised their portfolio. New business or an additional investment into an existing agreement entails a revision to a portfolio.

Report Application
This report can be used to track whether existing clients purchase repeatedly.
Client Movements

Report Description
This report displays the movement of clients in respect of their relationship with an intermediary and Old Mutual.

Report Application
This report can be used to track client movements. The report can be used to determine how many client relationships have been moved from or to other distribution channels, and how many moved internally from one advisor to the other. The report also displays the number of clients that were lost to the company.
Product Holding – Agreements & Clients

Report Description

This report displays the product holding (number and type of contracts) per adviser. The number of client associated with this holding is displayed is displayed in the Product Holding – Clients report shown below.

Report Application

The main aim of this report is to gain an understanding of the make-up of the product-holding of PFA clients.

This report can be interpreted as follows: If a client has both a Private Wealth and Personal Finance product, he/she would be reflected under both categories. This report makes it possible to extract all clients and their contracts for an adviser. The product holding of orphans could assist in the re-allocation process.

<table>
<thead>
<tr>
<th>Year</th>
<th>Month</th>
<th>Servicing Status</th>
<th>Region</th>
<th>Other</th>
<th>Active</th>
<th>Orphan</th>
<th>2 Clients</th>
<th># Clients</th>
<th># Clients</th>
<th>2 Clients</th>
<th># Clients</th>
<th># Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>East Rand &amp; Mpusumolanga</td>
<td>20,367</td>
<td>157,332</td>
<td>36,641</td>
<td>12,147</td>
<td>95,433</td>
<td>8,755</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Eastern Cape</td>
<td>16,897</td>
<td>95,619</td>
<td>26,437</td>
<td>11,795</td>
<td>52,683</td>
<td>3,367</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Free State &amp; Northern Cape</td>
<td>19,794</td>
<td>115,566</td>
<td>24,703</td>
<td>7,694</td>
<td>58,234</td>
<td>5,268</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>03</td>
<td></td>
<td>Johannesburg</td>
<td>8,043</td>
<td>92,108</td>
<td>33,397</td>
<td>4,869</td>
<td>54,881</td>
<td>6,373</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>March</td>
<td></td>
<td>Kwazulu Natal</td>
<td>30,065</td>
<td>203,932</td>
<td>45,032</td>
<td>16,606</td>
<td>97,507</td>
<td>7,955</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Northern Region</td>
<td>49,693</td>
<td>190,826</td>
<td>33,327</td>
<td>21,283</td>
<td>125,660</td>
<td>9,643</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Pensions &amp; General</td>
<td>1,15</td>
<td>702</td>
<td>349</td>
<td>683</td>
<td>16,447</td>
<td>17,655</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Sales Development</td>
<td>8,264</td>
<td>10,991</td>
<td>1,161</td>
<td>23</td>
<td>284</td>
<td>44</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Western Cape</td>
<td>13,251</td>
<td>197,347</td>
<td>58,856</td>
<td>6,975</td>
<td>73,555</td>
<td>10,274</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Region</td>
<td>151,489</td>
<td>1,060,462</td>
<td>260,708</td>
<td>92,076</td>
<td>572,804</td>
<td>69,244</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Business Benefits

The payback achieved by building the business intelligence infrastructure is a function of:
- How efficiently it operates,
- How well the infrastructure is supported and enhanced by the business organisation, as well as
- Its capacity for producing business insight from raw operational data.

Voyager delivers key information to business users. For maximum impact, standards and procedures must be in place to provide key business information proactively.

When quantifying benefits, it is critical to understand that Voyager itself does not provide financial returns. ROI is derived from the processes that Voyager supports and enables. Even though some benefits are difficult to quantify, they are incorporated into this description as they demonstrate additional value of the proposed solution. The following benefits were realised since the introduction of Voyager:

**Improved Information Access**

Before the introduction of Voyager, advisers could only access the full product portfolio for each of their clients individually. To do so would have required doing an individual client enquiry for each of their clients, which was impractical and time-consuming. They were therefore not in a position to obtain a summarised view of all the clients in their practice. Since Voyager was introduced, managers and advisers have access to an updated view of all clients, their product holding, and their movements.

**Improved Information Dissemination**

Voyager provides ready access to sales, customer, sales force, and financial information for ad-hoc querying and report distribution via intuitive web interfaces 24 x 7. Sales and customer information were treated as separate entities in the past. Managers also found it very difficult to reconcile infrequent customer reports with sales activities and initiatives.

**Enhanced Customer Activation**

Voyager provides profiles of adviser-customer practices along a number of attributes, which includes demographics, product holding, number of products, duration since last purchase, values, and contribution. These profiles have proved very successful to identify gaps and opportunities for specific business focuses and cross-sell campaigns.

**Improved Data Quality and Feedback to Operational Systems**

The quality of data is low in many public and private sector organisations. Disparate low quality data cannot provide high-quality information and will not adequately support business intelligence. For business Intelligence initiatives, such as Voyager, to be successful high-quality, integrated data sources, and high-quality information generation is required. Voyager has made a tremendous contribution to the quality of data held in the EDW. Since Voyager puts information in the hands of the people who deal with clients on a daily basis, these users could interrogate, question, and suggest improvements. The data corrections improved how the organisational structure and certain products were stored in the EDW.
Enhanced Customer Base Management

Since Voyager provides a detailed view of how client practices are managed, it has now made it possible to analyse adviser performance and suggest practice transfers where necessary. The most significant improvement has been in the re-intermediation of un-serviced clients.

Improved Measurement of Customer Initiatives

Voyager provides consistent tracking and measurement of the success and progress of customer acquisition, customer retention, and customer value initiatives. It also, for the first time, made it possible for managers to set targets to improve on current levels. The measures include:

- Number of Clients per Adviser
- Lost Clients per Adviser
- Client Loss Rate
- Client Acquisition Rate
- Total Number of Clients

These measures are tracked in a SAS-based balanced scorecard application.

To drive a successful sales organisation, executives and managers need to use every piece of sales- and customer-related information at their disposal to gain strategic insight into the overall health of their business.

References:

Groh, T (2004): Beyond ROI …Justifying a Business Intelligence Initiative, DMReview.com


Kumar, P: Business Intelligence and Insurance, Wipro Technologies White Paper
