

## Aviva Italy Accelerates Digital Disruption

Four-month InsurancePlatform implementation enables insurer to quickly build a new insurance model

CASE STUDY



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—Ignacio Izquierdo Saugar, CEO, Aviva Italy

Italy is the eighth largest insurance market in the world by gross written premium, according to Swiss Re Institute.\* As a result, being a top-five player in the Italian market is a challenge. However, Aviva Italy has made it an ambition to do just that, says CEO Ignacio Izquierdo Saugar. Although already fifth in the Italian life insurance market, Aviva Italy has just 1% of market share in the nation’s non-life insurance market. “The organizations ahead of us are the big, big players,” Izquierdo explains. “So, we’re working hard to get there.”

To penetrate the Italian General Insurance (GI) market, in which many consumers don’t trust insurance companies, Aviva Italy knows it needs to be customer centric, innovative, and simple. The insurer adheres to these three pillars, according to Izquierdo. “We’re the fastest-growing top player in the life business in Italy,” he says. “We reached the fifth position in 2018, and innovation has been the key element of that. On the GI side, we’d like to replicate this disruptive approach. Guidewire InsurancePlatform™ and our partnership with Guidewire are playing an important role in this.”

With the first pillar in mind, Aviva Italy set an aggressive plan with a six-month timeline—from concept to launch—not only to build a small- to medium-sized enterprise insurance offering, but also a new digital platform called AvivaPlus.



### Aviva Italy

#### Headquarters

Milan, Italy

#### Operations

Italy

#### Business Lines

Commercial, Personal

#### Employees

550

#### Website

[www.aviva.it](http://www.aviva.it)

#### Product

- Guidewire InsuranceSuite™
- Guidewire EnterpriseEngage™

#### Benefits

- Development of a new product in three weeks
- Positioned the company to quickly respond to customer and market demands
- Improved product creation and launch process
- Increased market penetration

\* Daniel Staib and Mahesh H. Puttaiah, “World insurance in 2017: solid, but mature life markets weigh on growth,” Sigma 3/208 (6 July 2018).

“Customers do not compare an insurance experience with another insurance experience,” says Vittorio Giusti, Chief Operating Officer. “They expect services like they have with Netflix, Google, and Amazon. We needed to radically redesign the customer experience, starting from the actual customer expectation and journey.”

Facing the challenge of delivering a digital offering in six months, Aviva Italy realized almost immediately that this would be close to impossible on its existing platforms.

After taking into consideration a number of factors, including integration time and effort, cloud hosting, minimal customization, and agile methodology, the decision was made to adopt Guidewire InsuranceSuite™, which includes Guidewire PolicyCenter™, Guidewire ClaimCenter™, and Guidewire BillingCenter™. At the same time, Aviva Italy decided to adopt Guidewire EnterpriseEngage™, which includes Guidewire CustomerEngage™, Guidewire ProducerEngage™, Guidewire ServiceRepEngage™, and Guidewire VendorEngage™.

### Speeding Product Launches from Months to Weeks

In addition to its new implementation, Aviva Italy has seen the benefits of Guidewire’s Advanced Product Designer (APD) to simplify the product creation process without the need for complex IT knowledge.

“With this tool, IT is no longer the bottleneck,” Giusti says. “APD helps us create a mind map where we design the policy, the individual coverage, excesses, deductible, limits, and all of the other product features. Then we import the product to PolicyCenter to finalize and fine tune. We can manage, in a very simple way, the complexity of products instead of duplicating the same things and coverages across different products. It gives us a major advantage in terms of managing a variety of products and all the underwriting and re-underwriting activities from one central point.”

With APD, Aviva Italy has improved the product development process and reduced the time needed to create products and get them to market from months to weeks, according to Giusti. For example, in just three weeks the insurer was able to develop AvivaPlus SalvaGuai (translated as “Save Trouble”), a modular, third-party liability product that is part of the AvivaPlus digital platform.

“APD is one of the best things we’ve ever used at Aviva Italy,” he says. “We used to write 50 pages of requirements for a new product, and usually those 50 pages were sent to 50 people. Now it’s basically a single page where the product is graphically described, and you can check the type, parameters, underwriting rules, guarantees, and deductibles. Everything is clear.”

Not only can Aviva Italy launch products quicker, but it can change products and define new functionalities in weeks instead of months, Giusti says. “Every time we want to change the product, we just need to update the map. And this can be done by everyone, not just IT.”

“Going for a fully conformed Guidewire implementation was our bet for the future. The more conformant we are, the simpler it will be for us to adopt all the new things that Guidewire will deliver in the next few years.”

—Vittorio Giusti, COO, Aviva Italy

Throughout the implementation and launch of AvivaPlus to innovate and simplify products from small commercial to retail, the Aviva Italy team members didn't lose sight of that first pillar—customer centricity.

"Italy may not be considered the most digitalized country in the world," says Arianna Destro, Chief Customer Officer. "Our internet penetration is 73%, which is not that high. However, we are super-fanatic about mobile in Italy. We have 83% penetration for mobile phones—one of the highest rankings in Europe. Like any other place in the world, customers in Italy are getting used to that level of digital service. Therefore, digital capabilities and a digital offering like AvivaPlus are fundamental to meet current customer needs."

AvivaPlus started in early 2019 with small to medium-sized enterprises and then expanded to the retail segment with Aviva Plus SalvaGuai. Since the AvivaPlus launch, the team has seen growth in customer interactions and online searches, even for the term "SalvaGuai."

"This was a hook to interest a broader audience that maybe in the past was not so attracted to insurance language," says Destro. "There is an increase in searches for online information and social media, and increased interactions with the company directly."

There's no question the new-platform enables customers to interact much more with the insurance company and with the intermediary without the need for physical meetings, according to Alberto Vacca, Chief Business and Investment Officer. "The challenge that we are facing, and that I'm sure we will win, is to have our intermediaries fully embrace this new technology and get the maximum potential that it provides to them," he says. "They are beginning to understand that with the technology, they can have much more quality time with the customer. They can dedicate more of their attention to activity around decisions, rather than spending time on bureaucracy."

With this increased penetration into the non-life insurance market and the addition of products comes the need to clarify and connect distribution networks, which include agents, banks, independent financial advisors, and the contact center, Vacca says. "Omnichannel is very important. With AvivaPlus, we're able to guarantee the same customer experience across channels. We already plugged in our agent network, and we'll be plugging in other networks too, so I truly believe omnichannel is a reality."

Integration of the core and digital offerings has proved important to Aviva Italy with its omnichannel efforts. "Guidewire offers various levels of integration of core and digital products," Giusti says. "We may need different approaches for different partners, channels, and customer segments. The Engage applications are flexible enough to test in the market. We can provide a fully customized experience that can be designed and connected with InsuranceSuite through APIs and the various tools that Guidewire offers."

"With Guidewire, Aviva Italy created a fully digital, omnichannel-enabled platform," says Izquierdo. "It's a scalable platform for the future because we see it more like an ecosystem—a way for us to better respond to our customers," he says. "We're in a much better place now than we were just a year ago."

## About Guidewire Software

Guidewire delivers the industry platform that Property and Casualty (P&C) insurers rely upon to adapt and succeed in a time of accelerating change. We provide the software, services, and partner ecosystem to enable our customers to run, differentiate, and grow their business. We are privileged to serve more than 380 companies in 34 countries. For more information, please visit [www.guidewire.com](http://www.guidewire.com) and follow us on twitter: @Guidewire\_PandC.