

General de Seguros is a 100% Mexican insurance company with 50 years of experience and financial soundness, which focuses on different insurances such as automobile, property, life, health, and agricultural.

As part of the backbone to our **Strategic Plan**, we developed, in conjunction with **London Consulting Group**, the **MOVA** (Improving the Value Proposition) project in the **Automobile and Property** departments in order to transform the service model by:

- Improving the **customer experience**, and those of intermediaries, through the use of a **self-service model**.
- Improving our **assisted service** through our One Stop Customer Service model (**Operational Excellence**).
- **Improving the profitability** of the departments by using a **revenue management** model.

Digital Transformation (self-service digital)

The SME Damages product was migrated from **a traditional process to a digital platform**, and was accompanied by the following elements:

- **Evaluating the migrated product** by prioritizing the company's needs and vision.
- A **Market Analysis** was carried out in order to identify what the market offered, and the user's needs.
- **Defining the variables and functionality** in order to ensure that the final user has a **simple experience**.
- Carrying out **extensive tests**, from the calculation motors to the functionality.
- **Designing the training material** in order to carry out the pilot and implementation.

Operative Excellence (assisted service)

A new operating model was designed which simplified the processes and included technological tools which were easy to use in order to provide more direct customer service, which improved the client's experience, and which generated the following result:

- **Reducing the customer service times** for **property'** quotes and assisted issuances, **from over 5 days to 4 hours**, and in **automobiles from 2 days to 5 hours**.

Revenue Management

A dynamic updated model for tariffs was implemented, based on our portfolio's behaviors and the market, which included the following:

- **Market Analysis** which evaluated various tariffs on their competitiveness, their state, and the type of unit
- **Accident Rate Analysis** for the market and for ourselves.
- **Designing a risk analysis model** based on the company's strategy

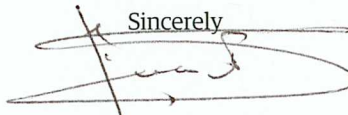
Some of the **benefits generate by the customer service transformation project** are:

- **24% increase in the margin** per revenue management strategy for individual automobile insurance and a **17 pts. reduction in the accident rate**.
- **32% improvement in emitted premiums for Property and 9% for automobiles** in the branches which underwent the new operative excellence model implementation.
- **6% increase in the Property's renewal premiums**

The financial savings attained by the project generated **return on investment of 0.7:1 by the end of the project with an annualized forecasted return of 6.7:1**.

London Consulting Group's methodology was a key aspect of the project's success. The manner in which they managed the changes, their shoulder to shoulder implementation methods, and the level of commitment displayed by the whole organization, positively changed the personnel's work culture.

Sincerely



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