

Time to take usage-based insurance seriously.

Why motor insurers should develop usage-based schemes sooner rather than later – and how they can.



In the future, insurers will combine telematics data with other new external and internal data sources to help them find competitive advantage across the full insurance value chain.

Usage-based motor insurance – where policyholders' driving data is transmitted from telematics or other in-car devices to insurers – has been around for some time, without really taking off. But there's now plenty of evidence of its potential, and that it will play an increasingly important role in the industry.

If they're not already, insurers need to start thinking about how they'll implement usage-based products – in both the short and longer term. Many will have to overhaul their systems and processes across the breadth of their operations, not least to deal with the vast amount of data that usage-based insurance brings in. Some may even look again at their whole business model.

Launching a pilot, or having a telematics service provider host a product on the insurer's behalf, is a great way to test propositions and learn what does and doesn't work in the marketplace. But building on these early initiatives to take full advantage of the potential of telematics data will eventually require many insurers to bring this area of their business into their core operations.

Happily, at the same time that insurers are under pressure to address challenges in the motor sector, telematics and related technologies are maturing quickly. The costs of implementing and running them are coming down, and there's a healthy market of service providers willing and able to help insurers get started.

This white paper explores some of the challenges insurers face in the area of usage-based insurance and looks at what they need to do to make sure they get the most out of this exciting opportunity.



Performance without the drama.

Telematics – opening up new opportunities.

Usage-based motor insurance using telematics technology is a hot topic in the industry. Telematics enables driving data to be gathered and transmitted directly from a vehicle on the road to the insurer. The insurer can monitor, analyse, score, and then adjust premiums accordingly.

Telematics-sourced data opens up new opportunities for motor insurers. It enables them to refine their risk assessment, and to offer products that are based on individual driving behaviour. It's a way to drive profitable growth and, in these relatively early days, stand out from the crowd.

Telematics data are only one set of parameters used to make targeted insurance decisions.

Today, the focus is on supporting the underwriting and claims processes through customer profiling, pricing and proactive claims management.

But in the future, insurers will combine telematics data with other new external and internal data sources to help them find competitive advantage across the full insurance value chain, and make better business decisions at each stage of the customer journey.

A successful usage-based insurance scheme is influenced by three things: the telematics hardware or device, the ability to analyse the data captured and understand its impact on risk and servicing requirements, and the processing operations that manage the customer policy.

By identifying a number of predictive behaviour patterns Progressive has been able to offer its customers premium discounts of up to 30%.

A stop-start story.

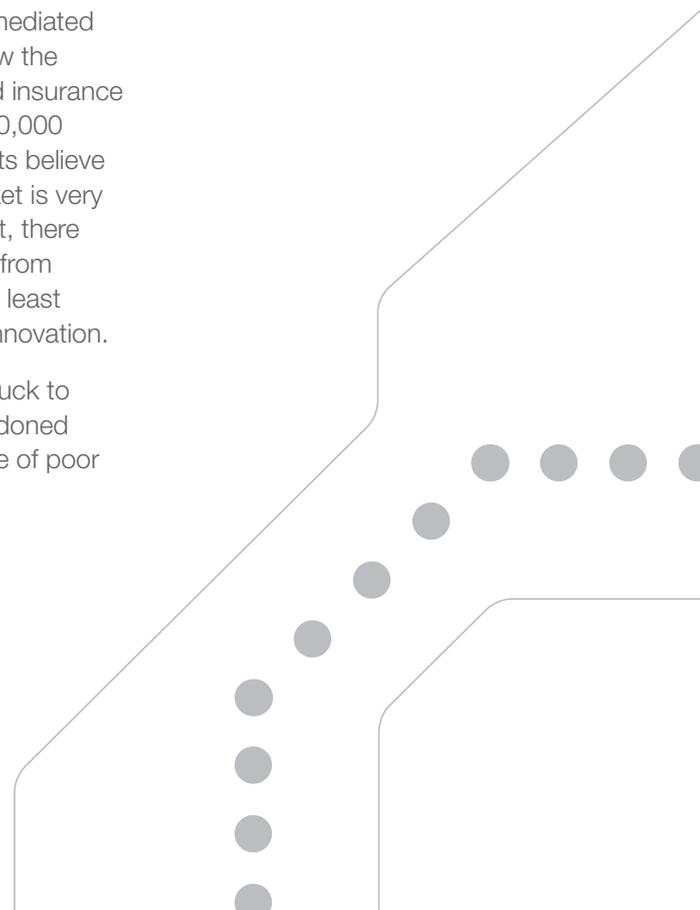
Usage-based insurance is not new to the motor insurance sector. Over a decade ago early adopters trialled usage-based products to improve risk selection, pricing accuracy and customer service. In 1999 US-based Progressive launched its first usage-based insurance product in Texas and in 2006 Aviva (then Norwich Union) introduced two products into the UK market after a two-year trial.

By identifying a number of predictive behaviour patterns, Progressive has been able to offer its customers premium discounts of up to 30%.

Today, with its SnapShot programme, Progressive uses an in-car device, installed by the driver, which collects data for six-month periods. It records driving behaviours to help it underwrite at a profit, predict future claims, and make operational savings.

Using both direct and intermediated channels, Progressive is now the world's largest usage-based insurance provider, with more than 900,000 drivers. Even though analysts believe that the US telematics market is very different from the UK market, there are still lessons to be learnt from Progressive's success – not least when it comes to product innovation.

But although Progressive stuck to its experiment, others abandoned their early schemes because of poor take-up.



Market estimates suggest there is potential for up to 19 million policies in the UK and 89 million around the world.

Why are insurers looking seriously again at telematics?

While some of the industry's earlier forays into usage-based schemes may not have proved wholly successful, market conditions have changed dramatically over the last 12 months and new forces are driving current interest.

An opportunity for profitable growth.

One overwhelming factor is the need for insurers to find a way to make money in a very challenging motor insurance market. In recent years, ultra-competitive pricing brought about by price comparison sites, fraud, claims inflation and other factors have made profitable growth difficult, if not impossible for most UK motor insurers.

However, with an estimated 300,000¹ usage-based motor insurance policies in the UK at the moment and market estimates suggesting there is potential for up to 19 million policies in the UK and 89 million around the world², there's room for significant growth.

High premiums stimulate demand.

Private motor insurance premiums have increased by as much as 80% in the UK since 2010 as insurers have sought to address their losses. Unsurprisingly, young male drivers have been hardest hit, with many paying more than £3,000 a year for cover. They are also the most likely to buy non-comprehensive cover, or to be on 'fronted' policies, where a parent is listed as the main driver.

So perhaps it's not surprising that these drivers now represent a high percentage of the customers who have bought usage-based insurance.

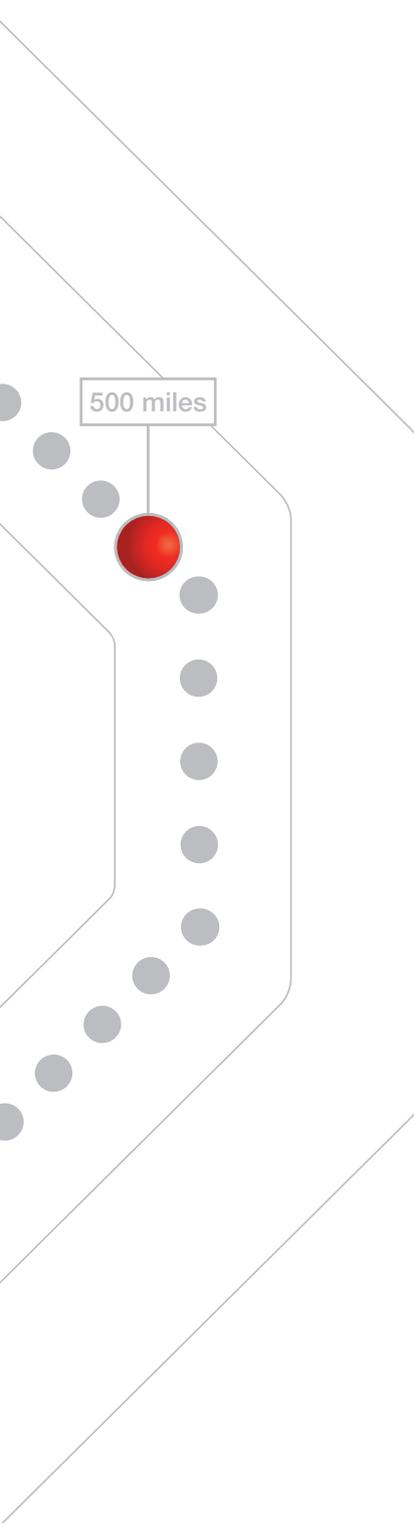
Indeed, the proportion of uninsured drivers in Britain who fall into the young driver category is half the figure of a few years ago. Perhaps this is because they can now get affordable cover.

In the short term, higher premiums and reducing household incomes are the key drivers of growth for usage-based insurance in the UK.

New legislation and initiatives are affecting the market.

Since December 2012, as a result of EU legislation and 2011's European Court of Justice ruling, European insurers are no longer able to calculate premiums based on gender. This is likely to lead to higher premiums for female drivers, with younger women expected to pay up to 25% more. The industry has complained, but to no avail, so many insurers now see telematics as a way to mitigate the expected price rises.

Individual governments have also got in on the act. Italy is already legislating to make telematics use compulsory for Italian insurers. In the UK, the Labour Party supports this idea, while the coalition government has said it supports large-scale adoption. So it seems likely that governments will increasingly intervene if they think insurers are taking too long to adopt the technology.



¹ SSP estimate based on the telematics schemes of insurethebox, Intelligent Marmalade and Wunelli. Correct as of December 2012

² ABI Research (February 2012), Insurance Telematics, <http://www.abiresearch.com/press/89-million-insurance-telematics-subscribers-global>

Elsewhere, the £45 million European eCall initiative aims to speed up emergency response times throughout the European Union.³ All new vehicles will have devices installed that will automatically dial the emergency services in the event of a serious road accident, and wirelessly send airbag deployment and impact sensor information, as well as GPS coordinates.

The initiative could benefit insurers in two ways. First, they could partner with car manufacturers to access driver data more cost effectively. Second, they could improve their claims management and reduce their claims costs.

The European Commission wants to have a fully-functional eCall service in place throughout the EU by 2015.

A healthy market of service providers.

Just as insurers have realised the potential of usage-based insurance, a range of manufacturers, service providers and out-of-the-box telematics platform vendors has also recognised the growing opportunity. With providers now able to support the end-to-end requirements for usage-based insurance products, insurers can increase their speed to market while mitigating their risks.

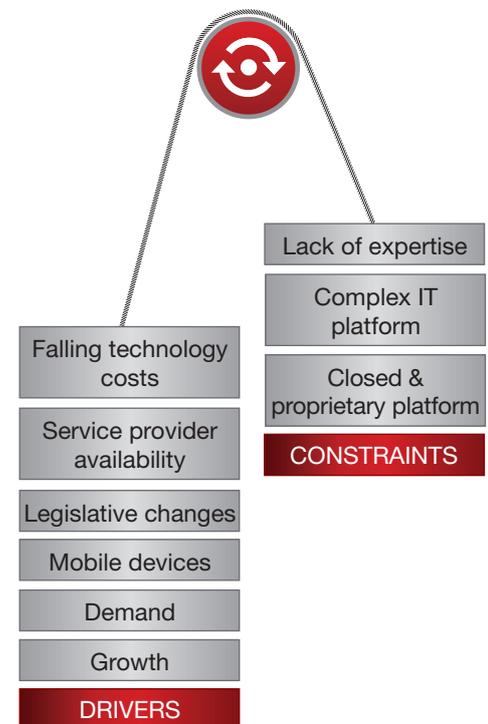
At the same time, the increased demand from insurers and growth in the number of service providers is driving innovation, improving the quality of telematics solutions and reducing the cost of technology, making the adoption of usage-based insurance more affordable for insurers and consumers.

Falling technology costs and mobile devices boost take-up.

Telematics and related technologies are maturing rapidly, and the costs of implementation and operation are falling. With the likes of TomTom promoting satellite navigation systems and car manufacturers like BMW, Ford and GM routinely installing on-board diagnostic devices, it's not clear yet which specific telematics devices, if any, are likely to dominate. But what is certain is that the cost of installing devices will fall to almost zero as mobile devices become even more sophisticated.⁴ For example, a few years ago it cost hundreds of pounds to install in-car telematics devices. Today, it costs about £150 – and in some countries, such as the US, as little as £30 through self-installation.

What's more, young people, who have grown up with their smart technology devices, will expect insurers to use these devices as part of their telematics strategy. Kimberly Harris-Ferrante from Gartner says: "Leveraging in-car technology (both factory-installed and after-factory black boxes) and seeking ways to leverage smartphones as telematics devices are top of mind among innovative P&C insurers wanting to offer customers new products".⁵

Drivers vs. constraints



³ http://ec.europa.eu/information_society/activities/esafety/ecall/index_en.htm

⁴ Insurance Experts' Forum, Justin Stephani (March 2012), The Teaser Behind Telematics, <http://www.insurancenetworking.com/blogs/telematics-insurance-distracted-driving-30073-1.html>

⁵ Kimberly Harris-Ferrante (March 2010), Top 10 Technologies With the Greatest Impact for the Property and Casualty Insurance Industry, <http://www.gartner.com/id=1315322>

One of the biggest constraints organisations will have to deal with in the next five years is a shortage of people with the skills necessary to take advantage of the insights that large data sets generate.

What operational challenges are there to deal with?

Whatever approach they take, insurers will have to overcome some operational challenges if they're going to make the most of the opportunities usage-based insurance presents. Some insurers will consider partnering with specialist telematics service providers. Others will look to develop their own assets and capability.

Many existing IT platforms are not up to the job.

Usage-based insurance products require streamlined, responsive and real-time business processes. But many insurers are still running their business on complex and inflexible legacy platforms that aren't fit to handle these.

In their Hype Cycle reports for property and casualty (non life) insurers, Gartner's experts explain that insurers will need to have core systems that "support usage-based pricing, and manage or mine the amount of incoming data, especially around billing and pricing calculation, the calculation of recurring premiums when monthly costs are less predictable, and the implications on financial forecasting".⁶

The batch processing inherent in legacy systems is a clear challenge to this, which newer flexible core insurance systems can overcome.

Telematics technology still relies on proprietary networks and closed platforms.

Back in 2002, researchers from the IBM Thomas J. Watson Research Center and the Ford Motor Company⁷ highlighted that the use of proprietary networks and closed platforms for many telematics solutions created

"islands of non-interoperable technology" and inefficiency, as well as a significant amount of wasted effort duplicating applications.

Because of this, emerging telematics solutions are likely to be disruptive to insurers' business models. However, as market standards emerge, data management and connectivity improve and device costs fall, the front-end costs and disruption associated with the telematics-based model will be significantly reduced.

There's not enough expertise in the 'big data' arena.

The success of any usage-based insurance scheme is reliant on collecting data on how, when and where individuals drive, analysing it and learning from it. Worryingly, research from the McKinsey Global Institute⁸ says that one of the biggest constraints organisations will have to deal with in the next five years is a shortage of people with the skills necessary to take advantage of the insights that large data sets generate. In fact, companies are already reporting problems hiring the right expertise, and telematics sourced data is just one part of the 'big data' arena affecting insurers.

Motor insurers in particular and insurers in general are going to have to think about how they address

⁶ Gartner – Hype Cycle for P&C Insurance – July 2012

⁷ IBM Thomas J. Watson Research Center of Hawthorne, NY and Ford Motor Company of Dearborn, MI (2002), Intelligent Pervasive Middleware for Context-Based and Localized Telematics Services

⁸ McKinsey Global Institute (May 2011), Big data: The next frontier for innovation, competition, and productivity

this challenge and ensure they have the skills and expertise needed. They will need to acquire or invest in developing the skills needed to mine,

manage and analyse data, design and underwrite new types of sophisticated products, optimise pricing, and evaluate risk in brand new ways.

Product innovation has become essential for insurers to respond to changing consumer demand and to remain competitive – especially on pricing.

What parts of their business will insurers really need to look at?

Compared with other industries, over the last thirty years the insurance industry has been affected by a relatively small number of disruptive shifts – the move to the telephone as the main channel of communication, the advent of the internet and more recently the arrival of price comparison sites. Now, usage-based insurance, with its potential to let insurers set a much more accurate premium for each policy, is disrupting the motor insurance marketplace.

In a market affected by disruptive shifts, activities that companies believe to be central to their business are offered by new start-ups or more innovative competitors that can do them better, faster, and more efficiently. These new competitive dynamics represent a significant challenge to incumbents, who need to change to compete.

However, if the established insurer addresses certain issues – mainly areas of the business held back by the use of legacy IT – there's no reason why it can't compete effectively in the usage-based insurance market, however this market develops in the future.

To succeed in a usage-based world, insurers will need to look closely at how they manage three key business areas:

- Product innovation.
- Customer experience management.
- Business infrastructure management.⁹

Product innovation.

Product innovation has become essential for insurers to respond to changing consumer demand and to remain competitive – especially on pricing. There are three main criteria to consider in this area:

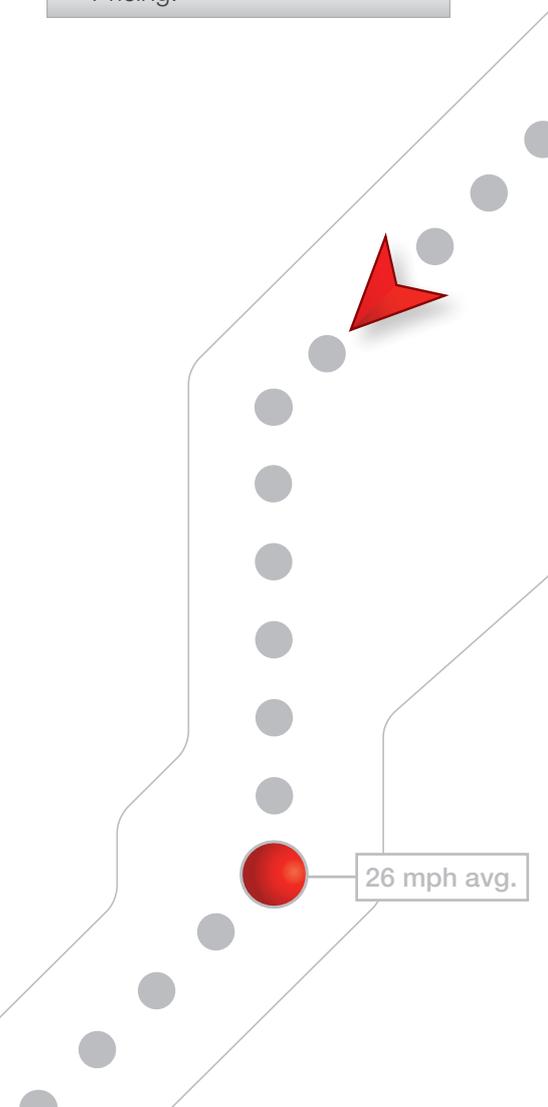
Product innovation.

- Predictive driving behaviour.
- Niche products.
- Pricing.

Automating the use of predictive driving behaviours.

Once historical driving and claims data become available, insurers will be able to use telematics scores to calculate prices in real time at the acquisition stage. Over time, insurers will also be able to make use of pre-built driving histories across a series of processes to improve the customer service experience. The hope is that standardisation of data in the future will encourage the use of driving histories and make transferring driver information between insurers easier – fostering competition at the renewal stage.

⁹ John Hagel III and Marc Singer (March 1999), Harvard Business Review, Unbundling the Corporation





Customer experience management.

- Customer data.
- Payment options.
- Proactive claims management.

Designing niche products.

Most insurers are likely to develop more than one product so they can meet the needs of different market segments and appeal to customers with a range of driving styles. They will need ways to rationalise product standards, simplify product structures, and centralise product definitions so it's easy and efficient to replicate and refine products. Insurers will want to minimise duplication, and be able to augment products with value-added services and additional features. To take advantage of opportunities and deal with changes in the market as they arise, insurers will also have to be able to adjust rules and rating factors easily.

Pricing with precision.

As drivers begin to understand usage-based products better, pricing will take centre stage. They'll have to accept that to get lower premiums, they'll be asked to trade their driving data. Insurers will use that data to identify customers who fit their preferred profiles and offer them competitive pricing, triggered in real time, regardless of the distribution channel used.

By letting actuarial professionals change rates through rule manipulation, and letting marketing and sales teams adjust prices at the point of sale, insurers will become more responsive, proactively addressing market conditions through controlled rules and parameters. Standards, open platforms, and ease of integration with external data sources will be critical to support accurate pricing at every stage of the lifecycle of a policy, from inception to renewal, but particularly mid-term, when premiums will be adjusted to reflect driving behaviour.

Customer experience management.

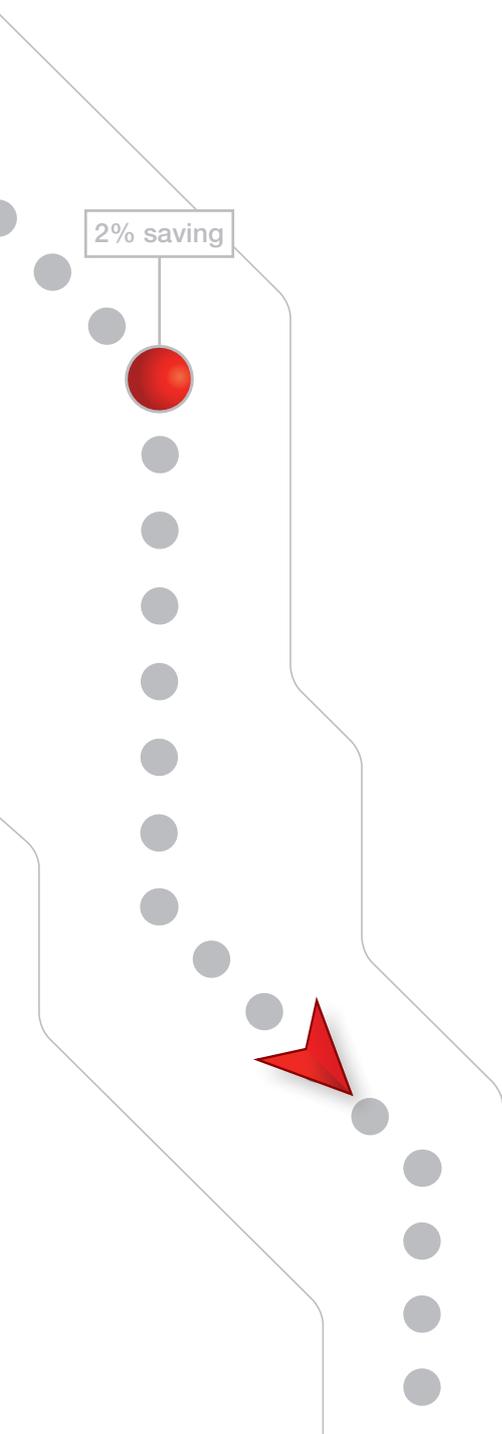
Few insurers have truly delivered on their stated goal of improving their customers' experience. Yet this remains important as a way of differentiating in a demand-driven market. There are three key criteria to consider in this area:

Making it easy for customers to see their data.

Once drivers start exchanging data for lower prices, they'll want to see how their driving is being reflected in their premiums. Communicating this information creates additional touch points and an opportunity to develop the brand and increase customer loyalty.

Customers will expect to be able to access a personal visual dashboard via a wide range of devices, including PCs, laptops, tablets and smartphones, to get information on every journey they make. The dashboard will display daily driving summaries including information on speed, braking, acceleration and cornering, and on new driving parameters as these come to light. Insurers will also need to provide outcome-based and 'what if' impact analyses so that policyholders can improve their driving. The analyses could also include indicators like forecast versus actual premium, fuel consumption or CO₂ emissions.

To make products even more attractive to consumers, insurers will also need to offer extra services like vehicle locators, real-time vehicle diagnostics, and accident assistance.¹⁰



2% saving

Delivering these value-added services will mean responding to customers in real time or near real time, requiring insurers to be connected to multiple mobile devices and social media – or to be integrated with a wider range of service partner systems using service-oriented architecture techniques.

Customer-centric payment options.

With access to massive data sets covering factors such as the time of travel, speed, driving style, mileage and much more, insurers will be able to adopt a wide variety of charging structures and more customer-centric payment options.

For example, they might choose to include penalties for poor driving patterns. Or they might just give warnings and instead show potential premium charges or savings based on that behaviour. All this will need to be itemised. Similarly if they offer discounts, rewards or access to additional value-added services, these will also need to be set out clearly on each statement.

As such, billing, invoicing and premium accounting will become more regular, be that quarterly, monthly, weekly or perhaps even after each journey.

Whatever the charging structure and time period, insurers will have to be able to produce accurate statements for the policyholder to access electronically through a secure website or personalised dashboard.

Batch systems won't be able to accommodate the sheer volume of data coming in and will come under severe pressure. But options are available. Higher frequency premium calculation and processing, common in markets such as South Africa, will become standard practice in a usage-based world.

Handling claims proactively.

Many insurers have already realised significant benefits from using telematics-sourced data throughout the claims management process. Some have reported 20% reductions in claims frequency and 30% reductions in overall claims costs, with half the time needed to settle a claim. Some have been able to shed up to 12 percentage points on their claims ratios over two years¹¹. This is partly down to the fact that more careful drivers are choosing to buy this sort of product – but that's not the whole story.

The automatic triggering and receiving of crash reports helps provide insights into accident causes at the earliest stage of the first notice of loss (FNOL) process. And this is where insurers, particularly UK insurers, expect to realise significant benefits. If insurers can capture data at the time of an accident, they can offer support there and then, and at every other step of the claims process. Using a g-force indicator can highlight whether a claim for whiplash should be raised, and help prevent fraud. Outbound calling has helped insurers contact their policyholders and then alert the right emergency services. And although not widely used yet, data-led replays of collisions allow improved damage evaluation and fraud detection.

Insurers will need to integrate the data feeds within the systems that support not only the FNOL process but also the full end-to-end claims management process. They'll also need to link these systems with those of their supply chain partners.

Some insurers have reported 20% reductions in claims frequency and 30% reductions in overall claims costs.



Business infrastructure management.

- Complex data parameters.
- Enrichment gateway.
- Back-office services.

Business infrastructure management.

Data is more than just volume. It's the ability to process data that counts. Only then will insurers be able to use the right information to drive efficient processes across multiple systems and multiple distribution channels. The three main points to consider in this area are:

Managing complex data parameters.

A number of telematics data service providers have identified predictive driving parameters that can help insurers to select quality risks and to lower premiums. These service providers collect, analyse and transmit the parameters to insurers in the form of driving scores. Today, a relatively small set of parameters is known to be effective. But many more are likely to be identified in the future. What's more, insurers may also decide to use more than one service provider to support their usage-based strategy.

Against this background, it is likely that telematics data parameters and usage-based insurance products will only be widely accepted once common telematics standards emerge.¹² These standards are for the messages used by the devices, the analytical models, and the deployed infrastructure. The standards don't need to be new, but do need to consistently use widely-accepted programming languages, network protocols and network-based services. They should make transferring and transporting telematics scores among insurers a lot easier, which would make it easier in turn for consumers to shop around at renewal.

Working with a 'data enrichment gateway'.

Following on from the points above, as the data processed by the service providers becomes more and more detailed, a 'data enrichment gateway' will be needed to promote widespread adoption and to connect third-party technology and data provision services with insurers and their channel partners. The Open Service Gateway already exists, and defines open specifications for delivering and provisioning multiple services over wide area networks to local networks and devices in homes, cars and other environments.¹³ This gateway also aims to standardise the provision and re-use of secure and reliable services, as well as bridge the gap between different networking standards.

Insurers therefore need an open standards-based, service-oriented infrastructure, which will provide a flexible and extendible platform to launch innovative usage-based insurance products while allowing insurance policy administration processes to be separated from data collection processes. In this way, driver data can be acquired, aggregated, interpreted and used independently as the vehicle sensors, behavioural parameters and the overall technology infrastructure continue to evolve.

¹² IBM Thomas J. Watson Research Center of Hawthorne, NY and Ford Motor Company of Dearborn, MI (2002), Intelligent Pervasive Middleware for Context-Based and Localized Telematics Services

¹³ OSGi Based Service Infrastructure for Context Aware Automotive Telematics, <http://www.osgi.org>

Delivering back-office services.

Many insurers already use service providers to carry out transactional services such as processing new business, customer servicing and claims handling, when it's more cost effective to do so. With complex legacy IT environments and a lack of data analysis skills to contend with, it's no surprise that insurers launching usage-based insurance products are choosing to partner with established service providers.

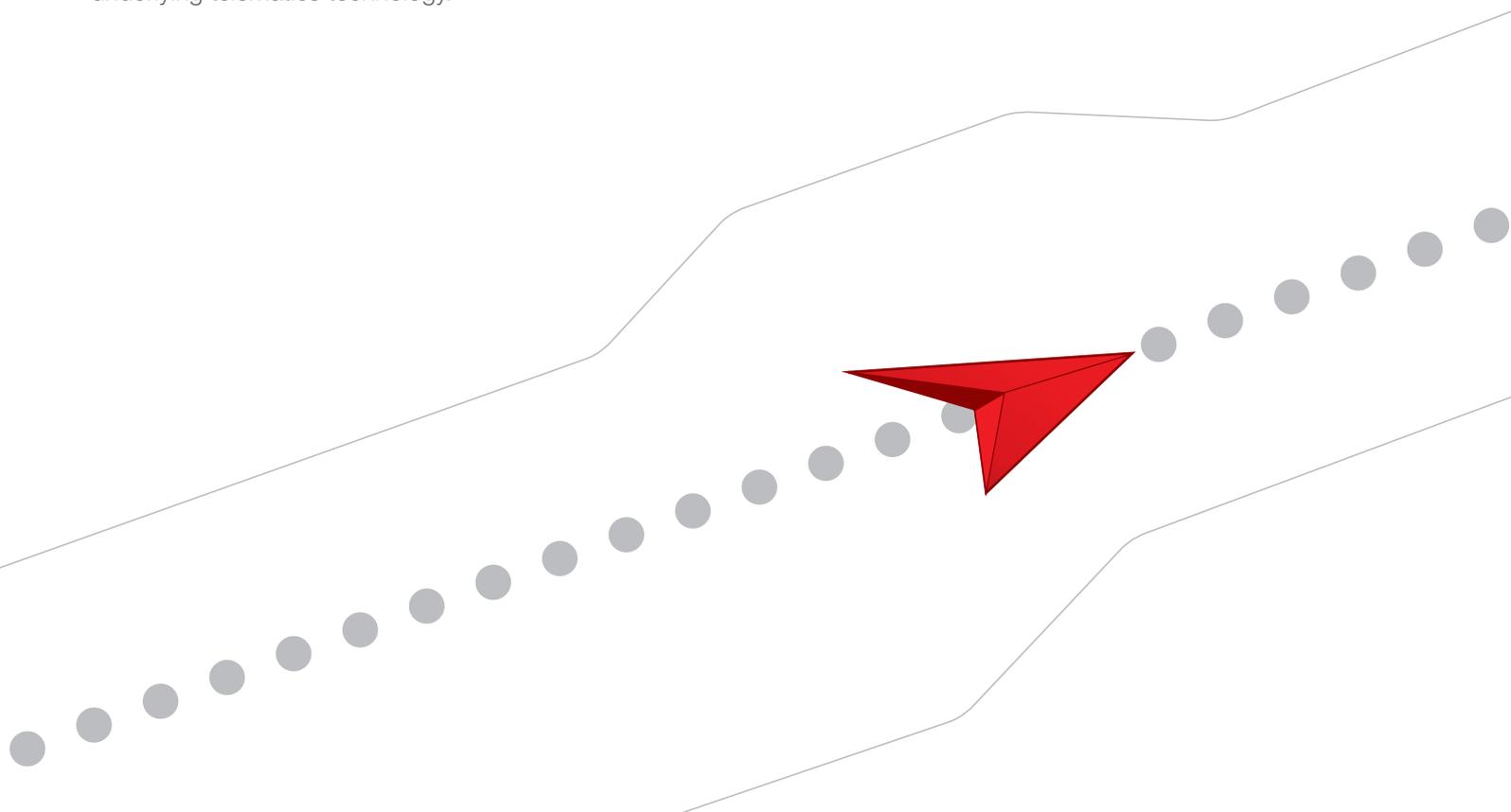
By outsourcing the main telematics processes including devices, data collection, data transmission and analytics, insurers can use the scores delivered to profile and price more accurately at the underwriting stage and introduce innovative new services.

This approach allows the insurer to focus on its core insurance functions and delivering a seamless customer experience across all its channels, while their service provider focuses on adapting and enhancing the underlying telematics technology.

In today's fast-moving and competitive market, young people and other customers who are inclined to go for 'technological' or more personalised products won't stand for poorly thought-through processes.

Insurers shouldn't see offering usage-based insurance as something they have to do, but rather as something they want to do. It is, after all, a way to drive profitable growth and, in these relatively early days, stand out from the crowd, while developing the skills that will be needed in the future.

Insurers shouldn't see offering usage-based insurance as something they have to do, but rather as something they want to do.



So what are the next steps insurers might take?

Usage-based motor insurance is just one of many opportunities insurers will have to market more sophisticated products in the future. Insurers need to decide how best to take advantage of this opportunity in the long term, and how best to get started. Here are some steps they might take.



Step 1: Dip a toe in the water.

As discussed earlier, several insurers have already piloted or deployed telematics products – with varying degrees of success.

One way of reducing the risk, cost and complexity of making a first move in the market is to get support from a specialist service provider. The insurer can then experiment with data enrichment, reassured that the service provider has already taken care of the behavioural data and value chain elements. This model has allowed some insurers to demonstrate the growth potential of telematics very quickly.

Everyone in the partnership gets to benefit from shared resources, and the insurer can potentially free up its IT department for other high-priority projects. At the same time, the insurer can set about acquiring its own telematics skills.

Although these partnership-led initiatives will be small scale, at least at first, the insurer will still need to think thoroughly through the issues of data security and privacy, standardisation and automation, real-time processing and scalability.



Step 2: Gradually bring skills and operations in-house.

As usage-based insurance goes mainstream, a number of insurers will want to bring skills and operations in-house. As mentioned already, insurers will need to look closely at the impact on product innovation, customer experience management, and business infrastructure management.

It's certainly not something that could be done overnight, and nor should it be. The process would be a gradual one, done in stages. This would allow insurers to extract value from their toe-in-the-water experiences and provide a manageable path to modernising their complex legacy landscapes. This approach enables the insurer to reduce complexity and control costs, while making sure it doesn't lose sight of its other business priorities.



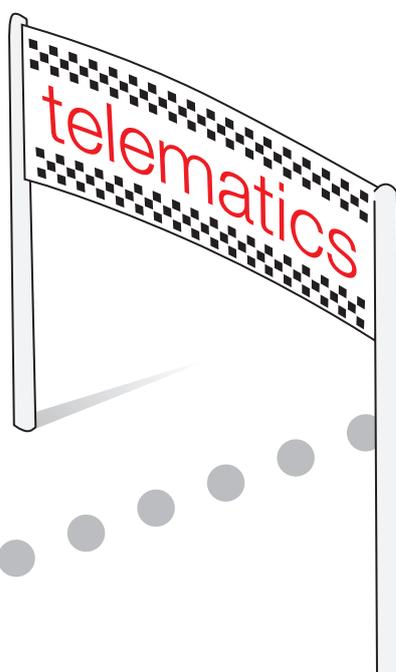
Step 3: Replace legacy IT.

Having developed the core competencies and brought the usage-based products in-house, a final step for insurers might be to replace legacy IT. The insurer would then run its business more efficiently and more cost effectively on a modern platform, without the high support and maintenance costs and dependence on scarce IT skills. The new systems would be phased in – and the old ones switched off – at a pace that suits the insurer and with minimum disruption to the business. Ultimately, the insurer would have a new end-to-end system, integrating with each partner's value chain and value-added services where needed.

Key benefits.

By focusing on these three key business areas – product innovation, customer experience management and business infrastructure management, insurers adopting usage-based insurance can expect the following benefits:

- **Faster and more flexible product development** through the ability to easily enrich existing products with new features and individual behavioural parameters.
- **Improved customer retention** by offering customers a much better experience, with more regular contact.
- **Improved business predictability and responsiveness** by leaving batch processing behind and moving to real-time pricing, quoting, monitoring, billing and policyholder servicing.



The time is now.

Exploiting new technologies can be hard, and knowing when to adopt them even harder. Yet, with over 50% of the top US and UK motor insurers already having a usage-based programme in place¹⁴, the market appears to have reached a tipping point.

Legislative changes, higher insurance costs for young drivers and the growth in connectivity through smartphones and sat-navs have combined to drive consumer awareness and adoption.

At the same time, a range of service providers has emerged having recognised the size of the opportunity. These providers are now able to provide end-to-end telematics platforms, allowing insurers of all sizes to launch usage-based insurance products much faster than they would be able to on their own.

While the jury is still out on whether the telematics data will come directly from cars or smartphones, there is no doubt huge volumes of data will be transmitted.

With the ability to use and analyse huge volumes of data, innovative insurers will be able to launch unique products, pricing models and service offerings, to target specific market segments and steal a march on the competition.

However, this will only be possible if they have the skills and technology in place to collect and analyse this data, and to develop and administer innovative products. To achieve this, insurers need to start their journey soon.

¹⁴ Catherine Stagg-Macey, Celent (January 2012), Telematics-Based Insurance: Has Its Time Finally Arrived?

Further reading.

Catherine Stagg-Macey
“Telematics-Based Insurance: Has Its Time Finally Arrived?”
Celent, January 2012

Alexander Osterwalder & Yves Pigneur
“Business Model Generation”

Jackie Fenn, Hung LeHong
“Hype Cycle for Emerging Technologies, 2011”
Gartner, July 2011

Chris Wheal
“MIB: uninsured young drivers down 50%”
www.postonline.co.uk/post/news/2164923/mib-uninsured-drivers
30 March 2012

SSP White Paper
“Enhance & Evolve”
January 2012

About SSP.

SSP is the leading provider of distribution and modernisation solutions for the general insurer. Assets spanning the full intermediary to insurer value chain. An understanding of the commercial and personal lines markets built over 25 years. Unparalleled project delivery experience gained with 160 customers located in 20 countries in Europe, North America, Africa, and the Asia-Pacific region. Around 700 professionals with the advisory, delivery and servicing expertise to support IT modernisation. SSP works with clients to help them enhance operations and boost top and bottom line growth by renovating or replacing their back-office systems with modern and innovative enabling software solutions. Clients include Absa, Aegon, Aviva, Axa, Co-op Financial Services, HSBC, Progressive, RBS Insurance, RSA and Zurich. Plus entities at Lloyd's focused on the retail insurance market. You can find more about SSP at www.ssp-worldwide.com.

Contact us.

Learn more about leveraging telematics data and generic data enrichment across your product life cycle – including sales, marketing and servicing. Reduce the risks of legacy modernisation. Visit www.ssp-worldwide.com or contact us:

Halifax – head office

Fearnley Mill, Dean Clough, Halifax,
West Yorkshire, HX3 5AX

Tel: +44 (0)1422 330 022

Solihull

2500 The Crescent,
Birmingham Business Park, Solihull,
West Midlands, B37 7YE

Tel: +44 (0)121 779 8400
Fax: +44 (0)121 779 8401

Guildford

1st Floor, 20 Nugent Road,
Surrey Research Park, Guildford,
Surrey, GU2 7AF

Tel: +44 (0)870 167 0074
Fax: +44 (0)870 167 0075

Melbourne

Suite 2, Level 3,
293 Camberwell Rd, Camberwell,
VIC 3124, Australia

Tel: +61 (0)3 9095 1000
Fax: +61 (0)3 9095 1033

Sydney

Level 14, Lumley House,
309 Kent Street,
Sydney, NSW 2000
Australia

Tel: +61 2 9994 8907

South Africa

Sandown Mews West
88 Stella Road, Sandton,
Johannesburg 2196
Republic of South Africa

Tel: +27 (0)11 384 8600

USA

6465 S. Greenwood Plaza Blvd.
Suite 170, Centennial, CO 80111

Tel: +1 (303) 209-5900





Head Office: Fearnley Mill, Dean Clough, Halifax, West Yorkshire, HX3 5AX
www.ssp-worldwide.com

