E-Business Prospects In The Sri Lankan Insurance Industry

By

M.A.C.P.Wijeratne

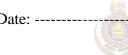
The Dissertation was submitted to the Department of Computer Science & Engineering of the University of Moratuwa in partial fulfillment of the requirement for the Degree of MBA in Information Technology.

Department of Computer Science & Engineering University of Moratuwa Sri Lanka December 2004

Declaration

"I certify that this thesis does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any University to the best of my knowledge and belief it does not contain any material previously published, written or orally communicated by another person or myself except where due reference is made in the text. I also hereby give consent for my dissertation, if accepted, to be made available for photocopying and for interlibrary loans, and for the title and summary to be made available to outside organizations"

Signature of the Candidate



Date: University of Moratuwa, Sri Lanka. Electronic Theses & Dissertations

To the best of my knowledge, the above particulars are correct.

Supervisor

Abstract

With the advent of the Internet, online processes are replacing conventional models in our society. The greatest impact in online technology has been achieved by e-commerce. E-commerce refers to aspects of online business. E-business encompasses these elements but also includes operations that are handled within the business itself. As e-business trends spreading all over the business world, it is advisable to identify future prospects in Sri Lankan insurance sector. Therefore I have selected that topic to do research project.

The major problem identified is intense competition in insurance sector. To survive & remain viable, it is necessary to identify new ways to increase market share. Further Customer expectations are becoming higher and higher and they expect high personalization, online access to account information, online need analysis, online premium payments & policy administration and online claims initiation. High policy administration cost is another issue faced by insurance companies. A weak relationship among insurers, reinsurers & brokers is another problem, which encourages me to select this topic. Global trends in insurance sector are unmatchable with local services. If local companies do not identify these trends in correct time they have to face lot of business difficulties.

Access the existing information technology level of insurance companies including ebusiness applications & develop a benchmarking guide to measure the IT level is my first research objective. Then I want to identify global e-business trends and compare with local insurance industry. Review & critically evaluate various e-business models currently in use is my next objective. Finally, I hope to identify & propose e-business prospects in insurance industry with technological & infrastructure requirements and limitations.

Acknowledgement

I would like to acknowledge my gratitude to Dr.Ajith Pasquel, Senior lecturer of Department of Electronic &Telecommunication Engineering of University of Moratuwa, for his useful advices, guidance and suggestions, which greatly contributed towards the success of this research.

I pay my gratitude to everyone who contributed their time for being interviewed and for sharing their perceptions, attitudes, ideas some time even their most private information.

I thank my family members and my colleagues for the support they have given me over the time.



University of Moratuwa, Sri Lanka. Electronic Theses & Dissertations www.lib.mrt.ac.lk

Table of Contents

Chapter	Title	Page
	Title Page	Ι
	Declaration	II
	Abstract	III
	Acknowledgement	IV
	Table of Contents	V
	List of Figures	VIII
Chapter 1 – Introd	duction	
1.1 Background		1
1.2 problems Identified		2
1.3 Research Objectives		2
1.4 A brief method of study adopted ity of Moratuwa, Sri Lanka.		3
1.5 Brief review of previous literature attempts & Dissertations		4
1.6 Expected result	s from the study mrt.ac.lk	4
Chapter 2 – Litera	ature Review	
2.1 Overview of the	eories and concepts those are relevant	5

2.1 Overview of meones and concepts mose are relevant	
to the topic and research problem	
2.1.1 Overview of Insurance Basics	
2.1.2 The Challenges for Insurers today	
2.1.3 The impact of e-business on the insurance industry	11
2.2 Review Information Related To Past Researches	
2.2.1 Research on 'The Insurance Industry: The E-commerce	
Imperative' by Deloitte & Touché from	
Insurance Industry group, USA	21
2.2.2 Research on "Prospects of e-insurance" by BEA Systems	
2.2.3 Research on "Suitability of E-business for insurance "by	
MRCATOR Systems	

2.2.4 Research on "New age of insurance "by CISCO	
Chapter 3 - Methodology of Study	
3.1 Model for the research project	28
3.2 Research Methodology for existing IT level assessment of Insurance	
Companies and Study the Expectations of sales agents	
in Insurance sector	
3.2.1 Developing the survey plan for collection information	29
3.2.2 Implementation of the survey plan	41
3.2.3 Interpreting and reporting findings	43
3.3 Research Methodology For E-Business Trend Identification	43
Of Global Insurance Companies	
3.3.1 Selection and analysis of the information about few global	44
insurance companies	
3.3.2 Identification of e-business applications they used	45
3.4 Research Plan For E-Business Model Development	46
www.lib.mrt.ac.lk	
Chapter 4 - Findings & Observations	
4.1 Findings Related To Existing Information Technology Level	48
Measurement Of Sri Lankan Insurance Companies	
4.2 Findings Related To The Assessment Of The Sales Force	69
Expectations Related To Insurance Sector	
4.3 Findings Related To Global E-Business Trend Analysis	85
Chapter 5 - Analysis & Discussion	
5.1 Results Analysis Of Existing Information Technology Level	93
Measurement Of Sri Lankan Insurance Companies	
5.1.1 General View Of Sri Lankan Insurance Industry	93
5.1.2 Internal IT level of the insurance companies	94

5.1.3 Networking & Communication Facilities	
5.1.4 Customer Relations & Information Technology	
5.1.5 Business-to-Business Transactions & Information Technology	
5.1.6 IT Future Investments	99
5.2 Results Analysis Of The Sales Force Expectations Of Insurance Sector	
5.2.1 IT Preparedness Level Of The Sales Agents	99
5.2.2 Idea about E-commerce and E-business applications	
5.2.3 Idea About Existing Processes & Suggestions/ Improvements	
5.3 E-Business Model Development For Life Insurance Sector	104
5.3.1 Existing New Business Underwriting Process	105
5.3.2 Existing Policy Servicing Process	109
5.3.3 Existing Claims Management Process	113
5.3.4 Existing Premium Processing System	116
5.3.5 Existing Accounting System	118
5.3.6 Existing Re-Insurance Process of Moratuwa, Sri Lanka.	120
5.3.7 Existing Agency Management Process & Dissertations	122
5.3.8 Proposed Model For Life Insurance With E-Business Prospects	125
5.3.9 Relationship Maintenance with Various Users	
5.3.10 Justification of the Proposed Life Insurance System with	
Research Results	
5.3.11 Special Considerations Related To The Life Insurance	130
Model Development	
5.3.12 Technical Limitations Of The Proposed Model Development	131
5.3.13 Non-Technical Limitations Of The Proposed	
Model Development	
Chapter 6 – Conclusions	133
Appendix A – Questionnaires	135
Appendix B – Data table structures	

Appendix C – References 151

List of Figures

2.1 Determinants of suitability for online distribution: transaction	11
volume vs. complexity	
2.2 Business models for Internet distribution	13
2.3 Specialised providers exist in virtually all steps of the value chain	15
3.1 Model for the research project	28
3.2 Major steps involved in IT level assessment of insurance companies	29
3.3 Survey Plan for data collection	29
3.4 Sample selection for insurance companies	35
3.5 Sample selection for sales people	37
3.6 Tables for keeping IT information	42
3.7 General information table of insurance companies	42
3.8 Global e-business trends identification process	43
3.9 Major steps of e-business model development	46
4.1 Category Wise Classification Of Sri Lankan Insurance Companies	53
4.2 Sector wise Classification of Sri Lankan Insurance Companies	53
4.3 Scale wise Classification of Sri Lankan Insurance Companies	54
4.4 Number of years in business	54
4.5 Premium Income of insurance companies during the last year (2003)	55
4.6 Performance Of General Insurance Business in 2003	56
4.7 Performance Of Life Insurance Business in 2003	57
4.8 Information Technology decision making in Insurance Companies	58
4.9 Separate department for handling and managing IT operations	58
4.10 Different divisions within the IT department	59
4.11 Information related to the systems development	59
4.12 Information Technology Role in Process Planning and Support	60
4.13 Information Technology Role in Operations Support	61
4.14 Information Technology Role in Sales & Marketing	62
4.15 Online connectivity of the branches and the head office	63
4.16 Method of Connectivity	63
4.17 The type of the system	64

4.18 Networking & Communication facilities available in branch level	64
4.19 Company Web site	65
4.20 Development and maintenance of the web site	65
4.21 When The Insurance Company Built Its Web Site	66
4.22 Basic Contents Of The Web Site	66
4.23 Interactivity Of The Web Site	67
4.24 Online Need Analysis & Real Time Quotations From The Web Site	67
4.25 Services Provide To Policyholders Through Company Web Site	68
4.26 Handling Customer Inquires & Complains	69
4.27 Mobile Commerce Applications (M-Commerce) For Policyholders	69
4.28 Idea About Providing M-Commerce Applications To Policyholders	70
4.29 Any Insurance Products With Other Non-Insurance Companies	71
4.30 Idea About Integrated Insurance Products/ Services	71
4.31 Method Of Transacting With Business Partners	72
4.32 Information Technology Future Investments	73
4.33 Having a personal computer /Laptop/ Palmtop versus designation	74
4.34 Reason to buy the computer lib.mrt.ac.lk	75
4.35 Reason for not to buy a personal computer	76
4.36 Exposure to the IT applications and usage	76
4.37 Have a mobile device	77
4.38 Major Sales & Customer Service Activities You Are Doing Using	78
The Mobile Device	
4.39 Internet Access Facility Versus Area of Doing Business	78
4.40 Internet Usage of Sales People in Colombo Metro	79
4.41 Internet Usage of Sales People in Urban Areas (Other than Colombo)	79
4.42 Internet Usage of Sales People in Rural Areas	80
4.43 Idea about E-commerce and E-business applications/ services	80
4.44 Comment on 'E-commerce and E-business will help to improve	
your sales activities ' statement.	81
4.45 Idea About The Effectiveness Of Existing Marketing Strategies	81
Of the Company For Sales Activities	

4.46 Suggestions For Further Improvements Of Existing Marketing Strategies	83
4.47 Idea About Existing Quotation & Need Analysis Procedures	83
4.48 Suggestions To Improve Existing Need Analysis & Quotation System Using	
Information Technology & E-Business Applications	84
4.49 Idea About Underwriting System Of New Insurance Polices	85
4.50 Suggestions To Improve Existing Underwriting System Using Information	
Technology & E-Business Applications	86
4.51 Idea About Servicing of Existing Insurance Polices	86
4.52 Suggestions To Improve Existing Servicing System Using	
Information Technology & E-Business Applications	87
4.53 Idea About Existing Sales Commission Payment Procedures	88
4.54 Suggestions To Improve Existing Sales Commission Payment System	
Using Information Technology & E-Business Applications	89
4.55 Web Site of the Company	90
4.56 Buying Online Insurance versity of Moratuwa, Sri Lanka.	91
4.57 Buying Online Insurance	91
4.58 Online Renewal Payments	92
4.59 Online Renewal Payments	92
4.60 FAQ Option	93
4.61 Kotak Mahindra Old Mutual Life Insurance Ltd- Web Site	94
4.62 Existing Insurance System	95
4.63 Existing Insurance System	95
4.64 E-life Application Architecture	97
5.1 Existing New Business Underwriting Process	110
5.2 Proposed New Business Underwriting Process with e-business prospects	112
5.3 Existing Policy Servicing Process	114
5.4 Proposed Servicing Process with e-business prospects	116
5.5 Existing Claims Management Process	118
5.6 Proposed Claims Management Process with e-business prospects	120
5.7 Existing Premium Processing System	121
5.8 Proposed Premium Processing System With E-Business Prospects	122

5.9 Existing Accounting System	123
5.10 Proposed Accounting System With E-Business Prospects	124
5.11 Existing Re-Insurance Process	125
5.12 Proposed Re-Insurance System With E-Business Prospects	126
5.13 Existing Agency Management Process	127
5.14 Proposed Agency Management System With E-Business Prospects	129
5.15 Proposed Model For Life Insurance With E-Business Prospects	130
5.16 Relationship Maintenance with Various Users	132



University of Moratuwa, Sri Lanka. Electronic Theses & Dissertations www.lib.mrt.ac.lk