LB/DON/108/07

AN IMPLEMENTABLE ECOMMERCE MODEL FOR THE INSURANCE INDUSTRY

By

M.S.A.M.Naleer

LIBRARY UNIVERSITY OF MORATUWA, SRI LANKA MORATUWA



 \int

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

The Dissertation was submitted to the Department of Computer Science & Engineering of the University of Moratuwa in partial fulfilment of the requirement for the Degree of Master of Business Administration.

Department of Computer Science & Engineering University of Moratuwa December 2006

89445

004 06

University of Moratuwa

89445

Declaration

I certify that the work included in the dissertation in part or whole has not been submitted for any other academic qualification at any institution.

M.S.A.M.Naleer (Candidate)

Λ

UOM Verified Signature

Dr. P.Ramachandran (Supervisor)

University of Moratuwa, Sri Lanka. Electronic Theses & Dissertations

Acknowledgement

This MBA thesis was written in part fulfillment of the MBA in Information Technology program at the University of Moratuwa, Sri Lanka. Firstly, I would like to acknowledge the guidance I received from our distinguished lecturers during this program.

I would specially like to express my deep gratitude to my supervisor Dr. P. Ramachandran for his guidance and valuable support throughout the progress of this thesis.

I would also like to thank all the participants who contributed to my work, not just for their responses, but also for their warm contributions and kind help. I wish to express my special and deep gratitude to the CEO of my Company Mr. Ehsan Zaheed for his continued support throughout their MBA course under also would dike to extend my warmest thanks to my Effective their their their their collaboration in data collection, dissertation writing and arranging interviews with Insurance Companies. Without their corporation and coordination, this thesis would have not made the progress within the stipulated time frame

I would like to highlight the role of my loving and supportive wife for all what she has done to me through out the progress of this thesis.

Last but not least, I would like to express my deep feeling to my Dad who passed away on the 22^{nd} of May, 2006 and to my Mother for the affection, encouragement, guidance and support they extended to me in every step of my life.

Abstract

The conditions for doing business are changing rapidly. The digital world has expanded and will become a way of life for future generations. We have to adapt to online insurance services, monitoring the trends and countering the threats to retain our existing customers and attract new ones. In a long term perspective eCommerce represents an effective and timely channel to better serve our clients. At the same time it becomes a low-cost contributor to the profitability of our companies. The Internet and related advances in information technology significantly impact financial services. Yet the insurance industry has been lagging behind other financial services to embrace this new change within its activities. The growing importance of eCommerce represents a watershed event for insurance markets and institutions, as it does for most industries. By lowering information costs, eCommerce will enable insurers to classify, underwrite, and price risk as well as settle claims more accurately and efficiently. Overall, the Internet will significantly enhance the efficiency of insurance markets and institutions and benefit consumers by lowering transaction and information costs. The effects of eCommerce are the subjects of intense debate in insurance industry. Despite the emergence of eCommerce in Sri Lanka information technology and insurance industry literature, no empirical research has been reported in the Sri Lankan insurance industry.

This dissertation is presented in three sections. Firstly it begins with a survey of published materials available pertaining to the Insurance sector and highlights its specialized nature. It then examines the current status of the Insurance Companies in Sri Lanka and their readiness to embrace eCommerce. The findings demonstrate that the Sri Lanka is not that far behind in the eCommerce readiness in the Insurance Industry.

Finally an implementable eCommerce model is presented for the Insurance Industry sector with recommendation for a phase by phase deployment.

ii

Table of Contents

4

à

4

|_

Acknowledgements						
Abstract.		(ii)				
Table of (Contents	(iii)				
List of Ta	ıbles	(v)				
List of Fig	List of Figures					
Chapter	1 - Introduction	01				
Chapter	2 – Literature Review	08				
2.	1 Introduction	08				
2.	2 eCommerce and Insurance Industry	09				
2.	3 Growth of Internet	24				
		•••				
Chapter	3 – Research Design and Methodology	28				
3.	1 Problem Definition	28				
3.	2 Problem Statement	28				
3.	3 Research Approach	28				
3.	4 Research Design Diagram	29				
3.	5 Research Objectives	30				
3.	6 Research Design IVERSITY OF MORATUWA, STI Lanka	30				
	Electronic Theses & Dissertations					
	www.lib.mrt.ac.lk	26				
Chapter	4 – Insurance Business	30				
4.	1 Fundamental Characteristics of Insurance	36				
4.	2 Classes of Insurance	36				
4.	3 Insurance Value Chain	36				
4.	4 Benefits of Insurance to the society	38				
4.	.5 Premium Utilization by Insurers	39				
4.	.6 Principles of Insurance	39				
4.	.7 Insurance Documents	41				
4.	.8 Sri Lanakan Insurance Industry	43				
4.	.9 Development of the Sri Lankan Insurance Industry	50				
	4.9.1 Premium Income – Long Term Insurance	51				
	4.9.2 Premium Income – General Insurance	54				
	4.9.3 Distribution of Gross Written Premium	57				
	4.9.4 ReInsurance and Retention of Gross Written Premium	58				
4.	.10 Performance of Insurance Brokers	58				
4.	.11 Insurance Companies Registered under the RII Act	59				
4.	.12 Regulators' Concurrence with eCommerce	60				



Chapter 5 –	Analysi	S	62
5.1 A	nalvsis c	of Data	62
••••	5.1.1	Levels of eCommerce readiness of Insurance Companies	63
	5.1.2	Potential Insurance applications for eCommerce	67
	5.1.3	Online Insurance Products	68
	5.1.4	Most Expected benefits from eCommerce deployment	69
	5.1.5	Major obstacles for eCommerce deployment	71
Chapter 6 –	Implem	entable eCommerce Model	73
6.1 In	nplemen	table eCommerce Model	73
	6.1.1	Policy Selection Certificate Issuance – Traditional	74
	6.1.2	Premium Payment – Traditional	76
	6.1.3	Enquiry – Traditional	77
	6.1.4	ReInsurance Placement – Traditional	78
	6.1.5	Claim Management – Traditional	79
	6.1.6	Endorsement Issuance – Traditional	80
	6.1.7	Policy Selectin & Certificate Issuance – eCommerce	82
	6.1.8	Premium Payments – eCommerce	84
	6.1.9	Enquiry – eCommerce	85
	6.1.10	ReInsurance – eCommerce	86
	6.1.11	Claim Management – eCommerce	87
	6.1.12	Endorsement Issuandeloratuwa, Sri Lanka	89
		Electronic Theses & Dissertations	
6.2	Comp	arison of Traditional Activities Vs eCommerce Activities	92
6.3	eCom	merce Process Description & Other Benefits	93
	6.4.1	Policy Selection	93
	6.4.2	eCertificate and Online Purchase	94
	6.4.3	Online Claim Management	95
	6.4.4	Pre-launch Product Development	97
	6.4.5	Post Sales Services	98
	6.4.6	ReInsurance	98
6.5	eCom	merce Model Deployment	99
Chapter 7 –	Recom	nendations and Conclusions	102
7.1	Concl	usions	102
7.2	Recon	nmendations	105
References	•••••		106
Appendix			108

iv

List of Tables

Table No	Description	Page
1	List of Insurance Companies, their web addresses and the type of Insurance Business	31
2	eCommerce Typology: Five Levels of Sophistication	32
3	Contents Analysis of the Web sites	33
4	Scale of Measurement	34
5	Variables and Indicators	35
6	Recruitment Test for Insurance Agents	44
7	Overall Gross Written Premium from 1999 – 2005	50
8	Long Term Insurance - Gross Written Premium Company wise Market Share – 2005	52
9	General Insurance – Gross Written Premium Company wise Market Share – 2005	55
10	Distribution of Gross Written Premium	57
11	Distribution of Gross Written Premium – General Insurance – as % of Share	58
12	List of Insurance Companies, Web Addresses and type of Insurance Business	62
13	eCommerce Typology – Five Levels of sophistication	63
14	Potential Applications for eCommerce	67
15	Suitable Insurance Products for eCommerce	68
16	Expected benefits for Insurance Companies by eCommerce	69
17	Major Obstacles for eCommerce deployment	71
18	Policy Selection & Certificate Issuance Activity Cost – Traditional	75
19	Premium Payments Activity Cost – Traditional	76
20	Enquiry Activity Cost – Traditional	77
21	ReInsurance Activity Cost – Traditional	78
22	Claim Management Activity Cost – Traditional	79
23	Endorsements Activity Cost – Traditional	81
24	Policy Selection & Certificate Issuance Activity Cost – eCommerce	83
25	Premium Payments Activity Cost – eCommerce	84
26	Enquiry Activity Cost – eCommerce	85
27	ReInsurance Activity Cost – eCommerce	86
28	Claim Management Activity Cost – eCommerce	88
29	Endorsement Activity Cost – eCommerce	90
30	Total Activity Comparison - Traditional Vs eCommerce	92

List of Figures

Figure No	Description	Page
1	How long will it take for the Internet to be a meaningful	11
	medium for Insurers?	
2	Transaction Volume Vs Product Complexity	21
3	Policy Administration Cost for a Basic Transaction	23
4	Number of users Online (2001 – 2005)	24
5	Percentage of World Users	25
6	Number of online adults who experienced a phishing attack	26
7	Increasing Cyber Attacks	27
8	Insurance Value Chain	37
9	GWP – Long Term Insurance Company wise Market Share	53
10	GWP – General Insurance Company wise Market Share	56
11	Levels of eCommerce readiness	64
12	Components of eCommerce Model	73
13	Policy Selection & Certificate Issuance – Traditional Process	74
	Flow Diagram	
14	Premium Payment – Traditional Process Flow Diagram	76
15	Enquiry – Traditional Process Flow Diagram	77
16	Re-Insurancen Traditional Process Flow Digstamanka	78
17	Quin Management TiTraditional Process Flow Diagram	79
18	Endorsement Issuance - Traditional Process Flow Diagram	80
19	Policy Selection and Certificate Servicing – eCommerce	82
	Process Flow Diagram.	
20	Premium Payments – eCommerce Process Flow Diagram.	84
21	Enquiry – eCommerce Process Flow Diagram	85
22	ReInsurance – eCommerce Process Flow Diagram	86
23	Claim Management – eCommerce Process Flow Diagram	87
24	Endorsement Issuance – eCommerce Process Flow Diagram	89
25	eCommerce Phase I diagram	99
26	eCommerce Model deployment – Phase II	101

+

4

4