



**SOCIETY OF  
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**SOA Predictive Analytics Seminar – Malaysia**

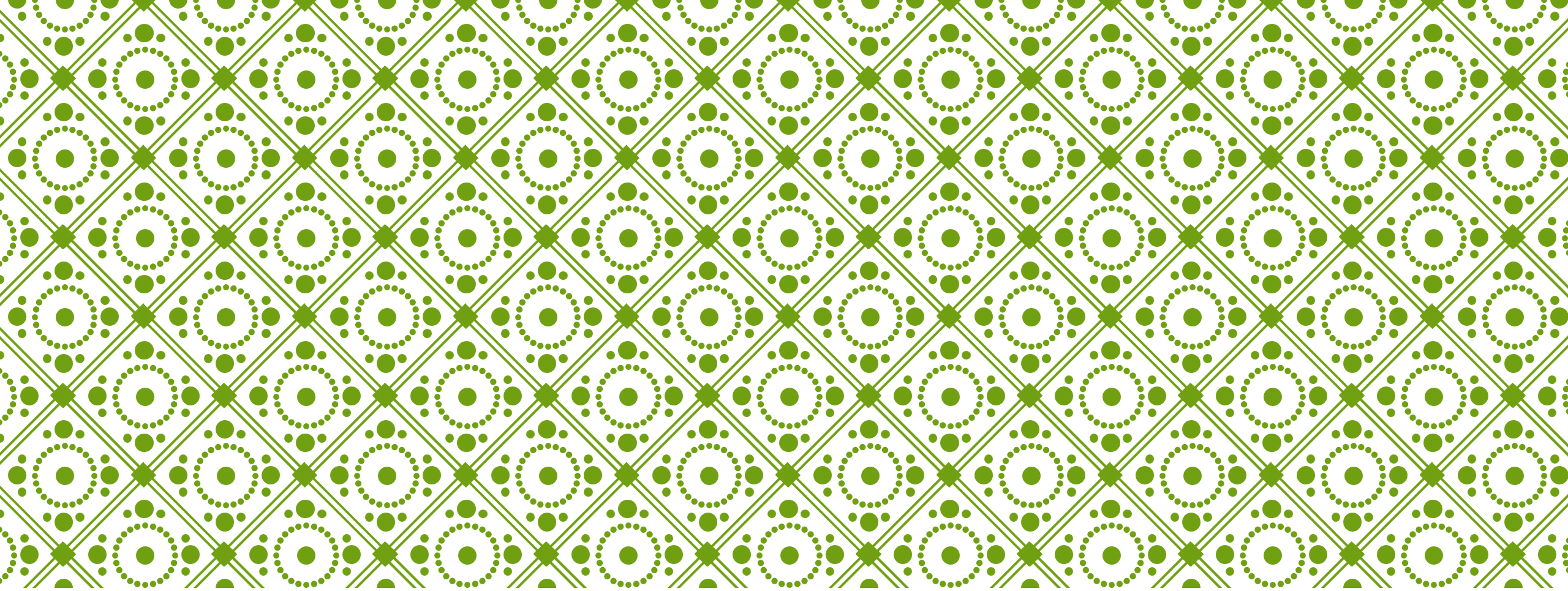
**27 Aug. 2018 | Kuala Lumpur, Malaysia**

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## **Session 6**

# **Building a Successful Analytics Team**

Ashim Avinash Sahu



# **BUILDING A SUCCESSFUL ANALYTICS TEAM**

Ashim Sahu

# WHAT'S THE AGENDA ?

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**01** What does an analytics team do ?

**02** The 8 step process

**03** Describing the 8 Step process

**04** Some Do's and Don'ts

# WHAT'S THE "IDEA" IN INSURANCE?

## 01

### Marketing

- How can I improve my leads quality while keeping costs down ?
- Can I do targeted customer campaigns to improve my brand awareness ?

## 02

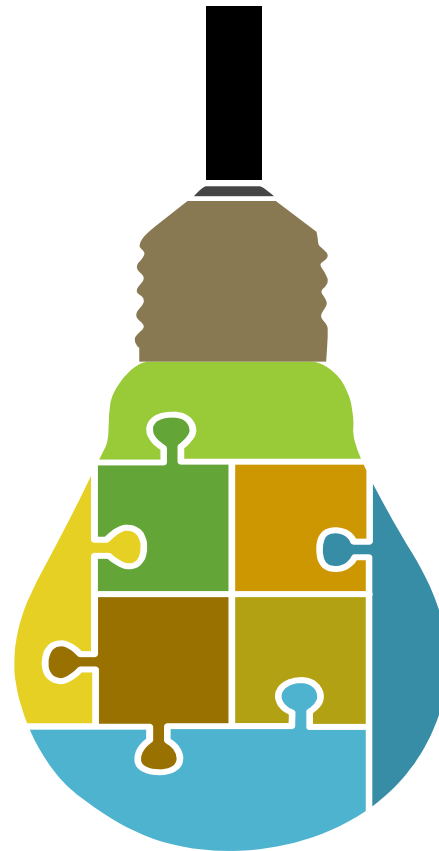
### Customer Experience

- Why are my customers dropping their policies ?
- Where should I set up my branches ?
- Do customers have a preferred channel ?

## 03

### Sales

- Who and where should I recruit ?
- What can I do to maintain to retain my agents performance ?



## 04

### Pricing

- Am I predicting the right risk against my customer's health ?
- Are my assumptions of customer's health still valid ?

## 05

### Product Development

- What are the features in my product do my customer like ?
- Does the new dynamic world create new insurance needs for my customers ?

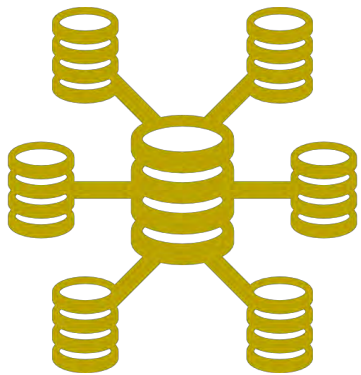
## 06

### Claims

- Am I paying the right amount of claims for the treatment / damage ?
- Are my providers overcharging me ?

# HOW DOES AN ANALYTICS TEAM SOLVE THIS ?

The job of any Analytics team is to **answer business questions** – by extracting the **right solutions** from the **right data**



Data Engineering



Data Sciences and  
Analytical Solutioning



Insights and Strategy



Experimentation, Testing  
and Implementation

# THE 8 STEP SETUP AND SCALE UP PROCESS

## Scale up

- Take the next step by identifying the newer business problems and the resources needed.
- Re-iterate the cycle.

## Market it !

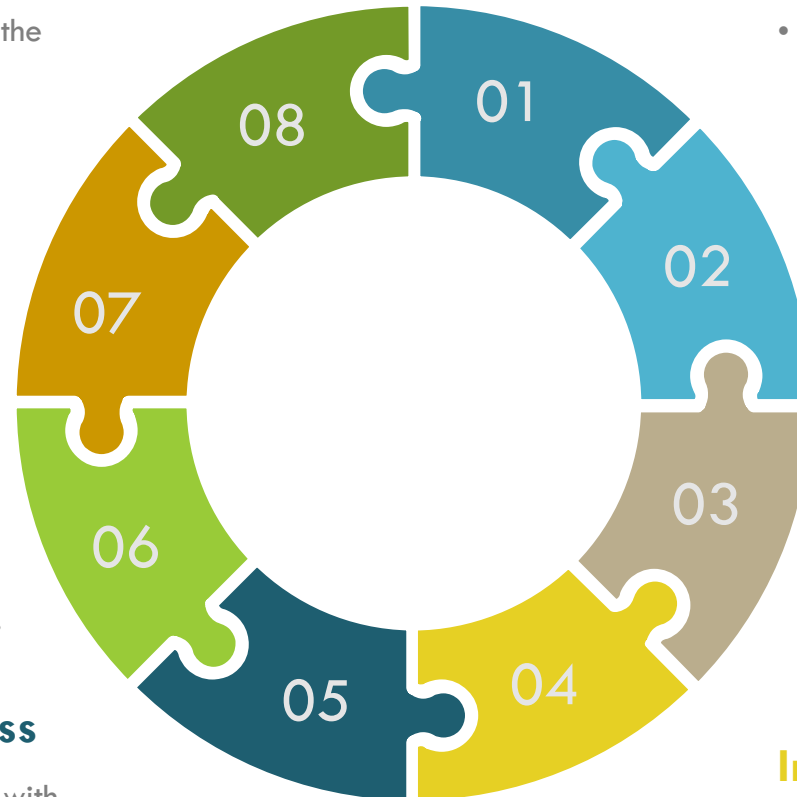
- Market your results.
- Start exploring newer business problems with the broader organization.

## Solve it and Test it !

- The real work. Re-iterate till it works. If possible test many times.

## Integrate team with the business

- The best solutions come together with the business understanding. Inter team collaboration becomes critical.



## Identify the Low Hanging Fruits

- Defining easy to implement business problems which can generate significant business value.

## Get the right stakeholders

- The Low Hanging fruits will define this. Generally Senior Stakeholders.

## Hire the right people

- The first few hires are the most critical since they will define the medium term direction as well as team perception.

## Invest in the right technology

- Should be designed to cater to the needs of the first hires and have low setup time.

# FOCUS ON LOW HANGING FRUITS FIRST

## The first year defines the team

- Data will not be freely available and questionable quality.
- Low on resources.
- The technology would be basic.
- Only work on analytical problems which have are valuable and not difficult to implement.

	LOW EFFORT	HIGH EFFORT
HIGH IMPACT	<b>GREAT</b> Execute it right away.	<b>GOOD</b> Can you reach the same impact with less effort?
LOW IMPACT	<b>WEAK</b> Can you increase the impact?	<b>BAD</b> Focus on the other ideas.

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# STAKEHOLDER MANAGEMENT AND INTEGRATION TO BUSINESS BECOMES THE NEXT KEY STEP

## Implement your solutions

- Will find the resources to test your hypothesis and implement your proposals and be your biggest advocates.

## Support you in the boardroom

- Will fight the battles for you in the boardroom to get you the initial investment and fend off detractors.

**Engage the right  
Senior Stakeholders**

## They define the problem

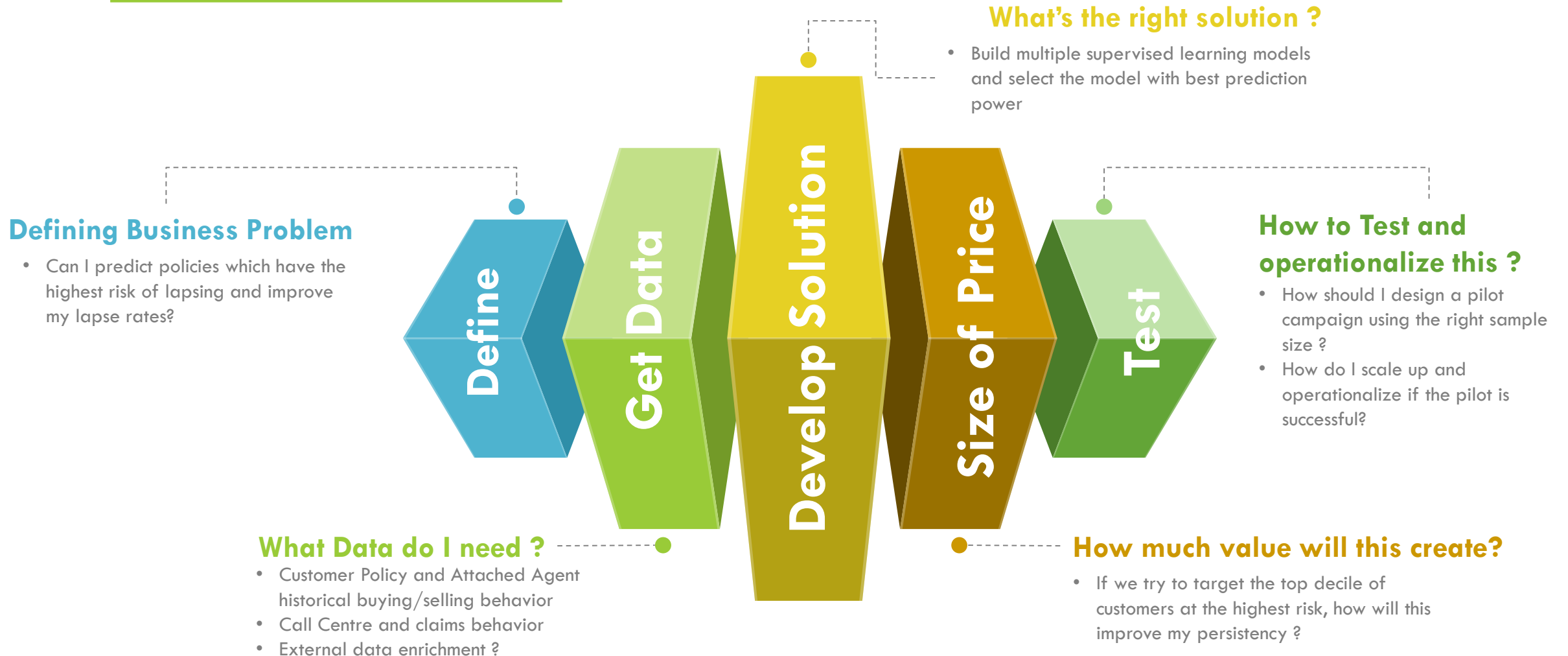
- Affected directly by the problem, so they know what they want as an output.

## Introduce you to the working level

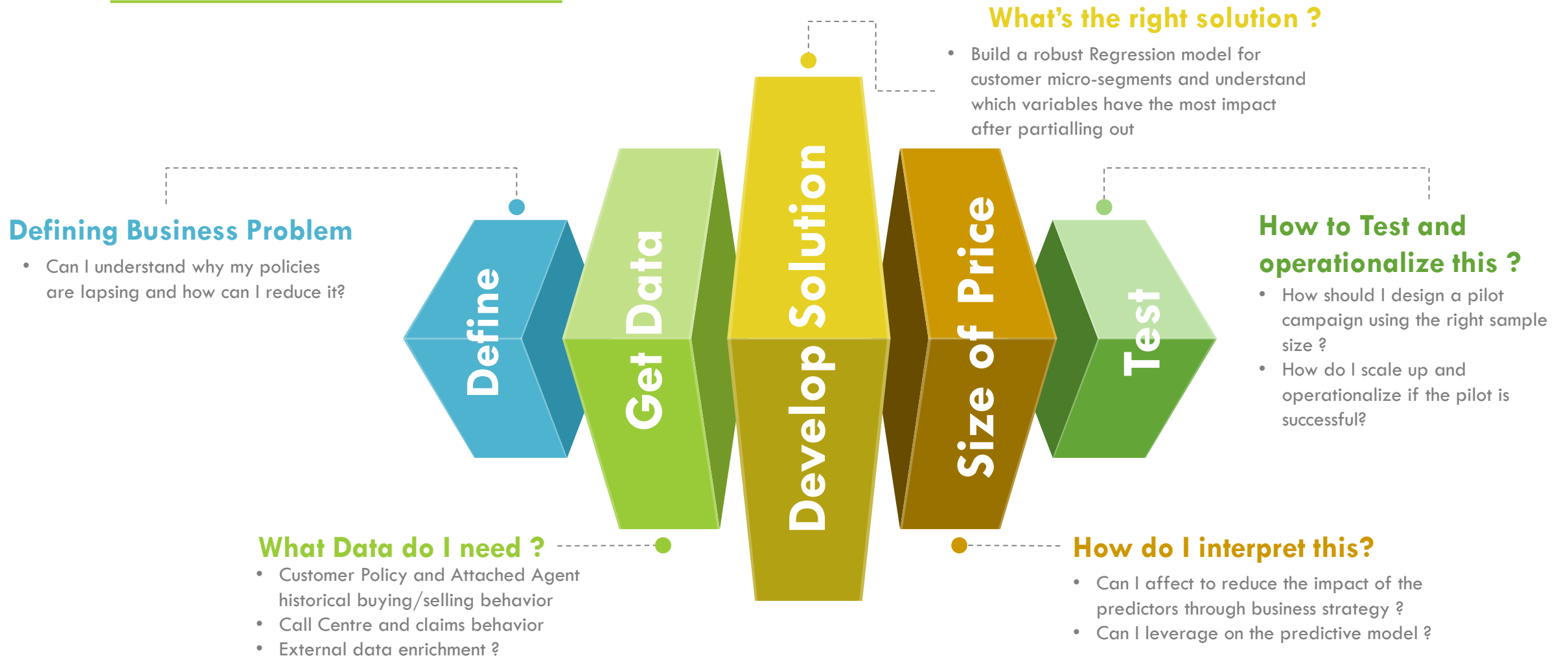
- Will get you integrated with the people who know how things are run, the knowledge of which is vital for the success of any analytical project.



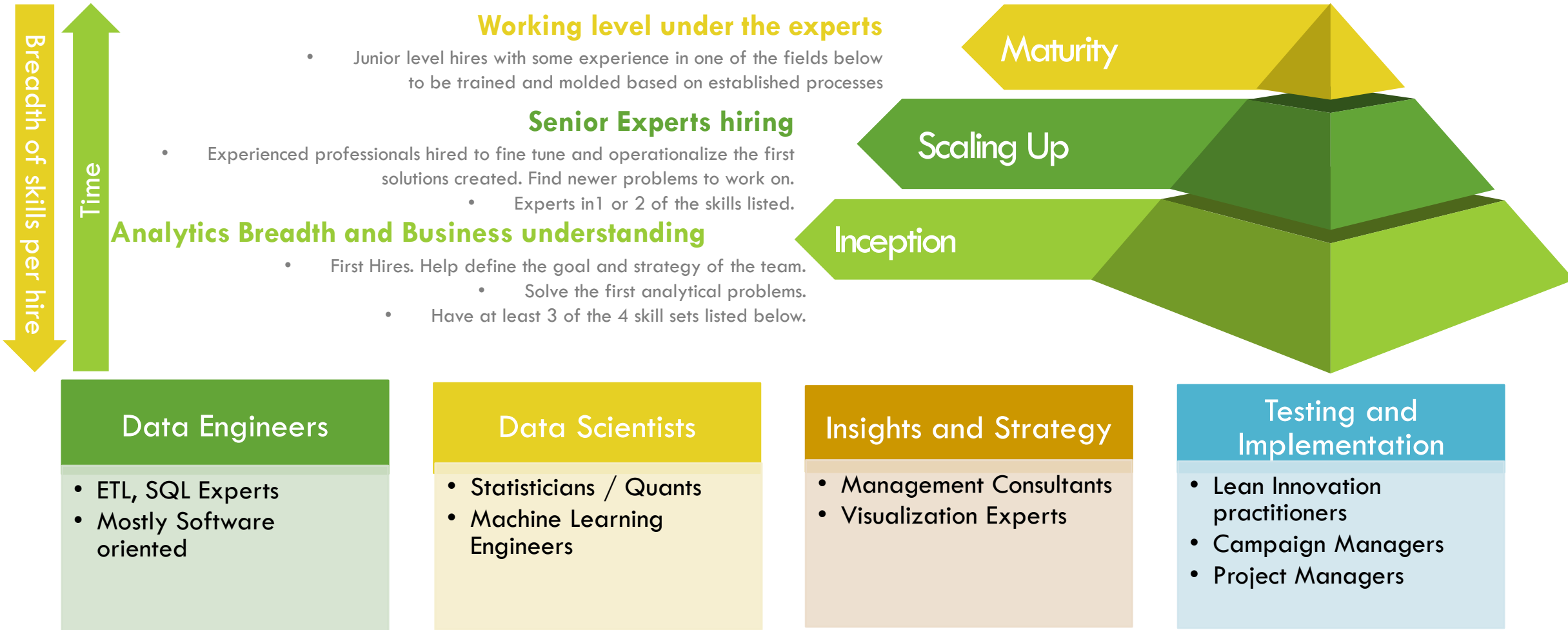
# LETS PUT THE CLASSICAL CUSTOMER LAPSE PROBLEM THROUGH THE ANALYTICAL PROCESS



# LET'S TWEAK THE BUSINESS PROBLEM — NO MORE A LOW HANGING FRUIT



# THE RECRUITMENT NEEDS TO BE CAREFULLY THOUGHT OF



# TECHNOLOGY INVESTMENT NEEDS TO BE STRUCTURED AND FLEXIBLE

Time ↑

Maturity



Big Data / Real Time Analytics / GPUs

Scale Up

Enterprise Server Versions



Enterprise Servers

Inception



Workstations

## Data Engineers

- ETL, SQL Experts
- Mostly Software oriented

## Data Scientists

- Statisticians / Quants
- Machine Learning Engineers

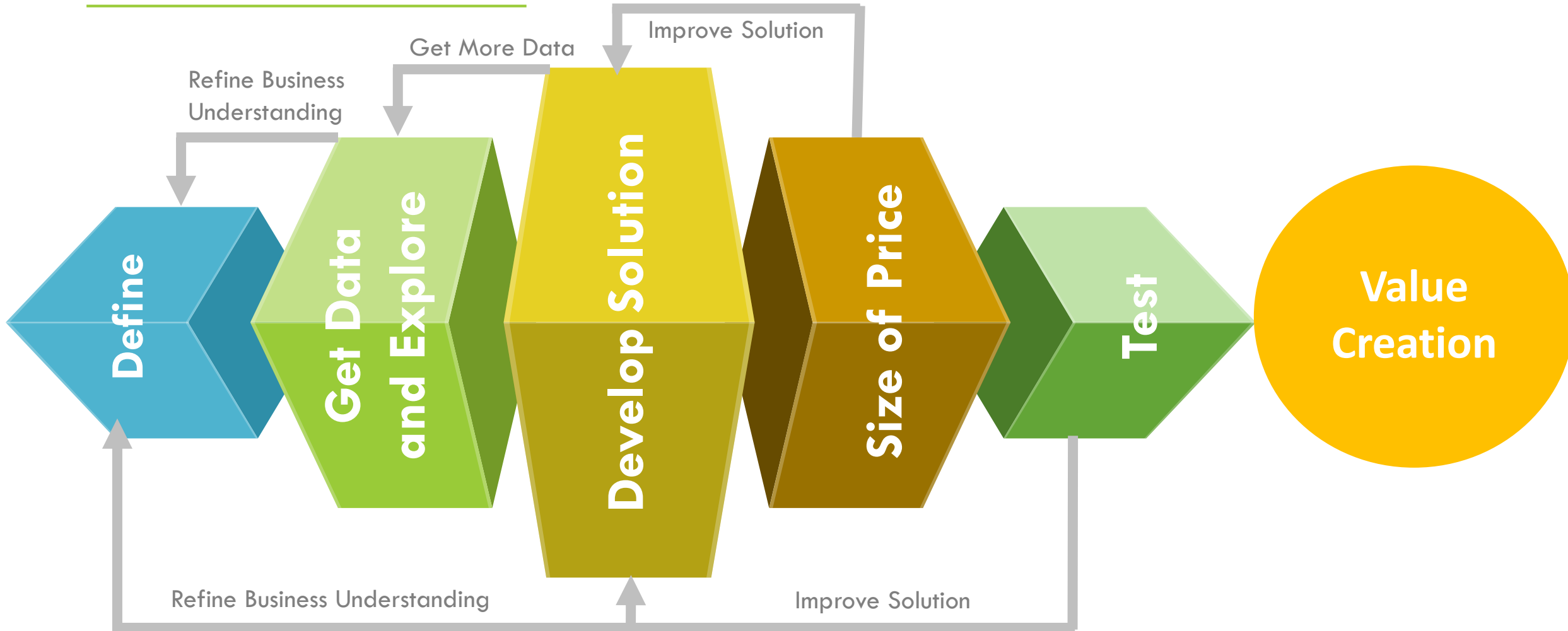
## Insights and Strategy

- Management Consultants
- Visualization Experts

## Testing and Implementation

- Lean Innovation practitioners
- Campaign Managers
- Project Managers

# THE PROCESS OF SOLVING THE PROBLEM ... IS HIGHLY ITERATIVE !



# SHARE, SHARE AND SHARE. SCALE UP !

## Plan to solve new business problems

Starting devising plans for solving newer and tougher business problems.

## Share Successes across multiple forums

Share your success across multiple business verticals. Both bottoms up and top down sharing are essential.



## Scale Up !

Upgrade and scale up people, technology and value creation targets. Prepare for your next 8 Step cycle.

## Get the detractors on your side

Value Creation is the biggest winner in the board room. Good opportunity to start getting other senior stakeholders on board.

# SOME OFTEN FORGOTTEN DO'S AND DON'TS

## Do's

Do	Hire both internal and external people
Do	Hold Analytics accountable for promised value
Do	Invest in Data Quality – Garbage In = Garbage out
Do	Keep it simple in the beginning

## Don'ts

Don't	Believe analytics is an immediate magic wand
Don't	Forget to upskill your analytics teams
Don't	Forget to Test before deploying
Don't	Give in to temptation to use analytics for brownie points





Ashim Sahu

[AshimAvinash.Sahu@aia.com](mailto:AshimAvinash.Sahu@aia.com)



# THANK YOU!

Do you have any questions?