

**CELENT**



# **N2G: UNLOCKING PRODUCTIVITY & INSIGHTS IN COMMERCIAL P&C**

Winner of the 2023 Celent Model Insurer Award for Digital and Emerging Technologies – (March 2023)

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# CASE STUDY AT A GLANCE

This case study is about creating a holistic IT landscape for an MGA focusing on commercial insurance, a joint venture company between Nationwide Mutual Insurance Company and Generali Global Corporate & Commercial. The company's mission is to underwrite and administer commercial multinational insurance programs on behalf of both organisations and partners.

**Table 1: Case Study at a Glance**

<b>Financial Institution</b>	N2G Worldwide Insurance Services, LLC
<b>Initiative</b>	Unlocking Productivity and Underwriting Insights in Commercial P&C with a Next-Gen Enablement Platform
<b>Synopsis</b>	<p>N2G underwrites large, international commercial risks. N2G was built from the ground up as an end-to-end platform to service and underwrite multinational insurance. The services include:</p> <ul style="list-style-type: none"> <li>• Complete CRM solution</li> <li>• Rate/Quote/Bind and Issuance platform</li> <li>• Document Management</li> <li>• Integrating various systems into a seamless process with the underwriter's experience in mind</li> </ul>
<b>Timelines</b>	The project started in June 2021 and rate/quote/issuance solutions for five Lines of Business over the course of 18 months
<b>Key Benefits</b>	<ul style="list-style-type: none"> <li>• Simplified quote process for clients and brokers, receiving a single, multiline (US and international) quote out of one hand.</li> <li>• Increased compliance and efficiency in the quotation process by removing the need to assemble quotes across multiple Lines of Business manually.</li> <li>• 25% improvement in underwriting documentation.</li> <li>• Reduced the number of systems in the underwriting process to three from seven.</li> </ul>
<b>Key Vendors</b>	PS Advisory Team – Salesforce Consulting Services, Instec Corp (Insurance Technologies Corporation)

Source: N2G Worldwide Insurance Services, LLC

# CELENT PERSPECTIVE

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Insurers are increasingly using digital technologies in their operations to become digital-savvy organisations to meet the expectations of their customers. One of the areas of focus for commercial line insurers has been adopting digital technologies in underwriting. Digital technology is helping underwriters become more productive, make better decisions, be more collaborative, and improve customer experience. Technology can be used to drive cost efficiencies and create a differentiated agent experience. Whether simplifying the process of finding a market, reducing the work of data entry, providing transparency in the process, or improving collaboration, technology adds value across the agent journey.

Insurers and technology vendors are looking beyond the front-end distribution function to modernise back-end functions such as actuary and underwriting. We have highlighted these trends in our research reports.

- [Business Data Strategy: Underwriting and Actuary Case Studies](#)
- [Amerisure: Powering the Underwriter with an Underwriter Workstation](#)
- [Commercial Insurance: Who Will Buy Direct and Why?](#)

Underwriting workstations are high-priority investments for insurers writing middle-market or large commercial accounts. These complex accounts require significant underwriting efforts not supported by traditional policy administration systems. Increasingly, workstations are being used to consolidate tools, data, and documents to drive improvements across the process. In addition, insurers have choices between building themselves, using vendor products, or, increasingly, low-code / no-code platforms. For more details about these initiatives, we recommend reading the following Celent reports:

- [Commercial Lines New Business Submissions – New Tools for a New Day](#)
- [Change Is Changing: Profiling Low Code / No Code Platforms in Insurance](#)
- [The Many Facets of Insurance System Modernization](#)

## Technology Intervention in Underwriting

We think insurers should focus on five major technology modernisation initiatives to address the challenges faced by underwriters:

**Table 1: Technology Intervention**

<b>Underwriting Productivity</b>	<ul style="list-style-type: none"> <li>Automated data intakes, such as ACORD applications, supplemental apps, and other documents and photos from portals or email</li> <li>Automated clearance</li> <li>Centralized document storage with intuitive indexing</li> <li>Automated workflow and task generation</li> </ul>
<b>Underwriting Decisions</b>	<ul style="list-style-type: none"> <li>Use of artificial intelligence and predictive analytics for risk evaluation, pricing guidance, appetite evaluation, capacity, and AAL calculations</li> <li>Third party data ingestion, including from non-traditional sources such as sensor data</li> <li>Data visualisation to simplify the assessment of an account</li> </ul>
<b>Collaboration</b>	<ul style="list-style-type: none"> <li>Collaboration tools with underwriters, agents, and risk managers using email, chat, or video</li> <li>Industry-based communities to improve results, drive customer experience, and build a new source of contributory data</li> </ul>
<b>Customer Service</b>	<ul style="list-style-type: none"> <li>Use of AI and predictive analytics to identify the proper levels of services to apply and how frequently to apply those services</li> <li>Recommendation engines to suggest new coverages and the appropriate terms and conditions</li> <li>Integration with CRM and social sites to “know the customer” more effectively</li> </ul>
<b>Enterprise Ready</b>	<ul style="list-style-type: none"> <li>Leverage RPA and intelligent RPA to automate data ingestion and simple tasks</li> <li>Low-code apps</li> <li>Microservice based</li> <li>Easy integration through APIs with multiple internal systems and a wide variety of external data sources and digital services</li> <li>Optimize the underwriter experience—tuned to the complexity of the business written</li> </ul>

Source: Celent, [Technology Trends Preview: Property & Casualty Insurance, 2022 Edition](#)

The N2G Worldwide Insurance Services initiative described in this report is the perfect example of a technology alignment to meet ambitious underwriting and business goals. In addition, the program put in place around specific technology initiatives helps to unlock the productivity of underwriters.

The following sections detail N2G's initiative, including the lessons learned by the insurer.

# DETAILED DESCRIPTION

## Introduction

N2G Worldwide Insurance Services, LLC is a joint venture between Nationwide and Generali that underwrites significant international commercial risks.

**Table 2: N2G Worldwide Insurance Services, LLC Snapshot**

<b>Year Founded</b>	May 2020
<b>Headquarters</b>	Jersey City, New Jersey, USA
<b>Annual Premium</b>	Around \$200 million, planned 40% annual growth rate.
<b>Geographic Presence</b>	Supporting US-based multinational insureds with US and international insurance needs and foreign companies in need of US coverage.
<b>Employees</b>	60
<b>Other Key Metrics</b>	> 5,500 submissions processed
<b>Relevant Technologies and Vendors</b>	<ul style="list-style-type: none"> <li>• Salesforce</li> <li>• Instec</li> <li>• Microsoft</li> <li>• Box</li> </ul>

Source: N2G Worldwide Insurance Services, LLC

N2G is registered as an MGA and provides worldwide insurance protection with a broad portfolio of global P&C insurance solutions. N2G delivers strong underwriting expertise uniquely synergised for domestic and foreign exposures, with seamless services and global capabilities.

## Opportunity

N2G is a newly launched joint venture between two of the largest insurance carriers, focusing on servicing multinational insureds and their US and global insurance needs.

As a new company, N2G had to establish its system landscape, from producer management to rating/quoting/binding and issuance across multiple Lines of Business:

- Global Property
- Foreign Casualty
- US Commercial General Liability
- Umbrella

- Commercial Auto
- Workers Compensation

As the single point of contact for multinational insureds and their brokers, N2G's ambition is to support its underwriters in offering a single multi-option quote across all Lines of Business through modern, tightly integrated systems (Rating and Policy Administration Systems, CRM [Customer Relationship Management], Document Management, Clearance, third party data) into a platform.

At the same time, N2G used the opportunity to create a platform that enriches the core submission to issuance process with ancillary processes and invites multiple departments (Distribution, Underwriting, Operations, Processing) to collaborate along the insurance value chain (e.g., producer engagement, rating, clearance).

## Solution

N2G developed a solution with Salesforce as an orchestration layer that consolidated the underwriting process into a workspace for all the teams within the N2G organisation. In addition, the Salesforce platform is integrated with multiple external rating systems to provide an underwriter with an end-to-end workspace from submission management to policy issuance and renewal and a 360° account view.

The project brought together various technologies and solutions described in Table 3.

**Table 3: Technology/Solution Components**

<b>Insurance Platform</b>	Salesforce Financial Services Cloud
<b>ISO rating and policy administration system for our US domestic risks (CGL, UMB, Auto)</b>	Instec
<b>Policy Administration System (Workers' Compensation)</b>	Nationwide "Policy Decisions"
<b>Middleware</b>	Synatic
<b>Cloud</b>	Microsoft Azure, AWS
<b>General Ledger</b>	Applied Epic
<b>Document Management</b>	Box
<b>Other Platforms</b>	<ul style="list-style-type: none"> <li>• Salesforce Service Cloud</li> <li>• Salesforce Marketing Cloud</li> </ul>
<b>Data Management</b>	<ul style="list-style-type: none"> <li>• Microsoft Azure</li> </ul>
<b>Other Technology Components</b>	<ul style="list-style-type: none"> <li>• Box Secure content management</li> </ul>



	<ul style="list-style-type: none"> <li>• Microsoft Outlook to Salesforce integration</li> <li>• Salesforce App Exchange Packages</li> <li>• Okta (SSO)</li> <li>• Dun &amp; Bradstreet Data Cloud for comprehensive business data</li> </ul>
<b>Interface Design Tool</b>	<ul style="list-style-type: none"> <li>• Figma Interface Design Tool provides the ability for the team to create prototypes and wireframes of the user interface in an efficient and agile manner while ensuring compliance with the Salesforce Design Framework</li> </ul>
<b>Project Management</b>	<ul style="list-style-type: none"> <li>• Asana Agile Project Management (An online project management tool that creates a secure collaboration space for internal and external project team members.)</li> </ul>
<b>User Journeys</b>	<ul style="list-style-type: none"> <li>• Lucid Chart (To develop visually interconnected customer and user journeys and flow charts)</li> </ul>

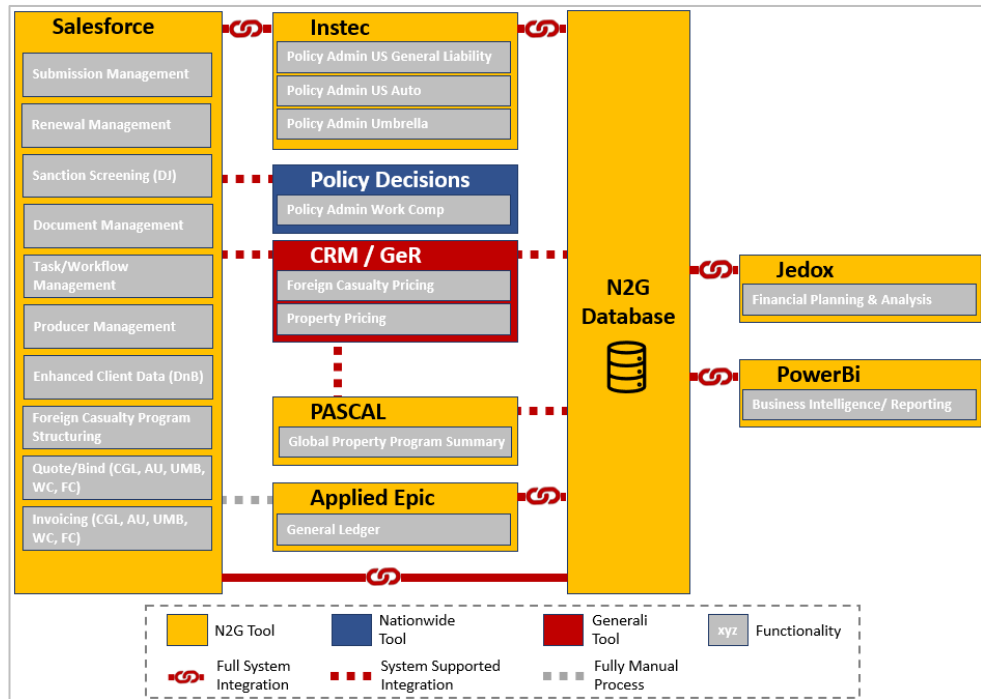
Source: N2G Worldwide Insurance Services, LLC

The program also focused on implementing automated cross-departmental workflows to:

- Empower the management team with real time access to submission status and Underwriter workload, irrespective of physical location.
- Enable Distribution, Underwriting, Operations, and Business Process Outsourcing teams to collaborate as a cohesive team during the broker engagement, rating, quoting, and issuance process.

The following figure represents the high-level architecture of the solution.

**Figure 1: High-Level Solution Architecture**



Source: N2G Worldwide Insurance Services, LLC

The following figures are screenshots from the live systems.

**Figure 2: Screenshots – Opportunity Record**

The screenshot shows an 'Opportunity' record for 'Account Name'. Key details include:

- Agency/Brokerage: [Aon Plc](#)
- Primary Producer: [Broker Name](#)
- Description: Domestic - Renewal - 2022-12-31
- Effective Date: 12/31/2022
- Estimated Premium: \$20,936

**Line of Businesses (4)** table:

Record Type	Source	Stage	Effective Date	LOB Underwriter	Type	Estimated Premium
<a href="#">Commercial Auto</a>	Generali Italy	Quote	12/31/2022	<a href="#">Priscella Mack</a>	Renewal	\$1,324
<a href="#">Commercial Umbrella</a>	Generali Italy	Quote	12/31/2022	<a href="#">Priscella Mack</a>	Renewal	\$3,913
<a href="#">Domestic Property</a>	Generali Italy	Declined	1/1/2023	<a href="#">Priscella Mack</a>	Renewal	\$3,439
<a href="#">Commercial General Liability</a>	Generali Italy	Quote	12/31/2022	<a href="#">Priscella Mack</a>	Renewal	\$12,860

**Submissions Action Tracker (1)**

CT-3117  
 Record Type: [Carrier Clearance](#)  
 Status: Cleared  
 Carrier: Nationwide

**Details**

Underwriter: [Priscella Mack](#) | Agency/Brokerage: [Aon Plc](#)  
 Client: [Account Name](#) | Primary Producer: [Broker Name](#)  
 Source: [Source](#) | Effective Date: [Effective Date](#)

Source: N2G Worldwide Insurance Services, LLC

**Figure 3: Screenshots – Foreign Casualty**

Account Name LM-00118... Continue...

### Pricing

Label	Total	Local	Master
Technical Premium(Gross of Commission)	\$238,630	-	-
%Master vs. Local	100%	54%	46%
AP/TP	100%	-	-
Commission to Enter in GR Rater	22.7%	-	-

Casualty Premium Allocations Premium Breakdown Local Policies

Program ID\* 57938 DIC%\* 10%

Min Premium Exposure Threshold\* \$3,000,000 Minimum Premium for large Exposure\* \$1,500

FOS Minimum Premium\* \$500 Separate EL Policy Minimum Premium\* \$2,500

Master Broker Commission\* 10% Local Broker Commission\* 15%

Minimum Premium \$\* \$190,904 Minimum Premium %\* 80%

Calculate Price Next >

Source: N2G Worldwide Insurance Services, LLC

**Figure 4: Screenshots – Foreign Casualty Local Policy Program**

**Notes:**  
 \* All FOS Countries will roll into FOS master country, Spain. When there is FOS, make sure to list Spain on "Rating - Geographical Exposure" tab even with zero GL exposure amount allocation tab.  
 \* When a separate policy is issued for local EL, make sure to include that country is listed in "Rating - Geographical Exposure" tab even with zero GL exposure amount.

Country	LOB	Occurrence Limit	Exposure	Local Policy Required?	Premium
Argentina	GL	\$2,000,000	\$1,531,000	Yes	\$1,000
Australia	GL	\$2,000,000	\$8,163,000	Yes	\$7,446
Austria	GL		\$1,120,000	FOS	\$500
Belgium	GL		\$6,228,000	FOS	\$3,139

Aggregate Limit Deductible Exposure base Per Revenue/Sales 1,000

**GL Local Premium + Extensions**

Technical	Minimum	Actual
3,139	500	3139

**Note:**

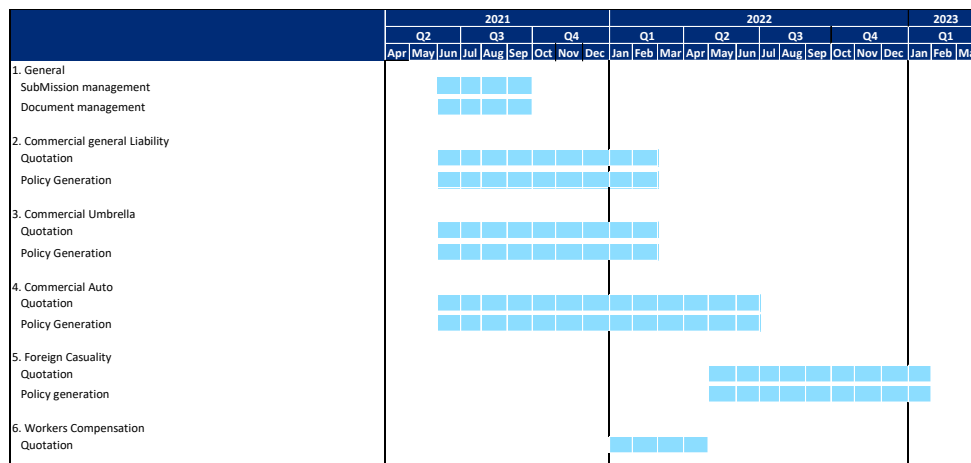
Brazil	GL	\$2,000,000	\$5,560,000	Yes	\$2,500
Bulgaria	GL		\$101,000	FOS	\$500
Canada	GL	\$2,000,000	\$11,722,000	Yes	\$23,635
Chile	GL	\$2,000,000	\$1,734,000	Yes	\$1,000

Source: N2G Worldwide Insurance Services, LLC

## Implementation

Figure 5 shows the sequences of the N2G project, starting from program initiation in June 2021 to going live for the foreign causality product in January 2023:

**Figure 5: Project Timeline**



Source: N2G Worldwide Insurance Services, LLC

The program was implemented by a team of N2G employees, consultants from PS advisory LLC (Salesforce Consulting Services) and consultants from Instec Corporation. The overall project is managed on a waterfall basis, with individual milestones managed with agile methodology. A total of around 20 team members located in the USA (New York, New Jersey, Maryland, Florida, and Indiana), South Africa, India, and Germany were part of the program.

The highlights of the implementation are described in the table below.

**Table 4: Implementation Highlights**

<b>Seven underwriting systems were consolidated into three with real time integration.</b>	The project was particularly complex because of the number of initially disparate systems and integration points with various techniques needed to combine into a seamless user experience.
<b>Consolidated Quote View</b>	A primary requirement was to create a comprehensive across multiple Lines of Business. The quote needs to be able to display various options for potentially all Lines of Business within a single consolidated document. The quote must be generated and distributed

automatically without requiring the UW to edit the document manually.

<b>Large data size</b>	Another challenge was the size of data loads, which could extend into hundreds of thousands of XML lines for a single quote item. Salesforce's Integration Procedure technology was leveraged to manage the ingestion of large data payloads and transform the data into formats that could be consumed by the Salesforce Quote, Rate, and Apply Services.
<b>Condensed Project Timeline</b>	A tight delivery timeline was required to support N2G's ambitious growth plans.
<b>Designing a repeatable and scalable integration framework</b>	In addition, as part of the project, N2G created a repeatable and scalable integration framework ensuring that all tools were implemented in a method that provides best practices and scalability for future integration requirements.
<b>Product Launches</b>	Five Global product launches (rate/quote/bind/issuance) were delivered in less than 18 months, with the first three Lines of Business up and running after seven months.

Source: N2G Worldwide Insurance Services, LLC

## Results

The N2G program has delivered clear quantitative benefits, as detailed in the table below:

**Table 5: Success Metrics**

<b>Benefit</b>	<b>Results</b>
Reduced complexity	<ul style="list-style-type: none"> <li>7 Underwriting Systems inherited from Generali and Nationwide, as well as initial N2G tech debt consolidated into three real time-integrated systems.</li> </ul>
Reduction of redundant work efforts	<ul style="list-style-type: none"> <li>Increased compliance and efficiency in the quotation process by removing the need to manually assemble quotes across multiple Lines of Business.</li> <li>Approximately 1,000 (measurable) hours reduction of data compilation and data rekeying in 2022.</li> <li>Many more (unmeasured) hours in time savings related to quality control of manual data entry and reconciliation.</li> <li>25% improvement in underwriting file documentation through automated storage of key documents.</li> </ul>

Benefit	Results
Employee satisfaction	<ul style="list-style-type: none"> <li>• Overall satisfaction of N2G staff with the IT tools provided to carry out day-to-day operations.</li> <li>• N2G conducted an internal survey in 3Q22 and received positive feedback from the primary user groups.               <ul style="list-style-type: none"> <li>– 73.8% of users are either Very Satisfied or Satisfied with the integrated CRM/pipeline solution.</li> <li>– 77.3% of users are either Very Satisfied or Satisfied with the integrated document management solution.</li> <li>– 84.58% of users are either Very Satisfied or Satisfied with the integrated rating solution.</li> <li>– 63.2% of users are either Very Satisfied or Satisfied with the integrated document generation (quote/binder/invoice) solution.</li> </ul> </li> <li>• This is especially important for a) staff retention and b) speeding up the onboarding process of new hires to N2G by providing an easy-to-use platform.</li> </ul>
Customer satisfaction	<ul style="list-style-type: none"> <li>• Reduced turnaround time for quotes, binders, and policies.</li> <li>• Increased compliance and accuracy of quotes/binders/policy documents.</li> <li>• Simplified quote process for clients and brokers, receiving a single, multiline (US and international) quote out of one hand.</li> <li>• Better, more informed discussions with N2G’s key broking partners on strategy, pipeline, and specific clients through better quality data.</li> </ul>

Source: N2G Worldwide Insurance Services, LLC

## Lessons Learned

N2G believes the following are the key factors that helped them implement the project promptly.

- A clear vision of the Underwriting Platform’s final functionalities and architecture, combined with challenging yet realistic intermediate-release milestones.
- A small, empowered core team with technical (insurance and IT) expertise and senior management sponsorship.
- Non-stop, live collaboration between all (international) teams over the project duration.

# PATH FORWARD

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N2G has implemented five Lines of Business (LoB) to production with rate/quote/bind/issuance capabilities in 18 months, with the first three implemented in seven months.

N2G wants to enhance its capabilities further and focus on building the following capabilities:

- Develop an online underwriting workbook for each Line of Business to guide the underwriting process during risk evaluation and allow the Underwriter to focus on risk analysis and the narrative rather than rekeying data.
- Build out a Global Property rate/quote/bind/issuance solution on the platform.
- Build more collaboration workflows and enhance automated task management solutions.
- Sanction (OFAC) screening and carrier clearance automation.

# LEVERAGING CELENT'S EXPERTISE

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Typical projects we support include:

**Vendor shortlisting and selection.** We perform discovery specific to you and your business to better understand your unique needs. We then create and administer a custom RFI to selected vendors to assist you in making rapid and accurate vendor choices.

**Business practice evaluations.** We spend time evaluating your business processes and requirements. Based on our knowledge of the market, we identify potential process or technology constraints and provide clear insights that will help you implement industry best practices.

**IT and business strategy creation.** We collect perspectives from your executive team, your front-line business and IT staff, and your customers. We then analyse your current position, institutional capabilities, and technology against your goals. If necessary, we help you reformulate your technology and business plans to address short-term and long-term needs.

## Support for Vendors

We provide services that help you refine your product and service offerings. Examples include:

**Product and service strategy evaluation.** We help you assess your market position in terms of functionality, technology, and services. Our strategy workshops will help you target the right customers and map your offerings to their needs.

**Market messaging and collateral review.** Based on our extensive experience with your potential clients, we assess your marketing and sales materials—including your website and any collateral.



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