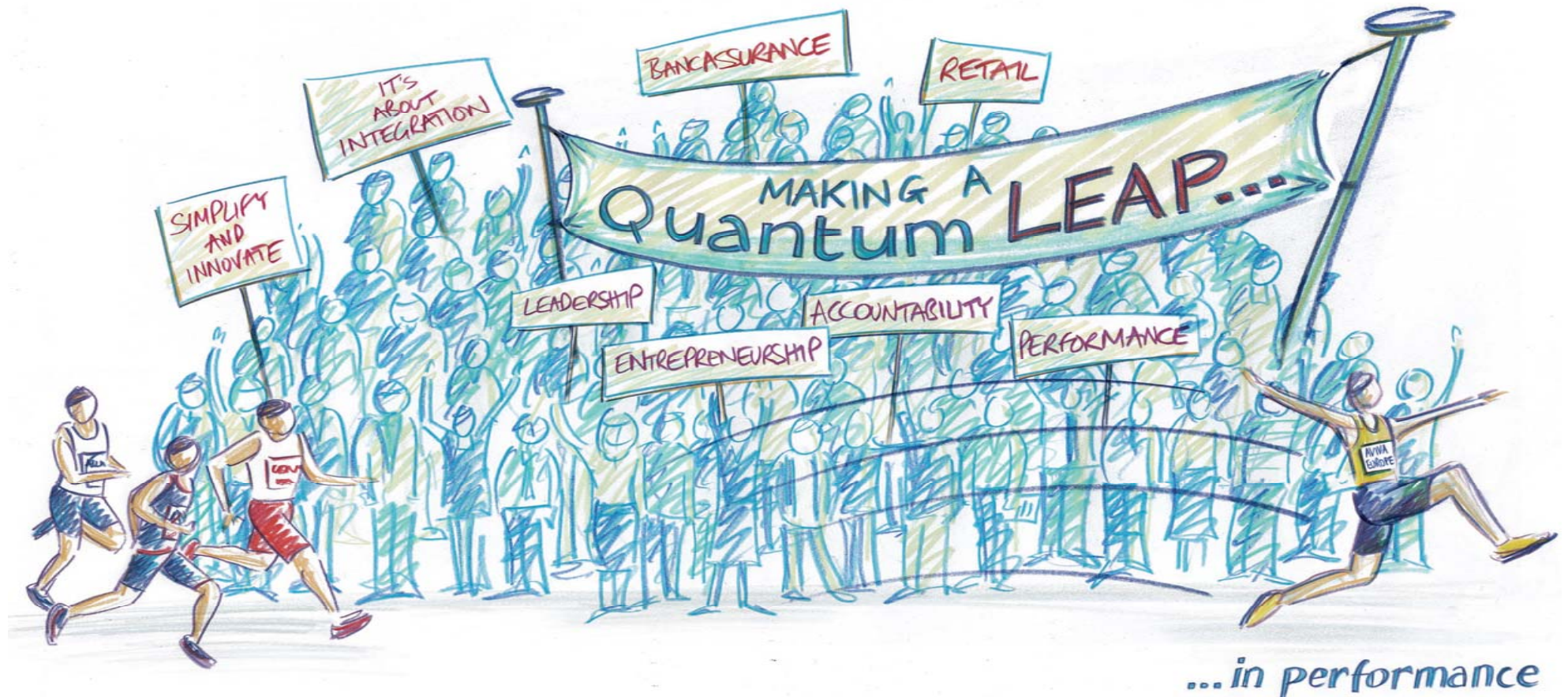


Aviva Europe



Focus session: Shared Services



...in performance

Disclaimer



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Shared Services – a lever of Operational Excellence

Yesterday

- 12 IT, HR, Customer Services and Finance organisations
 - Running efficiently – managed as markets
 - Best of breed processes ‘within-market’
- Multiple localised IT processes and systems:
 - 67 core platforms in 12 markets
 - 20 datacentres in 12 markets
 - 12 telephony platforms and 29 intranets
- 12 new business and 15 claims processes
- Paper-based workflow, many handoffs and workarounds
- Inconsistent approach to purchasing spend
- Disparate change portfolio management
- 12 general ledgers on different technology platforms and 12 local GAAPS
- Multiple HR administration systems

Simplify & Innovate

- Simplify organisation, processes & systems
- Innovative core platform technology
- Leveraging best practice



Tomorrow

- ✓ Shared Service centres – single pan-European IT, HR, Customer Services and Finance functions:
 - ✓ Concentrating on scale, synergies and efficiency
 - ✓ Best of breed rolled out to all markets
- ✓ Streamlined and effective IT:
 - ✓ 1 core platform – common IT architecture and systems
 - ✓ 3 datacentres in 2 markets (minimum for resilience)
 - ✓ 1 pan-European network (data & voice) and 1 intranet
- ✓ Leveraging best practice to drive down cost of GI claims
- ✓ Rationalised document management, reducing costs and ensuring consistency
- ✓ Centralised procurement and supplier management (implemented)
- ✓ Single portfolio of change (implemented)
- ✓ Common chart of accounts on a single platform
- ✓ Common HR system and practices



Lower unit costs and increased efficiency



Improved customer & distributor satisfaction and advocacy



Doing it once and keeping it simple. Future growth at lower incremental cost



Superior, sustainable performance