

# Irish Life & Permanent Maximizes Business Value of Every Client Transaction with BI-Ready CRM

Irish Life & Permanent Plc  
Dublin, Ireland  
www.irishlifepermanent.ie

**Industry:**

Insurance

**Annual Revenue:**

US\$5.51 billion

**Employees:**

4,900

**Oracle Products & Services:**

Siebel Marketing  
Siebel Sales  
Siebel Campaigns  
Oracle Business Intelligence  
Applications  
Siebel Sales Analytics

*“Oracle’s Siebel optimizes the growth opportunities in our portfolio by enabling us to target the right customers with the right offerings at the right time.” – Tim Coughlin, General Manager Sales, Irish Life & Permanent Plc*

Irish Life & Permanent Plc is differentiating its offering in a competitive financial sector by leveraging customer information assets to deliver flexible, personalized service based on Oracle’s Siebel applications. Ireland’s largest life assurance company with a 26.5% share of the life, pensions, and investments market, Irish Life is using Siebel applications to reinforce its reputation as a modern, innovative, trusted brand. Enhanced, embedded analytics, streamlined campaign generation, and automated opportunity management tools in the Siebel suite enable Irish Life to manage 2,000 sales appointments each week, close deals faster, improve customer service, and drive down overheads.

Irish Life & Permanent first went live with Siebel applications following the group’s acquisition of TSB Bank in 2001. The merged organization used Siebel applications to consolidate its diverse customer base and gain a single view of all client policies, accounts, and investments to maximize cross- and up-selling opportunities. More than 250 direct sales staff, some 200 tied agents, 600 branch-based customer advisors, and around 900 call center operatives used Siebel applications to help to drive up customer satisfaction levels.

After deploying Siebel, market share for life and pensions products increased from 19% to 25% in five years. Siebel’s ease of use and in-depth functionality ensured rapid adoption by employees but heavy customization was limiting the system’s ability to scale and upgrade in a faster-paced market. Irish Life also wanted to leverage integrated, Web-based analytics, real-time tracking of key performance indicators, and interactive dashboards to capitalize on every sales opportunity.

“Siebel had helped us create the most profitable sales force in the Irish banking sector,” said Aine Cassidy, executive manager,

**Key Benefits:**

- Gained a single, real-time customer view
- Interrogated intelligence from all corporate sources
- Automated opportunity management and maximized cross-selling opportunities
- Streamlined marketing campaigns
- Enabled the company to feed qualified leads directly to account managers
- Gained the ability to manage 2,000 sales appointments each week
- Recruited 1,000 new customers each week
- Gained next-day sales performance metrics
- Grew market share in a challenging economic climate
- Boosted call center productivity by 25%
- Rolled out to 2,000 office and field-based users

Customer Relationship Management, Irish Life & Permanent Plc. “We wanted to sustain this lead and further enhance market intelligence by extracting every bit of customer information from all data sources. To do this, we needed to fine-tune customer segmentation, gain greater predictive analysis capability, and tell our sales force where to go for the next sale.”

Irish Life & Permanent upgraded to Siebel 7.8 and rewrote all of its CRM processes using standard Siebel applications with no customizations. In the process, the company also integrated its Siebel applications with the company’s point of sale and policy management systems to deliver a complete view of each customer and prospect. Since the upgrade, the company has seen significant improvements in the business value the Siebel applications deliver.

**Growth Despite Challenging Economic Climate**

Eight months after upgrading its Siebel solutions in 2008, Irish Life & Permanent has grown its customer base in a contracting market. It recruits nearly 1,000 new customers each week to the group’s Permanent retail banking operation. In addition, advanced analytics tools have given the company better market insight and sharper business intelligence. Sales teams are reaching ambitious 15% annual growth targets in spite of challenging economic conditions, and recent surveys revealed that 94% of customers would recommend Irish Life & Permanent to their friends.

Additionally, Siebel’s automated functionality has helped to drive up call center staff productivity while reducing policy management costs. Irish Life & Permanent now has 1 million customers in Ireland, almost 25% of the country’s population. The company’s sales teams are continuing to use Siebel to sustain growth and drive market share by being first to market with innovative products that meet customer needs.

**Business Intelligence-driven Customer Care**

With the upgrade, the company has embedded both its point-of-sale and policy- management systems into Siebel, which facilitates straight-through access to all customer data via a single sign-on. Seamless overnight data feeds from multiple data sources to Siebel drive detailed daily performance dashboards to analysts, line of business managers, and sales teams. The system automatically populates policy and account data across all

systems, enabling integrated diary management and real-time tracking and management of campaigns and sales activities. Drop-down menus enable call center operatives to navigate rapidly through all three systems to answer customer questions quickly and accurately.

“Managing all sales and marketing activities and customer interactions from a single Siebel front end brings considerable benefits,” Cassidy said. “We now have an end-to-end customer view and can embed intelligence into everything we do while eliminating error-prone manual data transfer. Siebel’s end-to-end process automation has resulted in a 25% increase in the productivity of our call center staff in just eight months.”

### **Automated Opportunity Management**

The enhanced segmentation and analytical tools in Siebel Marketing unify all customer data in multiple formats held in disparate repositories such as data warehouses, operational systems, and unstructured sources, and make it available for sales prospecting. Siebel’s automated alerts flag up when a customer’s insurance policy is due for renewal or a bond is approaching its maturity date. This intelligence is routed to the appropriate account manager. Timely, proactive follow-up maximizes customer retention and leverages cross- and up-selling opportunities. The company also feeds data from Siebel into its third-party predictive analytics solution to help guide strategy planning.

### **Higher Campaign Conversion Rates**

Irish Life plans and executes a rolling program of sales campaigns using Siebel Marketing and Siebel Campaigns. It combines customer intelligence from corporate sources with external mailing lists and marketing data to automate the scheduling, development, fulfillment, and follow up of campaigns to existing and prospective customers. With Siebel, it has replaced previously paperbound processes with automatic assignment of leads to account managers.

“Siebel’s rich, multidimensional data segmentation tools allow us to gain deeper insight into customer needs and target them with relevant products and services,” Cassidy said. “The result is a continuous stream of qualified leads, higher conversion rates, faster closure, and satisfied customers.”

### Daily Sales Activity Monitoring

Siebel Enterprise Sales Analytics (now Oracle Business Intelligence Enterprise Edition) monitors all Irish Life & Permanent's sales performance indicators and delivers them as personalized daily dashboards to product managers, call center team leaders, and field sales staff. In-depth analysis tools deliver real-time success figures for each campaign, compare the performance of sales teams, and help the company identify the most profitable routes to market for each of its product lines.

"Our upgraded Siebel applications have replaced static weekly reports with daily updates, customized to the needs of each executive, that provide drill-down access to the metrics they need for both day-to-day and long-term planning," Cassidy said. "Decision makers can share data online which improves collaborative working and helps us capture best-practice across the business."

### Sustaining Competitive Advantage

Irish Life & Permanent is extending its use of Siebel's sales, marketing, and analytical solutions to maximize growth opportunities throughout the pensions and investments and banking divisions of its business.

"In an increasingly challenging and fast-changing market, Siebel gives us the agility to identify products customers want and bring them to market faster while driving down costs," Cassidy said.

### Why Oracle?

Irish Life & Permanent chose Siebel applications for their breadth of functionality, unrivalled usability, and proven reputation in the financial services sector.

"Siebel's ongoing product upgrades in the years since our go-live ensured that it continued to meet all our requirements," Cassidy said. "The acquisition by Oracle puts even greater development resources at the disposal of Siebel customers. We plan to exploit the advantages this will deliver to gain even greater customer insight, improved decision value, and a superior return on investment."

### Implementation Process

Oracle recommended five certified partners with a proven track record in implementing Siebel. Irish Life & Permanent achieved a nine-month implementation. Siebel's ease of use ensured rapid user adoption with minimal training. In 2008, Irish Life upgraded to Siebel 7.8

*Irish Life & Permanent Plc was formed in 1999 from the merger of Irish Life Plc and Irish Permanent Plc. In 2001 the company acquired retail bank TSB. Today the group has more than 1 million customers in Ireland and is the leading provider of life assurance, pension, investment, and residential mortgage products.*