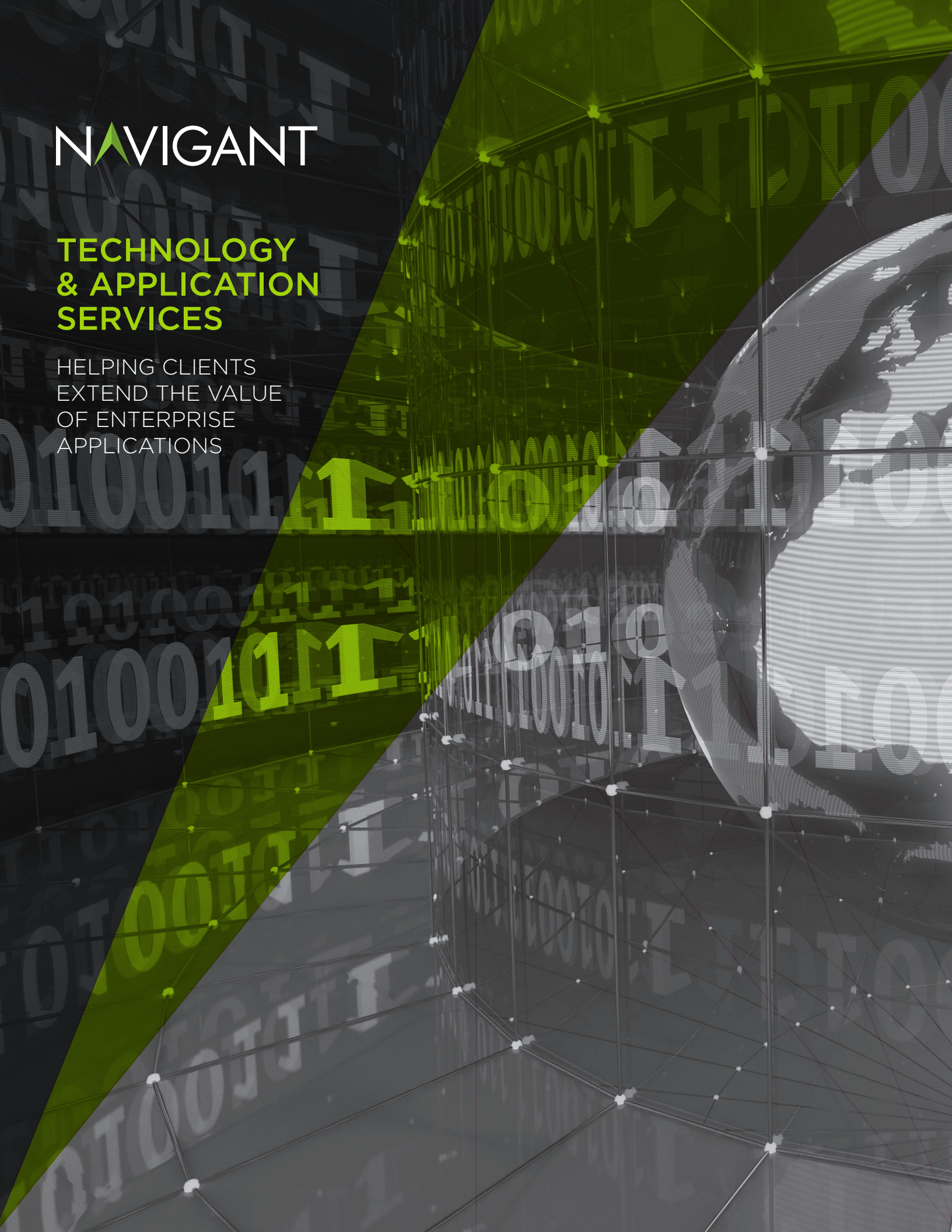


The logo for NAVIGANT, featuring the word in a white, sans-serif font. A green triangle is positioned above the letter 'A', pointing downwards.

NAVIGANT

**TECHNOLOGY
& APPLICATION
SERVICES**

HELPING CLIENTS
EXTEND THE VALUE
OF ENTERPRISE
APPLICATIONS





**FINANCIAL SERVICES
INSURANCE**

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About Navigant

Navigant Consulting, Inc. (NYSE: NCI) is a specialized, global professional services firm that helps clients take control of their future. Navigant's professionals apply deep industry knowledge, substantive technical expertise, and an enterprising approach to help clients build, manage and/or protect their business interests. With a focus on markets and clients facing transformational change and significant regulatory or legal pressures, the Firm primarily serves clients in the healthcare, energy and financial services industries. Across a range of advisory, consulting, outsourcing, and technology/analytics services, Navigant's practitioners bring sharp insight that pinpoints opportunities and delivers powerful results. More information about Navigant can be found at navigant.com

NAVIGANT'S TECHNOLOGY AND APPLICATION SERVICES: HELPING CLIENTS EXTEND THE VALUE OF ENTERPRISE APPLICATIONS

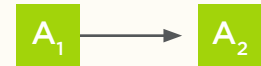
The core engine of the insurance operation for manufacturing, distribution and services lies in the application software. People and processes are equally important components of the delivery system, but a properly maintained software suite will enable an organization to grow and compete in the marketplace. Like a mechanical engine, regular maintenance and servicing of the enterprise engines are required. Today's IT insurance executives are faced with the daunting task of leveraging a complex labyrinth of aging software, disparate hardware, and fragmented data stores and interfaces that fail to meet the agile needs of the business.

From an operations perspective, executives report that product introduction is lengthy and the core administrative platform requires extensive modification to adapt for a growth oriented business. For many, it simply costs too much or takes too long to introduce a new distribution channel, launch an innovative new product or service that differentiates the insurance offering and compels the agent to sell and the customer to buy. New tasks to improve the user experience, support outsourced operations and reduce compliance risks are now part of the business agenda. Simplicity is further compromised as a result of an acquisition or divestiture. This is the prime time to evaluate options and consult with Navigant's Enterprise Applications Services professionals.

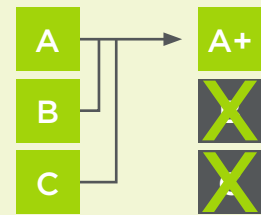
So what is an insurer to do? Well, there are many choices and alternatives, and each option comes with its own set of issues and challenges. Consider the following:

ALTERNATIVES TO GAIN VALUE FROM ENTERPRISE APPLICATIONS

Upgrade/Enhance the Existing - Whether running a package solution or your home grown software, the logical progression is to update the software to meet the new needs of the business. For a package, that may require a software upgrade to the latest release. If your current version lacks the functionality provided in the newest release; or the risks associated with systems hardware and software currency are unmitigated, an upgrade is a viable option. In some cases, minor coding enhancements and configuration changes may do the trick for delivering the required value.



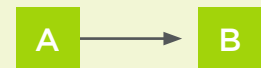
Convert/Retire - If the determination has been made to consolidate like policies/contracts together for ease of servicing and to achieve cost savings for licensing, maintenance and support, then a policy conversion is your mandate. Pay attention to the details here as the conversion is not simply moving data. Rather, with a conversion, the policies must continue to function in the future and handle changes and reversals. This requires that financial history be available to reprocess transactions. Savings and risk mitigation can be achieved by a thoughtful retirement of the source system.



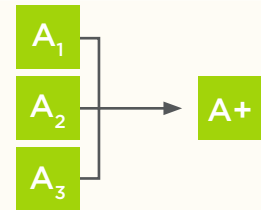
Wrapper - With multi-tier architectures come the ability to re-skin the presentation layers and service-enable the back-end systems. This “wrapper-ing” creates a more modern look and feel for the user while preserving the core transactions for the administrative engine to process. Creating the services layer also provides a framework to create unique views for home office, agent and customer in a connected or mobile environment.



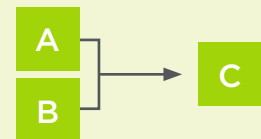
Port to Newer Technology - In some settings, the infrastructure supporting the applications are no longer supported or outside the corporate standard. The expense and risk exposure associated with unsupported hardware and software can lead to porting the solution. The database language, execution language, hardware or operating systems may no longer be migrated. Any and all other these components may result in porting and replacing the aging element.



Consolidate Systems - Some insurers have launched multiple software or data instances of the same platform. This may have been done to deliver a product on schedule, demand for a new business line or part of an acquisition. Where feasible, these systems should be consolidated to a single set of executables and data occurrences. These consolidations are tricky with processing logic and data implications.



Replace and Retire - At some point, that old car is simply not worth repairing and it is time to go out and get a new one. There are several reputable vendors in the marketplace today, each with their own architectures, features and capabilities. The selection process for a new system must consider not only the initial cost of implementing a new solution, but the total cost of ownership, including the licensing and maintenance, conversions, modifications, configuration, integration and ongoing lights-on support. Again the assumption is that the existing system will be retired in the process.



Install New - As with the Replace and Retire option, this alternative involves selecting and implementing new software. However, this concedes that there will not be a conversion or retirement of systems initially. A greenfield such as this excludes the legacy pitfalls and is simply a new incremental business solution.



Do Nothing - Short of no other option, this alternative still exists for those insurers unable to generate support for getting current or moving forward with a different approach. For those insurers already satisfying the business objectives, stay the course, however, keep your lens focused on the future and be ready to respond.

With rapidly changing technology, increasingly complex applications environments and tightening of operating budgets, insurers continue to evaluate and justify improvements. Navigant's Financial Services practice works closely with leading insurance companies to identify opportunities for gaining efficiencies, managing risk and rapidly improving the complex applications landscape.

HOW NAVIGANT CAN HELP

Navigant's Insurance Team focuses its efforts on helping clients know where they are, envision where they want to be and undergo the change to get there. Our Operational Excellence, People Organization & Change, Information Technology, Vendor Sourcing, and Risk & Control services are designed to help insurers manage through and maximize the value of change, whether it is initiated internally based on business needs or externally through regulatory and compliance pressures. Through a proven, unbiased and collaborative approach beginning with the Strategy and Planning phases and utilizing Portfolio/Program/Project Management and Change Management disciplines, our professionals drive and deliver meaningful and impactful results for our clients.

Areas of Focus:

Navigant maintains a long history of working closely with insurers identifying, evaluating and recommending software and technology including, but not limited to:

Software Effectiveness Assessment

The first step toward transformation is acknowledging the challenges and opportunities. An objective diagnosis involves surveying the current environment, evaluating results against organizational requirements, and recommending a set of remediation actions. This rationalization may trigger recommendations to implement a new solution, convert, or consolidate systems.

Software Evaluation and Selection

If the determination has been made to pursue alternative software platforms, Navigant will facilitate a fact-based evaluation founded on weighted criteria providing the most viable point solution. Navigant will help develop and manage the RFI/RFP and evaluation process to demand excellence from the potential vendors and insure neutrality in the selection process. The availability of cloud-based solutions has broadened the software delivery alternatives. We will help navigate the options and trade-offs while guiding the decision making process.

Business Case Development and Benefit Realization

As is generally the situation, the ability to move forward with a recommendation is based on collaborative and impartial analysis of the costs and benefits while documenting the risks and assumptions associated with a specific proposition. The focus of the business case and analysis will be on realization of green dollar benefits.

Ecosystem Roadmap

Each insurance company has a unique set of dependencies, strengths and weaknesses. Defining the target operating environment that achieves maximum business advantage requires vision and pragmatism. How the transformation occurs, the sequence of changes and impact on systems, infrastructure and business operations are elements of the Roadmap Development process.

Program and Project Management

Navigant has substantial project management experience and skills to achieve successful project outcomes. Navigant can bring expertise to your team, whether it's defining your corporate SDLC, facilitating systems budgeting and forecasting, coordinating vendors, implementing resource management practices or performing health-checks. Our staff possesses the management discipline and business acumen to support your strategic initiatives. In addition, there are a set of Portfolio Management disciplines to support the identification, prioritization, and scheduling of projects supporting your ongoing enterprise application initiatives.

It is common for any application or technology initiative to drive enterprise wide change. Navigant recognizes that altering solutions will undoubtedly impact processes and organization. Navigant has complementary services to support organizational and process changes as well.

Requirements and Business Analysis

Whether enhancing an existing system, converting policies and contracts or implementing the greenfield platform, each project requires the development of requirements, business and technical designs to configure your software. Navigant can support your waterfall or agile development approach.

Application Architecture

Applications live within the infrastructure hardware and software stack of the enterprise. The complexity of integration increased dramatically as computer platforms evolved and workloads shifted. Like any new construction, an architectural plan complete with fixtures, piping and walls define the end state topology. Testing Strategy, Planning and Execution Software validation begins with creating a set of testing strategies, goals and objectives for confirming the expected results of the system. A variety of testing methods and automations will be recommended and utilized to ratify that the system meets all functional, operational/usability and performance conditions.

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Operating Model and Organizational Change Management

Depending on the level of change, some transformation beyond the software may be required. Navigant can assess, recommend and implement change management to align the organizational structure, people skills, roles and responsibilities with the improved systems and revised operating model.

Operational Excellence

The processes handled by the systems and resources will also likely change as your systems evolve. Navigant can help steer the path to smooth operations amongst the turbulence of transformation. Our knowledge of insurance operations, and the steps required to retool for optimal performance will establish a strong foundation to move forward efficiently.

OUR APPROACH

To achieve your objectives and obtain complete satisfaction in delivery, our approach is to work collaboratively with our clients, where:

- We partner with our client's project team to understand their strategic direction;
- We support the establishment of a governance structure necessary to manage all aspects of an engagement;
- We evaluate your enterprise software to gain an understanding of how you perform today;
- We compare your existing operations objectively against internal and external organizations;
- We identify opportunities and work closely with our client's to prioritize recommendations;
- We offer candid, independent advice that will be used as a guide to achieve the end state goals and objectives based on desired investment and timetable;
- We produce deliverables and artifacts which support your current needs and factor in your future demands; and,
- We deliver impartial and factual evaluations and recommendations.

NAVIGANT'S EXPERIENCE

Navigant has helped numerous financial institutions to help clients achieve their business goals through the effective use of relevant technology and applications. Some examples include:

Life Insurance New Business Systems Implementation, Project Management, Systems Design Lifecycle Governance, Requirements Review, Data Mapping and Test Planning

A leading US Financial Services Company was replacing their new business application. This system served as the key hub for all product sales, interfacing with over 40 key systems. A vendor package was selected and customized for the first phase, which experienced significant cost and schedule issues. Navigant was asked to review Phase 1 results and provide PMO guidance and execution to support Phase 2 which included activities to:

- Assess the completeness of the Project Management Office structure, tools, reports and controls and provide recommendations for improving deficiencies, and support the PMO on a going forward basis;
- Perform a Phase 1 "Lessons Learned" review to document issues impacting Phase 1 deliverables;
- Design and execute independent testing of work product (requirements, test plans, etc.) to determine if standards and objectives are being met;
- Conduct a holistic Top-Down review of the functional components for all business requirement and functional specs to verify high-level functionality is completely defined;
- Verify data elements, data mapping, interface design and business rules are complete and consistently defined; and,
- Perform a review of the code and unit testing.

Phase 2 was implemented successfully.

Insurance Suite Requirements and Vendor Assessment

A carrier was concerned that their high cost legacy systems infrastructure was impeding their ability to expand and support new clients. The scope of systems included policy administration, claims, reinsurance and billing.

For each functional area, a Navigant team led the client's thought leaders through a series of facilitated requirements gathering sessions followed by a shadowing session where the team observed client staff engaged in transacting in their production environment. The Requirements gathering workstreams were finalized with cross-functional validation sessions where the client reviewed, prioritized and signed off on the requirements to ensure completeness and accountability. These requirements were input to the Vendor RFP and selection process.

The Navigant team assisted the client with interviewing 20 vendors for suitability to create an intermediate short list of six vendors. These vendors were then invited to demonstrate their system's capabilities by following a script developed by Navigant and Client SMEs. The finalists were then invited to respond to an RFP. Vendor responses were scored against hundreds of requirements. Navigant validated cost estimates, identified financial benefits, prepared a business case and proposed a high level implementation strategy.

Contact Management Replacement

A legacy contact management and marketing system was no longer meeting the objectives of the sales and marketing organization. The senior management of a large sales force desired a new solution for Relationship Managers to provide web-based access to all information for the Sales Executive. The project defined requirements for sales and marketing which included sales force automation, production reporting, pipeline reporting, opportunity management, contact management and marketing campaign automation and proposal development.

Navigant evaluated leading vendor solutions based on the sales and marketing requirements provided by the agents. Navigant conducted the evaluation, developed the business case and implementation plan for a multi-year implementation. Navigant coordinated vendor demonstrations and developed a logical data, application and technology architecture for the project working with the client's IT organization.

NAVIGANT'S FINANCIAL SERVICES CONSULTING PRACTICE

Navigant (NYSE: NCI) provides a wide range of services, spanning from consulting and compliance to litigation and investigative support, to help highlyregulated industry organizations address their most critical business issues. Our Financial Services consulting practice works collaboratively with banking, insurance, and investment management clients to achieve their business objectives by improving operational effectiveness and mitigating compliance risks. Our comprehensive service offering focuses on our clients' key opportunities and challenges including core business operations, technology, human capital, regulatory compliance, strategic transformations, customer service, and business process outsourcing (BPO). We bring deep industry, consulting and technical expertise, and are known for partnering with our clients to realize their business objectives.

