

Reference

Transformation of a closed book portfolio to a business outcome-based model

Modernizing an insurer's legacy IT and BPO to reduce costs and enhance the user experience



Atos

About the client

A Fortune 500 Dutch life insurer serves over 4 million customers and 9,000 employers. With various offerings across pensions, savings, and investment solutions, it operates the UK's largest investment platform, focusing on financial wellbeing and long-term financial planning.

At a glance

The client's closed book portfolio was facing rising costs and declining revenue. This was driven by aging mainframe systems, high technical debt, and complex integrations. With over 840 staff members and low user satisfaction scores, the insurer appointed Atos to modernize its IT systems, reduce per-policy costs, and improve services without compromising quality.

Outcomes

- **66% reduction** in per policy cost
- **1M+ policies migrated** to modern platform
- **22% higher digital adoption**
- **Improved customer satisfaction scores**

Challenges

Identifying gaps in a closed book portfolio

The Fortune 500 Dutch life insurer had a large team of 840+ employees to support its IT systems and business operations. However, with a closed book of more than 1M policies, it was facing exorbitantly high per policy costs.

Other challenges included:

- More expenses than the revenue from the closed book portfolio
- Large tech debt in IT estate
- Aging mainframe technology
- Low NPS for internal and external users

The client needed a transformative solution from a domain expert and sector specialist.



A closed book portfolio in insurance consists of policies no longer open to new customers or renewals, but still managed until expiry. The focus shifts from growth to value maximization through efficient run-off and cost optimization.



Solution

Reconnaissance and restructuring

The insurer's transformation journey began with Atos' Insurance and Digital consulting teams performing an end-to-end reconnaissance. Atos' solution ranged from digital applications, to revised processes, overhauled infrastructure and other niche areas such as IVR, telephony and security. Some of the winning elements in this solution include:

- A move from the customer infrastructure to **an Atos private cloud**
- A **consolidation of two legacy insurance policy admin systems** into a single, modern COTS insure platform
- The launch of **a new employer portal** to support online servicing and auto-enrolment, significantly reducing customer handling time
- **Streamlined content and communication management** with Xpression, rationalizing forms and improving operational efficiency
- **Improved automation** leveraging Pega and streamlined call center operations

The solution helped reduce costs and lessen the average customer handling time, thereby improving the overall customer experience.



Results

Quantifiable benefits for sustainable growth

Atos is committed to an industry-leading business outcome model that was a key success driver in this project. Some of the benefits included:

- 66% reduction in per policy cost
- 1M+ policies migrated to a modern insurance policy admin platform
- 22% increase in digital adoption
- An improved NPS

Additionally, Atos' end-to-end service stack capability includes infrastructure, applications, cloud, insurance processes, enterprise content management, telephony and security. This positions its teams as IT domain experts and specialists in the insurance sector.

Find out more

>> Find out how Atos can help you amplify your business plans with a winning modernized digital infrastructure: [**Digital Applications - Atos.**](#)

>> If you are looking to accelerate your business outcomes with a sustainable transformation, contact us today: [**Contact Us - Atos.**](#)



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Let's start discussion together



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