CASE STUDY

Unleashing Rapid Product Growth

How a consultative approach is ensuring that Athene Annuity achieves its aggressive sales and product launch goals

Abstract

Athene Annuity & Life Assurance Company had set aggressive business goals for itself – to achieve a ten-fold increase in annual premium revenue. One of the key levers to achieve this goal was rapid product launches – their target was to develop and introduce six new products in a tight 18-month timeline. Such a rapid pace of product development required a proven business solution, deep understanding of the industry, and unique and innovative approaches from a trusted partner, requirements that Infosys McCamish fulfilled. Our collaborative development approach enabled Athene Annuity to launch new products and systems with unique capabilities within aggressive time-to-market expectations. With Infosys McCamish as a partner, the company is swiftly advancing towards its goal of achieving US$1 billion in annual premium sales.

Infosys® | Building **Tomorrow's** Enterprise

Partnering for growth

Athene Annuity & Life Assurance Company, a subsidiary of Athene Holding Ltd., is an emerging leader in fixed annuities and reinsurance for the US retirement savings market. Athene Annuity began its journey with the acquisition of Liberty Life Insurance Company in 2011. As part of its growth strategy, the company set ambitious goals for itself – to achieve US$1 billion in annual premium sales by introducing six new products over a period of 18 months. This aggressive pace is practically unheard of in an industry where the new product launch average is one or two per year. Further, Athene Annuity was targeting the development of a diversified suite of indexed annuity products for a new distribution partner's requirements within a period of three to six months.

Athene Annuity chose Infosys McCamish, a trusted partner since 2006 with rapid product development expertise to achieve their ambitious goals.

The Infosys McCamish solution

The application

To support Athene Annuity's vision of becoming a market leader in new annuity products, Infosys McCamish Systems partnered with them to deploy our VPAS® platform application. Our team engaged early in the product design process, enabling the company to craft a product that could fully leverage the existing functionalities and base features of VPAS®.

Our approach: Collaborative development

The team worked collaboratively with the client team to develop a 12-month rolling product calendar of planned product launches. This laid the groundwork for a shared vision of future workload and enabled joint planning and creation of dedicated teams. To ensure early product launches, our team defined Day 1 / Day 2 requirements – Day 1 requirements encompass functionalities required to issue policies or provide immediate post-issue support, and Day 2 functionalities come into effect at least a year after the policy issue date.

The team addressed Athene Annuity's unique requirements for flexibility and responsiveness on products developed for distribution partners with:

- A collaborative development environment where changes to the requirements and the business requirement document (BRD) were accepted and delivered on-time

- Immediate escalation of any requirement or issue that could pose a threat to the implementation

- A chassis of products built over a period of time from which future products could be cloned, thus helping save effort, time and cost for future projects

Our approach: Quality assurance and change control rigor

Our team involved the Athene Annuity team early on in the testing process. This ensured complete clarity and transparency. In addition, the team reduced the amount of testing, by streamlining the testing planning and execution process in such a way that it is repeatable and re-uses test cases or scenarios from past projects, thereby shortening testing time.

Further, the team ensured that all changes in requirements were documented to avoid confusions later.

Early involvement, faster time-to-market, and product innovation

Collaborative product design phase

By partnering with Athene Annuity's team early in the product design process, we influenced direction and decisions. This in turn enabled the company to craft a product that leveraged all the existing chassis and VPAS® Life base features reducing time and costs for product development. Early engagement facilitated the client's understanding of the time and effort needed to build the product. It also helped both the teams determine and specify commitments required from subject matter experts.

Bundling for rapid product development

Using bundling, the team combined the development and implementation of multiple follow-along projects into one. Bundling helped:

- Mitigate the impact of Day 1 / Day 2 split and the risk that Day 2 work is never completed

- Continue the focus on rapid deployment and improvement which in turn reduces time-to-market for new products

- Gain better synergies in project management, implementation and testing effort contributing to improved timelines and potentially reducing costs by approximately 10 - 20%

Unique product design and features

Our approach resulted in several unique new product features such as:

- ATHENEMaxRate® multi-year guarantee annuity: Designed to allow consumers to opt for a higher interest rate instead of traditional liquidity features.

- ATHENEBenefit 10sm fixed index annuity: Includes an innovative five benefit rider that addresses a range of financial concerns in retirement. All five benefits are funded from a single benefit base.

- Repetitive Payout Management (RPM) system: An innovative system with a unique capability – it allows a policy to be moved between payment and deferred stages on one platform, a benefit to both the carrier and the policy owner. The RPM calculation engine broadens support for qualified and non-qualified contracts with single and joint life options, with guarantee periods, if desired, as well as period certain options. It offers robust capabilities, optional payee elections, automated exclusion ratio calculations and easily supports multiple calculation methods. It lowers the risks and costs to carriers by providing one platform for accumulation and repetitive payout / disbursement processing, eliminating the need to code multiple systems and reducing testing time.

Eight-fold increase in annual premium revenue

Today, Athene Annuity is performing at an $800 million annual premium run-rate, an eight-fold increase since these new products were launched. It is now swiftly marching towards its goal of US$1 billion in annual sales revenue.

By not only providing the underlying product but also engaging as a consultant in the product design process and understanding the business imperatives, Infosys McCamish is helping enhance Athene Annuity's productivity and revenue.

> *"McCamish has been an outstanding partner for Athene Annuity, supporting multiple other product rollouts over the past 18 months. From the product build to new business processing, the McCamish team delivered on all touch points and enabled us to meet our aggressive launch goals."*
>
> *– Chris Grady*
> *Executive Vice President and Head Retail, Athene Annuity & Life Assurance Company*

About Infosys

Infosys is a global leader in business consulting, technology and outsourcing solutions. We enable clients in more than 30 countries to outperform the competition and stay ahead of the innovation curve. With $7.4B in revenues and 155,000+ employees, Infosys transforms enterprises to thrive in a changing world through strategic consulting, operational leadership and co-creation. Visit www.infosys.com to see how Infosys (NYSE: INFY) is Building Tomorrow's Enterprise® today.

Infosys BPO, the business process outsourcing subsidiary of Infosys, provides integrated end-to-end outsourcing and delivers transformational benefits to clients through cost reduction initiatives, ongoing productivity improvements and process reengineering.

Infosys® | Building **Tomorrow's** Enterprise

For more information, contact infosysbpo@infosys.com   www.infosysbpo.com