Study of Different Bancassurance Models at Apollo Munich Health Insurance, Gurgaon

By

Prachi Sharma

Dissertation submitted in partial fulfillment of the requirements of the degree

MBA Hospital and Health Management

Academic year, 2017-2019

The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Sanganer, Airport
Jaipur 302029, Rajasthan
Ph: 0141 3924700, Fax: 3924738
Website: **www.iihmr.edu.in**

Study of Different Bancassurance Models at Apollo Munich Health Insurance, Gurgaon

By

Prachi Sharma

Dissertation submitted in partial fulfillment of award of

MBA Hospital and Health Management

Academic year, 2017-2019

Apollo Munich Health Insurance, Gurgaon

The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Sanganer, Airport
Jaipur 302029, Rajasthan
Ph: 0141 3924700, Fax: 3924738
Website: **www.iihmr.edu.in**

IIHMR UNIVERSITY

TO WHOMSOEVER MAY CONCERN

This is to certify that **Dr. Prachi Sharma** student of MBA Hospital and Health Management from The IIHMR University, Jaipur has undergone internship training at **Apollo Munich Health Insurance, Gurgaon** from **4th February to 4th May 2019.**

The Candidate has successfully carried out the study on topic **Different Bancassurance Models in Apollo Munich Health Insurance** assigned to her during internship training and her approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.
I wish her all success in all her future endeavors.

Col. (Dr.) Ashok Kaushik
Dean, Academics and Student Affairs
The IIHMR University, Jaipur

16 May 2019

Dr. Neetu Purohit
Associate Professor (Guide)
The IIHMR University, Jaipur

ApolloMunich
HEALTH INSURANCE

4th May, 2019

To whomsoever it may concern

This is to certify that Dr. Prachi Sharma has successfully completed her Internship with us from 4th February to 4th May 2019. Her project was based on **study of different Bancassurance models at Apollo Munich Health Insurance** in Health Care Management, Operations. During the tenure, she came across as sincere, committed and diligent person who has a strong drive and zeal for learning.

We wish her all the best for her future endeavors.

Shrimi Bhatia
Senior Manager – Group Operations

Nupur Kashyap
Manager – HR

Apollo Munich Health Insurance Co. Ltd.
Central Processing Center, 2nd & 3rd Floor, iLABS Centre, Plot No. 404-405, Udyog Vihar, Phase-III, Gurugram - 122 016, Haryana **Corp. Office:** 1st Floor, SCF -19, Sector - 14, Gurugram - 122 001, Haryana. **Regd. Office:** Apollo Hospitals Complex, 8-2-293/82/J III/DH/900, Jubilee Hills, Hyderabad, Telangana - 500033, India. • **Tel:** +91 124 4584333 • **Fax:** +91 124 4584111 • **Website:** www.apollomunichinsurance.com • **Email:** customerservice@apollomunichinsurance.com • **IRDAI Reg. No.:** - 131 • **CIN:** U66030TG2006PLC051760

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled **"A study of different Bancassurance models at Apollo Munich Health Insurance, Gurgaon"** and submitted by **Prachi Sharma , MBA-HM22- 0626** under the supervision of Dr. Neetu Purohit (Associate Professor) for award of MBA in Hospital and Health from The IIHMR University, carried out during the period from 04 February 2019 to 04 May, 2019 embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.

Prachi

(PRACHI SHARMA)
Signature

ACKNOWLEDGEMENT

The internship opportunity I had with Apollo Munich Health Insurance was a great chance for learning and professional development.

I express my deepest gratitude to my mentor Miss Shrimi Bhatia, Senior Manager of Group Operations who in spite of being very busy took time out to hear, guide and keep me on the correct path and allowing me to carry out my project.

I would also express my deepest thanks to Mr.Eishaant Rajput, Manager and Mr.Adinath Ghosh, Associate Manager of Business Excellence for supporting me throughout the project.

It is my radiant sentiment to place my best regards to Mr.Narender Singh, Assistant Manager of Group Operations for his precious guidance which was extremely valuable for my study both theoretically and practically.

I would also like to extend a note of thanks to my guide at The IIHMR University, Dr. NeetuPurohit for being my constant support and for always being available whenever I needed her guidance.

I perceive this opportunity as a big milestone in my career development and will strive to use gained skills and knowledge in the best possible way.

Abstract

Bancassurance is a phenomenon wherein insurance products are offered through the distribution channels of the banking services along with a complete range of banking and investment products. It mainly tries to exploit synergies between both the insurance companies and banks. This study was performed in Apollo Munich Health insurance, Gurgaon for a period of 3 months. The study attempted to understand the different bancassurance models in AMHI. The models can be either Hybrid model in which Scanning of the applications from their locations, Quality and Data Checks at Vendors location is needed or an integrated model where partner front is integrated with AMHI front end and Policy Issuance can be done either by OTP generation or through Physical Signature on the forms. The objectives of the study included identifying the process gaps and suggesting solutions for an efficient process and recommending a transparent communication channel between insurers and customers. The study done is a cross sectional study and data was collected through huge round of interaction with the relevant interested parties and the problems faced during the customer journey was discussed. It was concluded that the existing processes was a way more complicated and requires a huge manual intervention at different steps of the policy issuance and a step towards digitization has to be taken. A new communication plan was also proposed in order to digitally track the policy status. It was envisioned that integration of the system is required in order to make the process customer centric and more efficient.

Table of Contents:	**Pg. No.**

Figures:

List of Tables:

1. Introduction

Bancassurance: Bancassurance is the dispersion of protection items through the bank's dissemination channel. It is a marvel wherein protection items are offered through the circulation channels of the financial administrations alongside a total scope of banking and speculation items. Bancassurance for the most part endeavors to misuse cooperative energies between both the insurance agencies and banks.

In India, Banking and Insurance segments are directed by two distinct substances. The financial area is represented by Reserve Bank of India(RBI) and the Insurance part is controlled by Insurance Regulatory and Development Authority(IRDA). RBI perceived the need of a compelling strategy to make protection approaches contact individuals of every single monetary class in each edge of the country Insurance organizations proposed to bring protection items into the lives of the normal man by making them accessible at the most essential money related point, the neighborhood bank office through bancassurance. The real driver of bancassurance has been the private part organizations both in the bank just as in the protection.

1.1 Utilities of Bancassurance:

A. For Banks:

i. As a source of fee based income:

Banks customary wellsprings of expense pay like the fixed charges required on advances and advances, Mastercards, trader expense on purpose of offer exchanges for charge and Visas and different activities these days has been less enduring over a period and development has been unsurprising. Be that as it may, contracting loan cost, developing challenge and expanded flat portability of clients have constrained investors to look to new alternatives to remunerate the declining net revenues and Ban affirmations has opened new skylines for the banks. A run of the mill business bank has the capability of augmenting expense pay from Bancassurance up to half of their absolute charge salary from all sources joined. Charge Income from Banc confirmation additionally decreases the general client obtaining cost from the bank's perspective.

ii. Product Diversification:

There are unlimited items for the banks, for example, straightforward life coverage, enrichment approaches, instruction plans, Medical protection, vehicle protection, home, substance protection, and travel protection which are being dispersed by the banks. Back up plans who are commonly blamed for being unbendable in the estimating and organizing of the items have been reacting excessively well to the difficulties of Bancassurance. They are prepared to improve, test, and have set up specific Bancassurance units inside their overlay. Instances of some new and inventive Bancassurance items are pay manufacturer plan, basic sickness spread, return of premium, and so on.

B. For Insurance Companies:

i. Stiff Competition:

In light of the advancement of the economy, it turned out to be simple for the private insurance agencies to go into the front line, which brought about an earnest need to outsmart each other. Indeed, even the most established open insurance agencies began confronting the intense challenge. Thus, so as to contend with one another and to remain a stage ahead there was a requirement for another procedure as Bancassurance. It would likewise profit the clients as far as wide item broadening.

ii. High cost of operators:

Back up plans have been tuning into various methods of appropriation as a result of the staggering expense of the administrations given by the insurance agencies. These expenses turned out to be a lot of a weight for some, safety net providers contrasted with the profits they create from the business. Thus there was a need felt for a Cost-powerful Distribution channel. This offered ascend to Bancassurance as a channel for dissemination of the protection items.

iii. Rural Penetration:

Protection industry has not been much fruitful in provincial infiltration of protection up until this point. Individuals there are as yet uninformed about the protection as a device to guarantee their life. In any case, this hole can be connected with the assistance of Bancassurance. The system of banks can help make the rustic individuals mindful about protection and there is a wide extent of business for the back up plans.

iv. Multi-channel Distribution:

These days the insurance agencies are utilizing different appropriation channels to sell the protection items. The protection is sold through operators, merchants through auxiliaries and so forth. So as to make the most out of India's enormous populace base and connect with a beneficial number of clients there was a requirement for Bancassurance as a conveyance model.

1.2 Norms and Guidelines For Banks And Insurance Companies

RBI Guidelines for the Banks to enter into Insurance Business

Following the issuance of Government of India Notification dated August 3, 2000, determining 'Protection' as an allowable type of business that could be embraced by banks under Section 6(1) of The Banking Regulation Act, 1949, RBI issued the rules on Insurance business for banks.

1 Any planned business bank would be allowed to attempt protection business as operator of insurance agencies on charge premise. With no hazard cooperation allowed to set up a joint endeavor organization for undertaking Insurance.

2. Banks that fulfill the qualification criteria given underneath will be allowed to set up a joint endeavor organization for undertaking protection business with hazard cooperation, subject to shields.

The qualification criteria for joint endeavor member are as under:

i. The total assets of the bank ought not be under '500 crore.

ii. The CRAR of the bank ought not be under 10 percent.

iii. The dimension of non-performing resources ought to be sensible.

iv. The bank ought to have net benefit for the last three back to back years.

v. The reputation of the presentation of the auxiliaries, assuming any, of the concerned bank ought to be agreeable.

3. In situations where a remote accomplice contributes 26% of the value with the endorsement of Insurance Regulatory and Development Authority/Foreign Investment Promotion Board, more than one open segment bank or private segment bank might be permitted to take an interest in the value of the protection joint endeavor.

4. An auxiliary of a bank or of another bank won't regularly be permitted to join the insurance agency on hazard support premise.

5. All banks going into protection business will be required to acquire earlier endorsement of the Reserve Bank. The Reserve Bank will offer consent to banks keeping in view every pertinent factor incorporating the situation as to the dimension of non-performing resources of the candidate bank in order to guarantee that non-performing resources don't represent any future risk to the bank in its present or the proposed line of action, viz., protection business. It ought to be guaranteed that dangers associated with protection business are not exchanged to the bank.

6. Holding of value by an advertiser bank in an insurance agency or interest in any structure in protection business will be liable to consistence with any standards and guidelines set somewhere around the IRDA/Central Government. This will incorporate consistence with Section 6 AA of the Insurance Act as revised by the IRDA Act, 1999, for divestment of value more than 26 percent of the paid up capital inside an endorsed period.

- **IRDA Norms for Banks**

The Insurance administrative advancement and Authority has given certain rules for the Banc confirmation they are as per the following: -

1) Chief Insurance Executive: Each bank that sells protection must have a main Insurance Executive to deal with all the protection matters and exercises.

2) Mandatory Training: All the general population associated with selling the protection ought to under-go required preparing at an organization decided (approved) by IRDA and pass the examination led by the specialist.

3) Corporate specialists: Commercial banks, including co-employable banks and RRBs may wind up corporate operators for one insurance agency.

4) Banks can't move toward becoming protection merchants

.**1.3 Advantages of Bancassurance:**

- For Banks

i. By selling the insurance product by their own channel, the banker can increase their income.
ii. Banks are using different value added services life E-Banking, telebanking, direct mail & so on. they can also use all the above- mentioned facility for Banc assurance purpose with customers & non- customers.
iii. Productivity of the employees increases.
iv. By providing customers with both the services under one roof, they can improve overall customer satisfaction resulting in higher customer retention levels.
v. Increase in return on assets by building fee income through the sale of insurance products.

- For Customers:

  i. Product advancement and conveyance exercises are coordinated towards the fulfillment of necessities of the client.
  ii. Banc affirmation model helps clients as far as decrease cost, differentiated item quality in time and at their doorstep administration by banks.
  iii. Comprehensive money related warning administrations under one rooftop. i.e., protection benefits alongside other monetary administrations, for example, banking, common assets, individual credits and so forth.
  iv. Easy access for cases, as banks are a standard visiting place for clients.

2. <u>Review Of Literature</u>

In an article the writer brings out as how bancassurance will be helpful to banks, back up plans and clients The writer takes a superior perspective on the worldwide situation of bancassurance. She talks about the conveyance channels and the social issues associated with dissemination and presents the difficulties and chances of bancassurance in India. (Bancassurance: A Futuristic Convergence,2014).The creator contended that there is a gigantic pool of gifted experts whether it is a bank or insurance agency, who might be effectively moved for any banc affirmation adventure. By utilizing their qualities and discovering approaches to conquer their shortcoming, banks can change the essence of protection appropriation (Bancassurance: Challenges and Opportunities in India, 2013). Because of expanding significance of strategically pitching in money related administrations segment. Banks are likewise disposed to use their immense appropriation systems to increase their noninterest pay. The examination looks at fundamentally the inadequacies of an ordinary life coverage specialist in India and contrasts it and the tasks of (Bancassurance in India – An Emerging Concept,2013).

In one of the article, the writer contends that bancassurance in India is still in its incipient stage and needs to go far beating numerous difficulties en route. (Europe and Banc confirmation: A Work in Progress,2000). An investigation recognizes the wide factors that go about as business drivers from nation to nation and examines the basic achievement factors for bancassurance models.(An Evaluation of Distribution Channels of Life Insurance: Agents versus Bancassurance,2012) In current conditions however the condition among banking and protection business is changing yet that does not finish up any change in perspective in bancassurance. The fate of bancassurance still is by all accounts brilliant. (Bancassurance – Indian Scenario,2011)

Notwithstanding giving a complete monetary administration under one rooftop, bancassurance benefits clients with better administration quality, counsel on money related arranging, validity, straightforwardness in dealings, simplicity of restorations, electronic banking, and so forth. So as to make bancassurance fruitful, the drivers of progress incorporate strong administrative condition, positive financial treatment of long haul reserve funds, extra incomes created for banks and straightforward and institutionalized items. (Bancassurance: A Futuristic Convergence,2010)

3. Need for the study:

As per an investigation on "Bancassurance in India - A developing idea" this contemporary period denotes the prevalence of protection items in Indian economy. Experiencing the records of insurance agencies, it has been seen that the center strata of society used to take at any rate one approach either for self or family. Generally, there are two different ways of selling the items. First is the one legitimately sold by the organization and second one is selling through specialists. Both of these techniques has been utilized inconceivably yet at the same time the capability of the business couldn't be bridled as still it is unfit to achieve the overall population.

With expanding advancement, globalization and proclamation of money related changes the non-customary appropriation channel created bancassurance, where banks goes about as a stage for insurance agencies to offer their items and give access to their gigantic database of clients and consequently they win income known as expense based pay In nutshell, bancassurance has demonstrated to be an effective resource for the banking and protection segment.

One of the essential purposes behind the clients to embrace bancassurance is on the grounds that customary financial frameworks is viewed as increasingly solid. Since the clients don't effortlessly depend upon the operators, selling through banks fills in as an elective channel since they have just picked up the certainty of the clients consequently making it simple for insurance agencies to sell their items.

This examination will improve the inadequate learning pool of bancassurance in the nation then it is possible that it be an unadulterated wholesaler or completely possessed back up plan/bank. It will help bancassurers by giving an expansive put together viewpoint from their friends with respect to the manner in which the business sees the basic achievement figures that exist the deals and appropriation of bancassurance in India. The investigation will expand the accessible data that bancassurance is still in its earliest stages in India. It will give a stage to additionally research to be done in the field of bancassurance.

4. Research question:

What are the different bancassurance models at AMHI and suggest solutions to make them more efficient?

5. Research objective:

1) To identify the bancassurance models at AMHI and suggest solutions to make them more efficient.

2) To recommend a transparent communication channel between insurers and customers.

6. Methodology:

A detailed research was conducted in light with the existing process challenges and root cause analysis was done to know the base of these problems. Post conducting a round of interaction with the relevant interested parties and discussing all the problems faced during the customer journey, it was envisioned to make it more customer centric and efficient in a manner that the customer feels a pleasure in getting the services done at AMHI. This discussion was also to promote the digitized interventions in the existing eco system to make it fast and error free. Having multiple rounds of discussions with the involved teams like Operations, Renewals, Onboarding, Printing, Dispatch and Business Excellence, it was envisaged that some modifications need to be incorporated in the current process.

Data collection

- **Organizational process notes:**
  The main source of information was the organizational process notes that includes the customer journey during a policy issuance. In addition, we looked at guidelines that address problems, gaps and potential solutions.

- **Corporate filings:**
  To identify the key stake holders and technical compatibility (specifically IT) corporate filings such as Business Required Document was also referred.

- **Other Sources:**
  To have in depth understanding of the process, members of the banca department were queried for identifying promising approaches to improve the issuance/onboarding process. Input included interventions being discussed in meetings with business excellence team and higher officials.

- **Contact Centre data:**
  To formulate a new communication plan, the repeat calling data of past one year was referred and the repetitive queries were addressed.

7. Research Findings:

7.1 Models of bancassurance and measures to make it more efficient

The section below presents the bancassurance models in use, the proposed models and also the measures that could be implemented to enhance printing process

Bancassurance at AMHI:

Taking advantage of the recent IRDA regulations pertaining to health insurance Apollo Munich Health Insurance decides to channelize its products through different banks. The banks that have a tie-up with AMHI are:

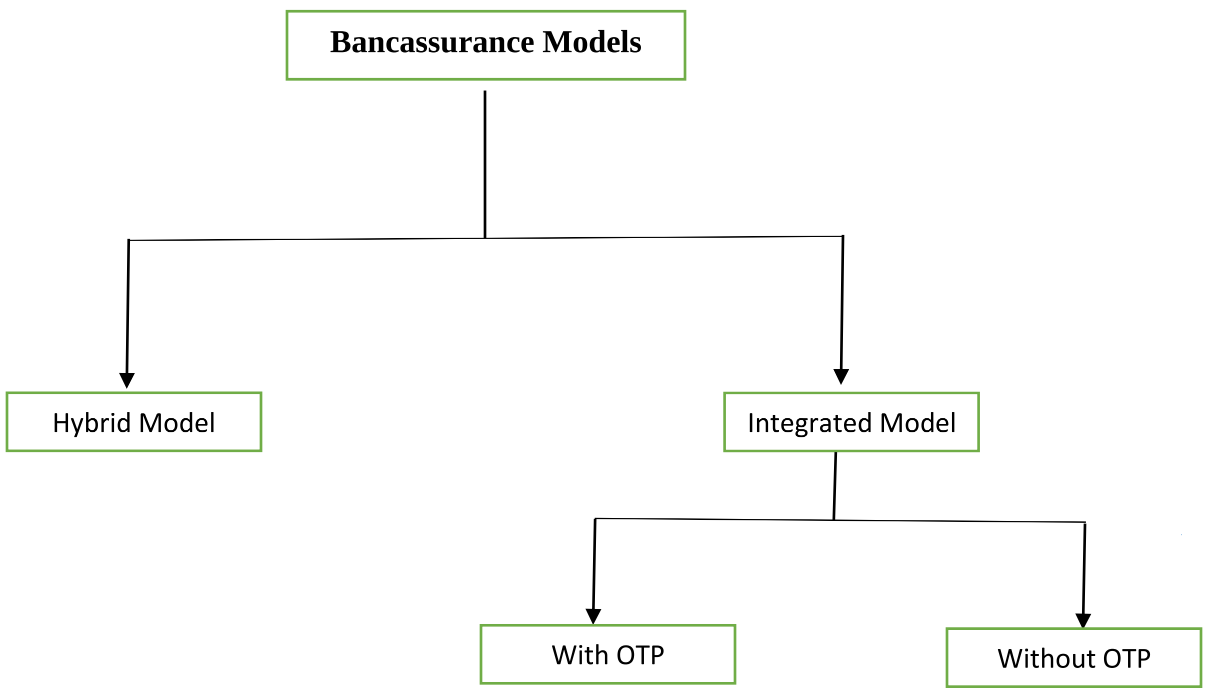
- Canara Bank
- Indian Overseas Bank
- Dena Bank
- Equitas Bank
- Bandhan Bank
- Dena Gujarat Bank

Onboarding Models in Different Banks: At AMHI the different banks have a different policy issuing/onboarding process. The following table shows the type of model followed in various banca partners.

Bank/Partner	Current Onboarding Model
Canara Bank	Integrated with OTP validation
IOB	Integrated without OTP-Physical Signature on enrollment form
Dena Bank	Integrated with OTP validation – 45% Hybrid Model with scan & upload – 55%
Equitas Bank	Hybrid Model with scan & upload
Bandhan Bank	Integrated with OTP validation
Dena Gujarat Gramin Bank	Hybrid Model with scan & upload

7.1.1 Group Bancassurance Models at AMHI

From the below flowchart it is clear that there are two ongoing models in AMHI namely Integrated and Hybrid. Integrated model is also called as an online model where the policy issuance is done through OTP generation or through signatures whereas the Hybrid model is like an offline model where the scanning of the documents is still required. The complete journey during policy issuance in both hybrid as well as integrated model is shown in the following section.



7.1.1 a) Hybrid Model:

This is an offline Policy issuance model being used by one of their Business Partner’s which includes Scanning of the applications from their locations, Quality and Data Checks at Vendors location and finally issuance being done by AMHI.

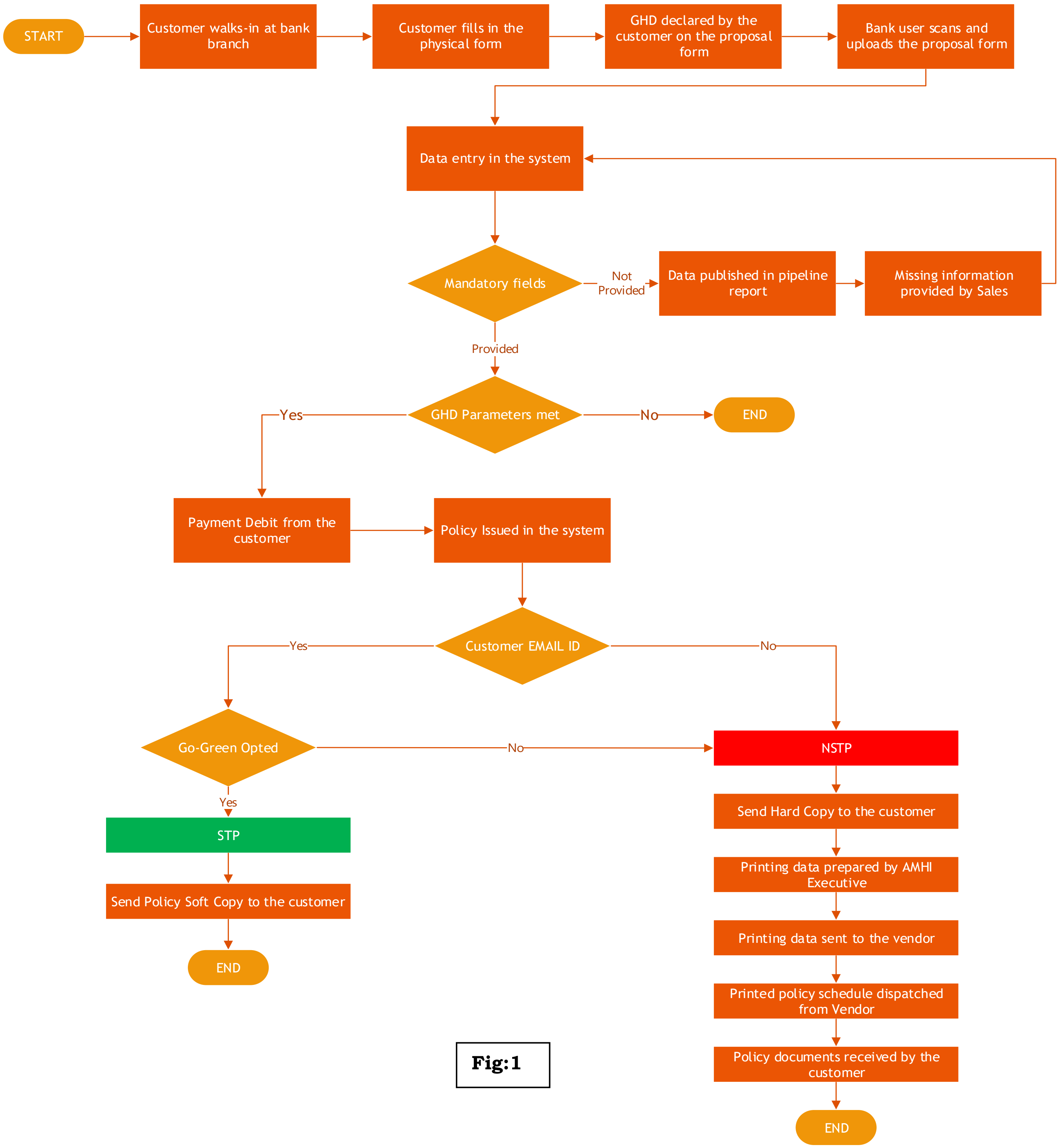


Fig:1

7.1.1 b) Integrated Model:

This is an online integrated Policy issuance model wherein we can integrate the Partner Front and AMHI front end with our Policy issuance system. Policy Issuance can be done either by OTP generation or through Physical Signature on the forms.

Integrated Model with OTP

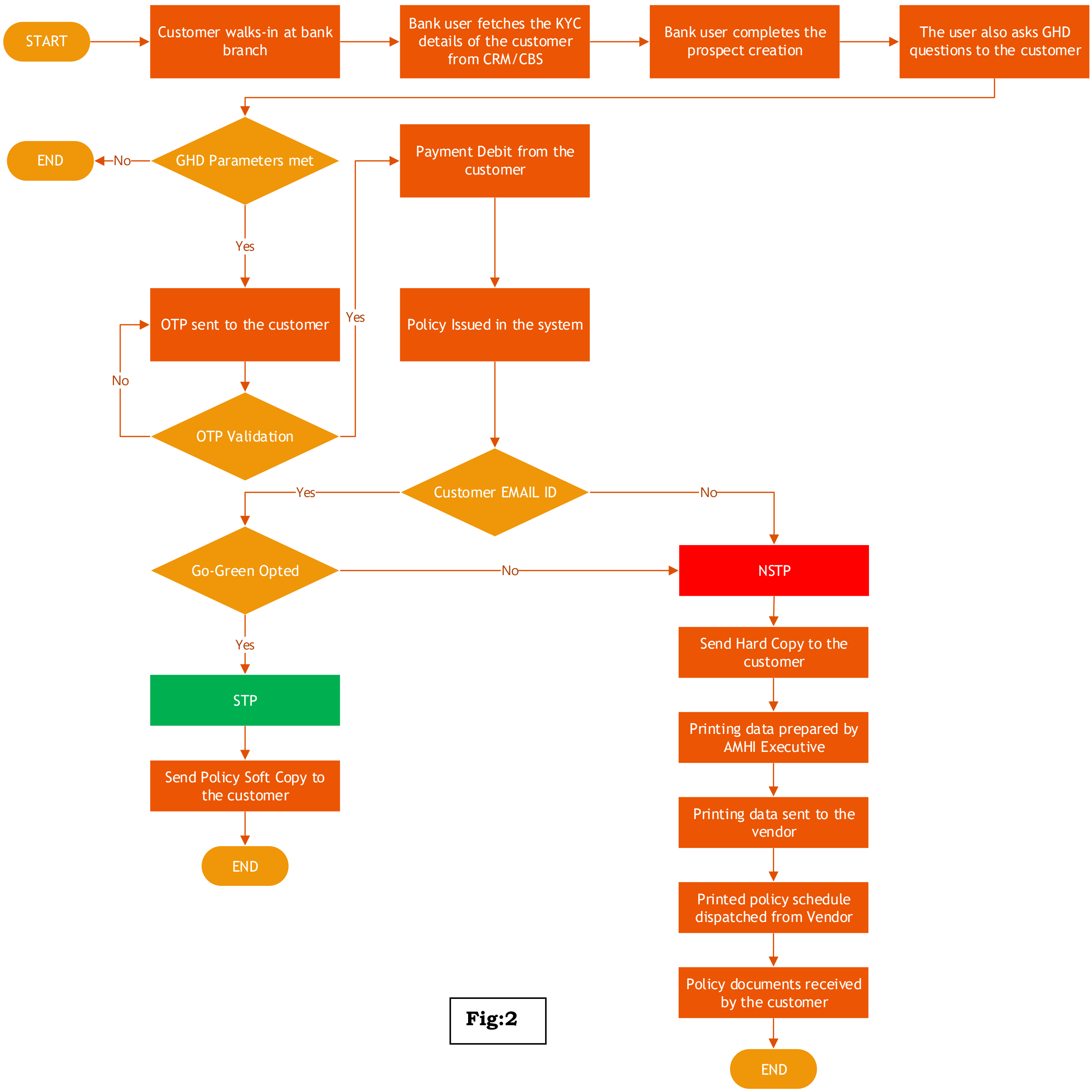


Fig:2

7.1.1c) Integrated Model without OTP

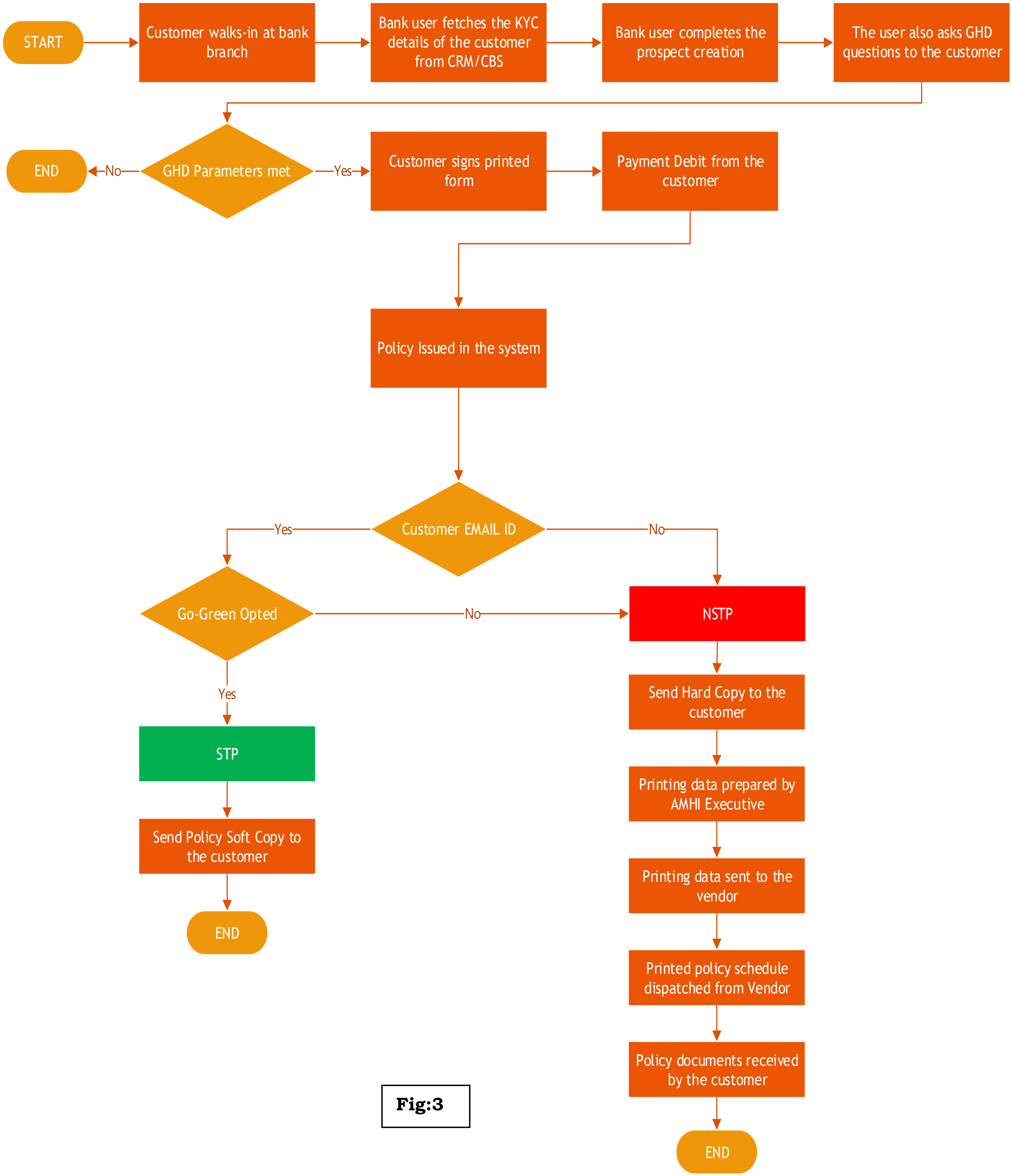


Fig:3

7.1.2 Existing printing process:

The printing process followed in the issuance of the policy is a bandwidth consuming process as the files coming from two different sources are merged and increases the risk of data variation. This is termed as manual printing and practiced in all the partner banks. This process includes a huge manual intervention and hence requires modifications to reduce the time taken for issuing a policy. The current printing process and the required modifications are further explained:

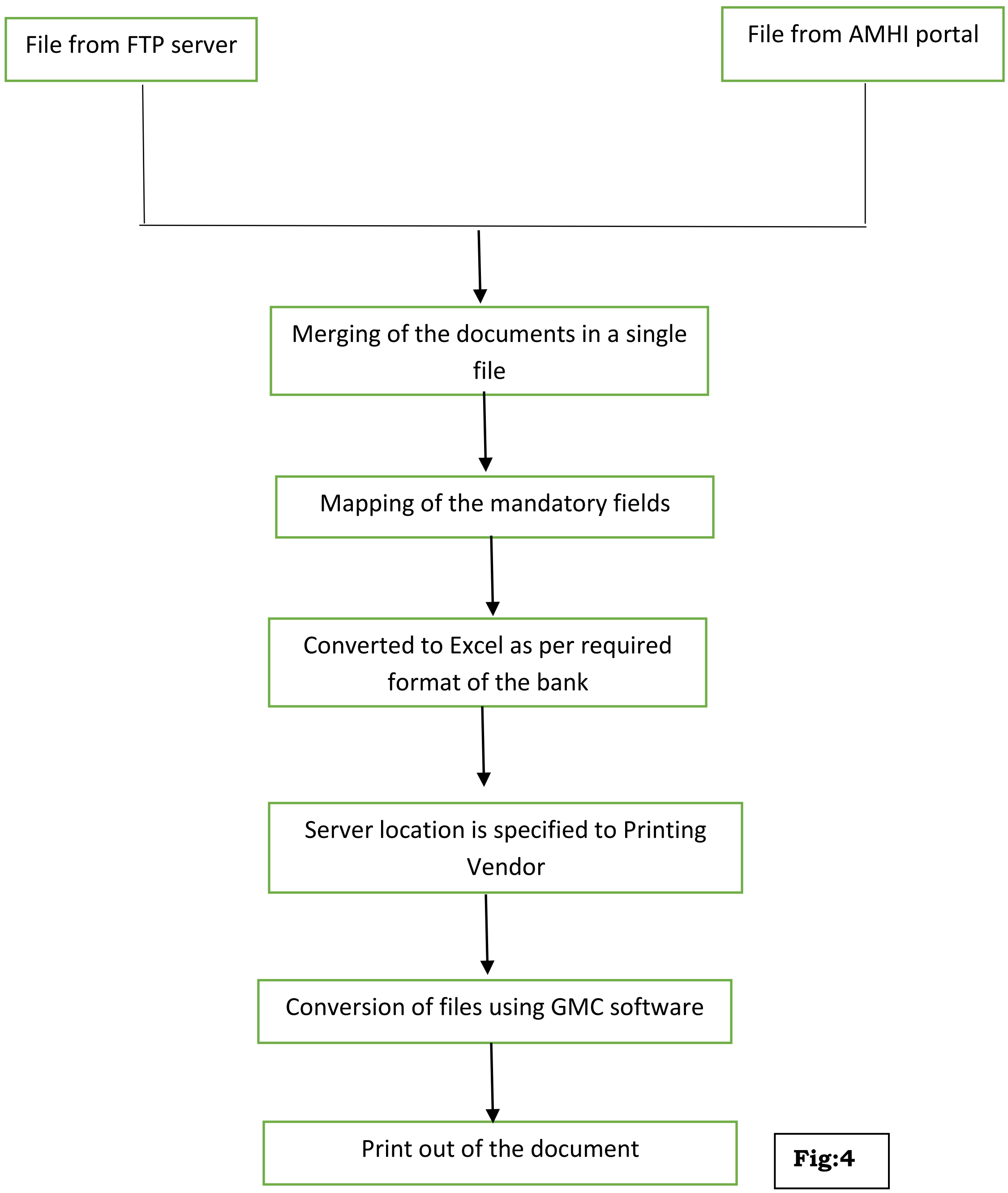


Fig:4

7.1.3 Identifying problems in each model with respective bank:

The problems associated with the existing models differ from bank to bank. In order to have a clear picture of the challenges faced in the banks, root cause analysis has been performed.

Results of Root cause analysis:

Having a round of interaction with the members of the banca team and attending meetings with the business excellence team, it was inferred that each model has its own challenges. In order to understand the different challenges a root cause analysis has been performed stating a cause associated with different banks at each step of policy issuance.

Bank/Partner	Model Followed	Customer Entry	Prospect Creation	Payment Processing	Policy Issuance	Printing	Dispatch
Canara Bank	Integrated – With OTP				Bank owned front end	Manual	Dispatch and Delivery update
IOB	Integrated – Without OTP		Signed enrollment form not received in archival		Bank owned front end	Manual	Dispatch and Delivery update
Dena Bank	Integrated – With OTP		Delayed prospect creation	Suspense payment	Policy issuance delayed	Manual	Dispatch and Delivery update
Dena Bank	Hybrid	Manual Data entry	Delayed prospect creation	Suspense Payment		Manual	Dispatch and Delivery update
Equitas Bank	Hybrid	Manual Data entry			Policy issuance delayed	Manual	Dispatch and Delivery update
Bandhan Bank	Integrated – With OTP					Manual	Dispatch and Delivery update
Dena Gujarat Gramin Bank	Hybrid	Manual Data entry		Unstructured remittance file received	Policy issuance delayed	Manual	Dispatch and Delivery update

Table1: Root Cause Analysis at different steps of Onboarding

According to the above table, the following challenges were identified in different models of onboarding.

1) Hybrid Model

- Manual data entry for enrollment form
- Inventory management required for printed enrollment form
- Mandatory fields might be missed
- In add info cases follow up required on mails
- Payment can be debited at the time of login or before prospect creation (as in Dena Bank)
- Manual Printing
- For any change we are dependent on bank
- No updates about dispatch and delivery

2) Integrated Model

- For any change we are dependent on bank
- Prospect created on system and validated by customer physical signature is not received in archival
- Manual Printing

7.1.4 Proposed Bancassurance Models:

7.1.4 Proposed Bancassurance Models: The existing bancassurance models of Apollo Munich Health Insurance requires a huge manual intervention and hence a new model has to be proposed to reduce the manual workload and the risk of error. The following section deals with the changes proposed in the new Integrated and Hybrid models.

7.1.4a. Proposed Integrated model:

S. No.	Process Activity	Existing model	Proposed Model
1	Prospect Creation (IOB Bank)	Prospect created on system and validated by customer physical signature	OTP validated enrollment form
2	Policy Kit Printing	Manual Print file creation	Automated print file created by system

Table2: Changes proposed in existing Integrated model

According to the process walkthrough and root cause analysis performed above, the major challenges in existing Integrated model occurs during prospect creation and printing of the policy kit. In an existing model prospect is created on system and requires a physical signature followed by scanning but a change is proposed in this step with an enrollment form that can be validated through OTP. The manual printing process is practiced in AMHI which is bandwidth and time consuming and hence a step up of the printing process is proposed i.e an automated printing process. The proposed Integrated model is further explained in detail.

PROPOSED INTEGRATED MODEL

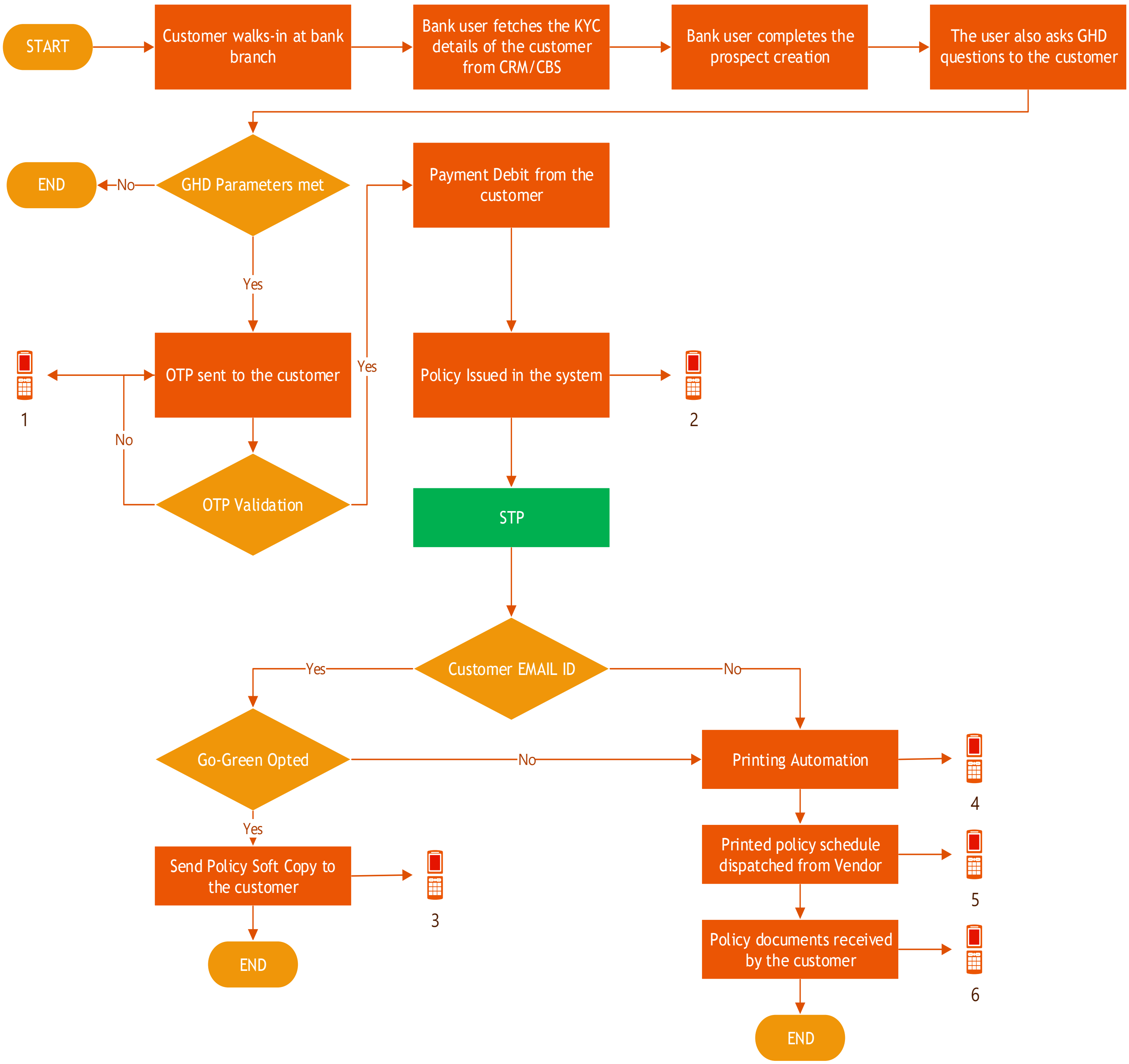


Fig:5

7.1.4 b Proposed Hybrid Model

S. No.	Process Activity	Existing Model	Proposed Model
1	Prospect Creation	Pre-printed enrollment form filled by customer Manual data entry for enrollment form Inventory management required for printed enrollment form For Add info cases follow up required on mails	System generated enrollment form No manual data entry required No Inventory management required No Add info follow up required
2	Payment debit	For Dena Bank hybrid process payment debited at the time of login or before prospect creation	Will debit the payment centrally post acceptance of case
3	Policy Kit Printing	Manual Print file creation	Automated print file created by system

Table3: Changes proposed in existing Hybrid model

According to the process walkthrough and root cause analysis performed above, the major challenges in existing Hybrid model occurs during prospect creation, payment done and printing of the policy kit. In the existing Hybrid model where the form is manually filled by the customer or the bank official, the chances of missing the mandatory fields increases. Apart from it an inventory management is also required for storing the proposal forms. Considering these challenges a new model was proposed constituting of system generated enrollment form which can reduce the risk of error to a greater extent. The other challenge was the payment debited from the customer account. In banks like Dena Bank where the amount was debited before the acceptance/rejection of the policy can lead to refund of the amount. For this such a model was proposed in which payment can only be debited after the acceptance of the policy. The third challenge was the manual printing that has to be converted to an automated printing. The proposed hybrid model is explained in detail in the below section

PROPOSED HYBRID MODEL:

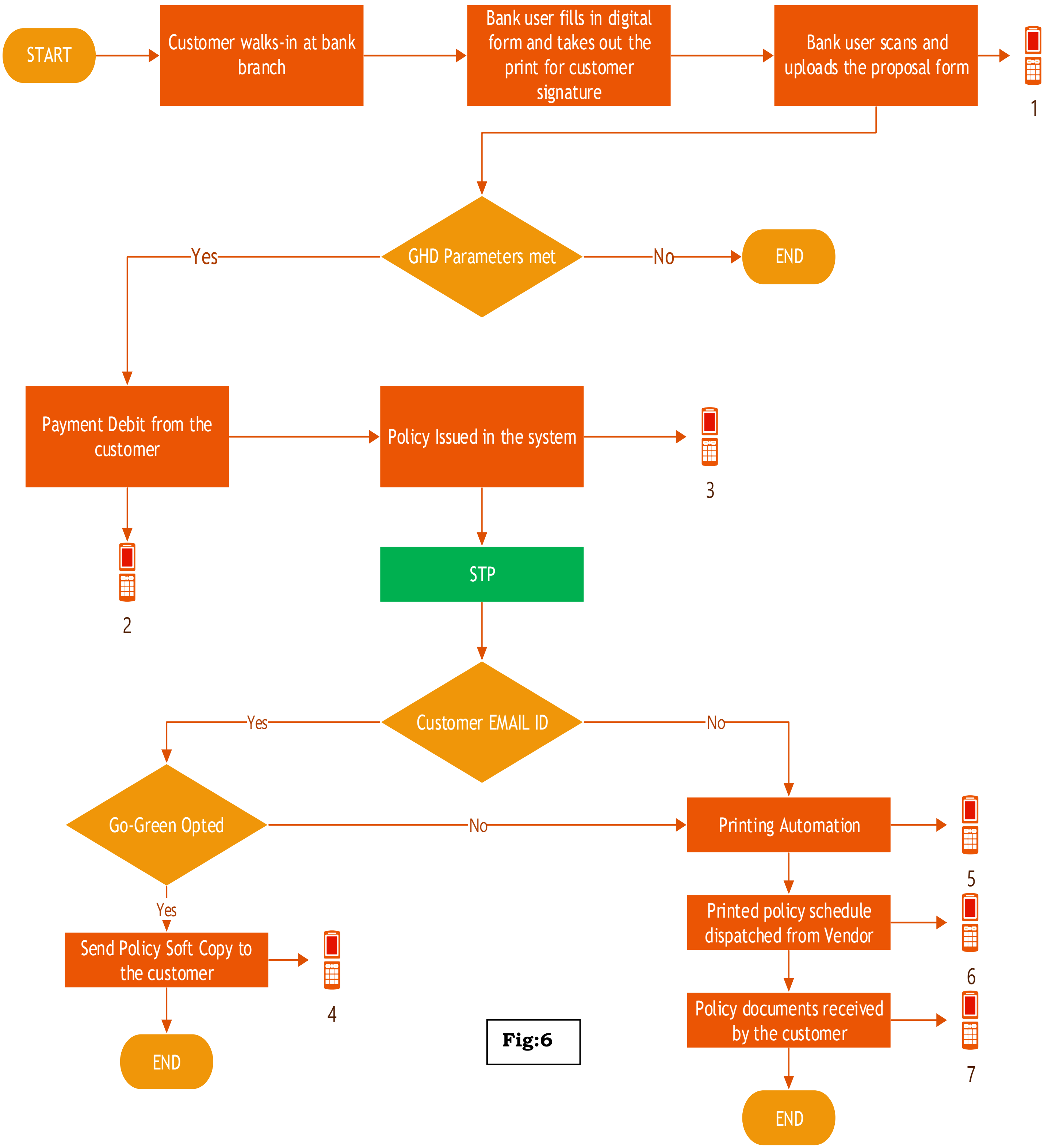


Fig:6

7.1.5 Modifications in the printing process:

The printing process followed in the issuance of the policy is a bandwidth consuming process as the files coming from two different sources are merged and increases the risk of data variation. This is termed as manual printing and practiced in all the partner banks. This process includes a huge manual intervention and hence requires modifications to reduce the time taken for issuing a policy.

The required modifications for the current printing process are mentioned:

Existing Printing Process	Automated Printing
Files come from two sources (Front End and Core system)	A single file enters into the core system
Different format of data for different banks as different fields required for different banks.	Requires a configurable print file in which a new tab is included where a user select fields from available columns and move it to required columns that is to be included in print file
Manual transfer of the file to the vendor	Automatic transfer of the file
No option to generate print file for reprint cases	Flagging of the reprint cases to be done

Table4: Modifications of Printing Process

7.2 Recommendation on a transparent communication channel between insurers and customers

A correspondence plan is an arrangement driven way to deal with give data to the partners. The arrangement formally characterizes who ought to be given explicit data, when that data ought to be conveyed and what correspondence channels will be utilized to convey the data. A viable correspondence ought to have following highlights: (Characteristics of Effective Messages in Business Communication by Christina Callaway, May 08'2017)

- Communication ought to create and upgrade notoriety of an association.
- A correspondence ought to dependably give extra data wherever required and leaves no inquiries in the psyche of beneficiary.
- A compelling correspondence ought to pass on the message in least potential words.
- A correspondence should be time explicit.
- It ought to request, fathomable and non-monotonous in nature.
- A correspondence message ought to be made with an endeavor to conceive the clients, their necessities, feelings just as issues.

The below table shows the current communication plan sent to the customers at various steps of policy issuance:

7.2.1 Current Communication plan

Comm. No	To	Content	Frequency	Mode
1	Prospective Customer	By sharing OTP [OTP] for AMHI App No [ReferenceNo],you confirm that all information is correct including Health declaration.Ref link for details http://bit.ly/2oy7TR4	Once	SMS
2	Customer	Dear Mr. /Ms. [VAR1], Congratulations! This is to acknowledge that we have received your premium and your Apollo Munich Insurance Policy No [VAR2] has been issued. You will receive policy kit shortly on your email id if provided. Else the policy kit shall be dispatched shortly and should reach you within 2 weeks' time. In addition, you can also collect it from XXXBank Branch. Please check for all details carefully after receiving.	Once	SMS
3	Customer	Soft copy of Policy Schedule including PF copy, Soft copy of cards, T&C	Once	Email
4	Customer	Your Apollo Munich policy kit bearing Member ID. «MEMBER ID#» has been dispatched to you via AWB No. «AWB NO#» and is expected to be delivered to you within 10 working days.	Once	SMS
5	Customer	Policy Delivery Confirmation	Once	SMS

Table5: Current Communication Plan

It was observed that the content of the current communication plan was lengthy and does not commits a timeline to the customer. According to repeat calling data at contact center, it was found that there was lack of options to digitally track the status of the policy and a limited information was provided about the policy kit in transit. For ex: the customer is informed when policy is dispatched and then directly gets a message when it is delivered. No information about shipping is provided to the customer. Hence a new communication plan has to be developed which is more customer friendly with an addition of digital options for live tracking.

The proposed communication plan is mentioned in the below table:

7.2.2 Proposed Communication Plan

Comm. No	To	Content	Frequency	Mode
1	**Prospective Customer** (in case of approval)	**Dear Customer, this is to inform you that we have received your proposal with Application No. XXXXXXXXXX for issuance of [Product Name] product offered by Apollo Munich. We will update you on further processing of your Application by DD-MMM-YYYY HH:MM AM/PM**	**Once**	**SMS**
2	**Prospective Customer** (in case of rejection)	**Dear Customer, this is to inform you that we could not complete processing your Application (No. XXXXXXXX) for issuance of [Product Name] offered by Apollo Munich due to incomplete information. Request you to please provide the same by DD-MM-YYYY for further processing. Please contact your bank branch for further queries.**	**Once**	**SMS/Email**

Table6: Proposed Communication Plan

7.2.3Communication Plan for Dispatch stages: Apart from the basic communication plan, it is essential to inform the customers about the policy status and specify options to digitally track the policy kit.

Sent For Printing	**Dear Customer, Your Apollo Munich Policy Kit with Policy#[MemberID/Policy No] has been sent for printing on [date], We will keep you updated. Team Apollo Munich**	
Printed/Handover to Dispatch Hub	**Dear Customer, Your Apollo Munich Policy Kit with Policy#[MemberID/Policy No] has been printed successfully and handed over to Service Provider Hub at [Kolkata] on [date] for Dispatch, We will update you with dispatch details shortly. Team Apollo Munich**	
Shipped from Hub to Local Branch	**Dear Customer, Your Apollo Munich Policy Kit with Policy#[MemberID/Policy No] has been shipped to nearest Delivery Hub at [Asansol] wide AWB No. [1234567890]. This is expected to deliver You by [1-Feb-2019]. You can track the status at www.bookmypacket.com or call [1234567890] for any dispatch related query, Team Apollo Munich**	
Reached Destination Hub	**Dear Customer, Your Apollo Munich Policy Kit with Policy# [MemberID/Policy No] shipped wide AWB No. [1234567890] has reached Your nearest Delivery Hub at [Asansol], it will be delivered to You by [Date]**	**You can track the status at www.bookmypacket.com or call [1234567890] for any dispatch related query, Team Apollo Munich**
Dispatched from Hub to Customer	**Dear Customer, Your Apollo Munich Policy Kit with Policy[MemberID/Policy No] has been dispatched to Your registered Address wide AWB No. [1234567890], This is expected to deliver You by [1-Feb-2019].**	**You can track the status at [www.bookmypacket.com] or call [1234567890] for any dispatch related query. Team Apollo Munich**
Delivered	**Dear Customer, Your Apollo Munich Policy Kit with Policy# [MemberID/Policy No] dispatched wide AWB No. [1234567890] has been delivered successfully. In case of any delivery related query please call 1234567890 Or Write to [Xyz@service provider]. Team Apollo Munich**	
Delay in Delivery	**Dear Customer, We regret informing you that the delivery of your policy kit has been delayed, We will attempt delivery by [24-Jan-2019] , In case of any delivery query please call 1234567890 . Team Apollo Munich**	
Undelivered RTO	**Dear Customer, Your Apollo Munich Policy Kit with Policy# [MemberID/Policy No] has returned Undelivered and now same is getting delivered to respective Branch Office.**	**In case of any delivery related query please call 1234567890 Or Write to [Xyz@service Provider]. Alternatively download your policy soft copy by registering on Healthjinn App. To download, Android users click http://bit.ly/2eT2QnD and IPhone http://bit.ly/2fXCyD3. Team Apollo Munich**

Table7: Communication Plan at dispatch stages

8. Recommendations:

- Shifting of the existing processes from hybrid process to integrated OTP validated process
- No manual print file creation required for reprint cases
- System shall provide the data to Vendor for printing without any manual intervention.
- Integration with our delivery partners to ensure the detailed tracking of the package
- Detailed policy related updates should be sent to the customer
- Introduction of e-repository for policy documents i.e. they are to be stored on a virtual space.

9. Conclusion:

The development of bancassurance has brought one of a kind favorable circumstances to the two banks and protection. Bancassurance presents a system by which banks and insurance agencies coordinate in a basic way to set up piece of the pie. This investigation endeavored to comprehend the diverse bancassurance models in Apollo Munich Health Insurance. A top to bottom investigation was directed to know the difficulties of the current procedure. It was reasoned that the current procedure was a way increasingly muddled and requires a colossal manual intercession at various strides of the strategy issuance. So as to facilitate the strategy issuance procedure and make it more client driven, a stage towards digitization is taken. It was additionally seen that the constrained data to the client about the strategy pack in travel was given. In this way, another correspondence plan was proposed indicating alternatives to carefully follow the strategy status. Thus, it was imagined that coordination of the framework is required so as to make the procedure client driven and progressively effective in a way that the client feels a delight in completing the administrations at AMHI.

10.Bibliography

- BhavnaVerma, India fellowship Seminar June 2013 The Bancassurance Dilemma
- Available from: http://www.actuariesindia.org/ifs/19thifs/PRESENTATION/BancassuranceDilemma-BhavnaVerma.pdf
- Piyush Bansal, March 25,2019, The Economic Times: Bancassurance -The New Buzzword
- Available from: https://economictimes.indiatimes.com/definition/bancassurance
- Richa Mehta, June11,2018,Bancassurance in India,
- Available from: https://indianmoney.com/articles/scope-of-bancassurance-in-india
- N.M Leepsa and Ranjit Singh, a case study on "Contribution of Bancassurance on the Performance of Bank", Journal of Business and Financial Affairs.
- Available from: https://www.omicsonline.org/open-access/contribution-of-bancassurance-on-the-performance-of-bank-a-case-study-of-acquisition-of-shares-in-max-new-york-life-insurance-by-a-2167-0234-1000283.pdf
- Neena Guha, Chapter4-Bancassurance Models.
- Available from: http://shodhganga.inflibnet.ac.in/bitstream/10603/132483/11/11_chapter%204.pdf
- Neena Guha, Chapter 6- Bancassurance : Marketing of insurance product through bank.
- Available from: http://shodhganga.inflibnet.ac.in/bitstream/10603/54534/10/10_chapter%206.pdf
- Chris Holmes, February 04,2016, Finextra-Digital Banking Tips for Bancassurance
- Available from: https://www.finextra.com/blogposting/12178/digital-banking-tips---32-bancassurance
- Arunachalam N, Finextra, April 03,2019,System Audit with help of Artificial Intelligence in Banking.
- Available from: https://www.finextra.com/blogposting/16965/system-audit-with-help-of-artificial-intelligence-in-banking
- K.R Srivats, June29,2017, The Hindu: Aegon Life keeps its faith in digital channel.
- Available from: https://www.thehindubusinessline.com/money-and-banking/aegon-life-keeps-its-faith-in-digital-channel/article9741232.ece