

Business Model: Insurance	GENERAL ADMINISTRATION	FINANCE & RISK	HUMAN RESOURCE MANAGEMENT	INFORMATION TECHNOLOGY	LIFE	PROPERTY & CASUALTY	MARKETING, SALES, SERVICE & DISTRIBUTION
STRATEGIC	Strategic Planning	Finance Planning	Human Resources Planning	Information Technology Strategy & Planning	Life Planning	P&C Planning	Marketing
	Branding	Risk & Security Planning	Classification & Organizational Strategy	Business IT Relationship Management	Life Operations Planning	P&C Operations Planning	Market Analysis
TACTICAL	Portfolio Management	Financial Accounting	Staffing and Recruitment	Business Management of IT (Organization Administration)	Life Product Portfolio Development	P&C Product Portfolio Development	Sales
	Mergers & Acquisitions	Management Accounting & Control	Workforce Enablement	IT Risk & Compliance	Life Process Management	P&C Process Management	Channels Management & Support
	Policy, Guidelines & Standards	Insurance Risk Management	Performance Evaluation	Program & Change Management	Life Risk Management	P&C Risk Management	Distribution Partner Management
OPERATIONAL	Legal & Tax Compliance	Operational Risk Management	Education & Training	Service & Solution Development	Life Operations Support	P&C Operations Support	Customer Account
	Facility Management	Bank Risk Management	Compensation & Benefits	Service & Solution Deployment	Life Quotations & Underwriting	P&C Quotations & Underwriting	Customer Acquisition
	Document Management	Transaction Processing	Adminstration & Payroll	Maintenance & Service Delivery	Life Contract Maintenance	P&C Contract Maintenance	Customer Services
	Operational Oversight	Investments & Assets		Helpdesk & Support		P&C Claims Handling	Customer Help Desk

SERVICE MODEL LEGEND



= Service Flow



= Main/Supporting Service



= Simple Service



= Complex Service



= Unique Service