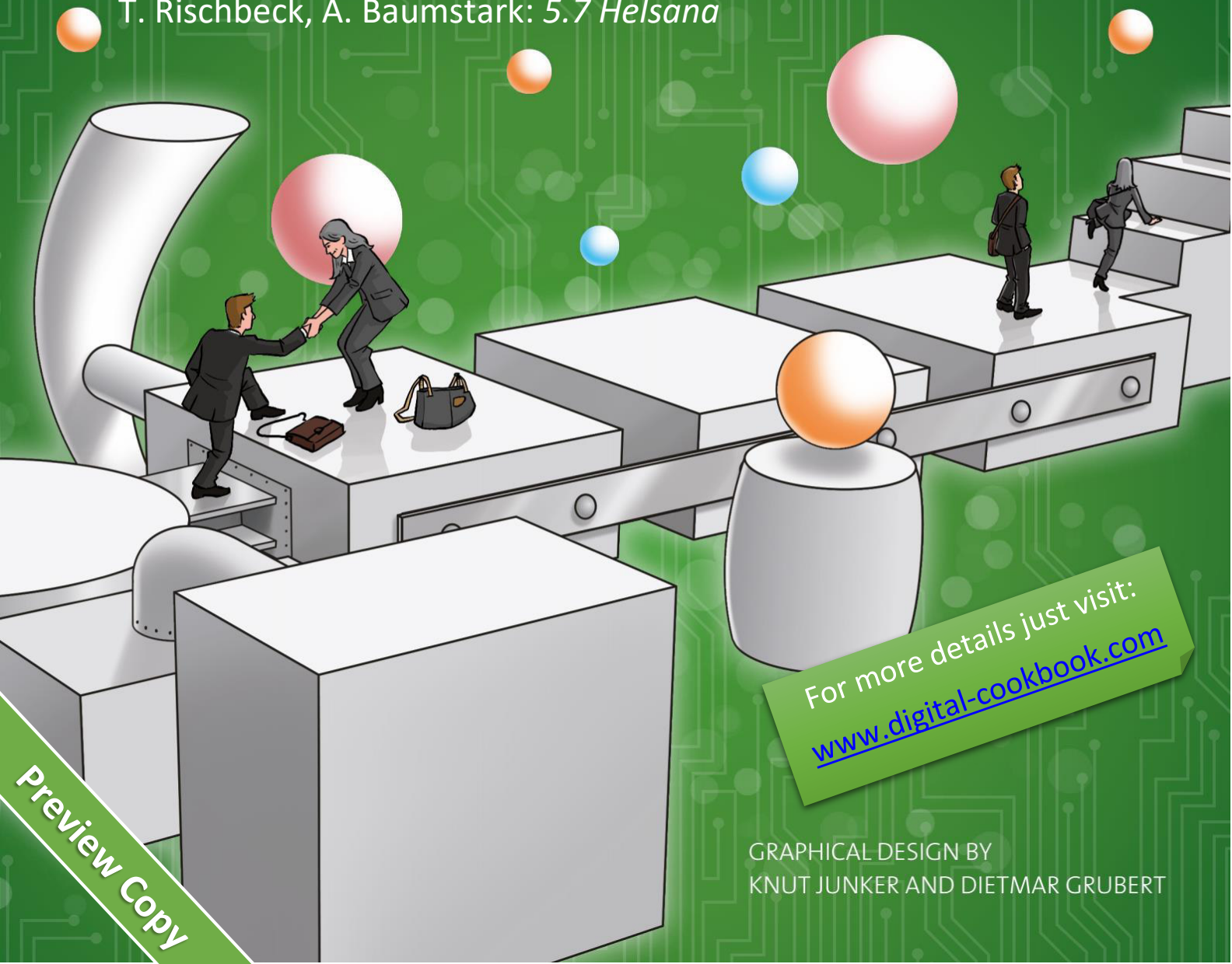


DIRK KRAFZIG • MANAS DEB • MARTIN FRICK

DIGITAL COOKBOOK

T. Rischbeck, A. Baumstark: 5.7 *Helsana*



For more details just visit:
www.digital-cookbook.com

GRAPHICAL DESIGN BY
KNUT JUNKER AND DIETMAR GRUBERT

Preview Copy

Dear Reader,

You have chosen to open our book and to start diving into it. A cookbook on digitalisation.

‘A cookbook?’ you might ask yourself. ‘What the heck? I have work to do on digitalisation, that’s true, but why would I need a cookbook? What is this all about?’

Digitalisation is happening all around us. Our children, our parents, our friends and our colleagues, we ourselves – everyone has become used to the blessings of digital devices. We enjoy them every day, happily letting them completely transform our daily life. We understand that blessings never come without caveats, and hopefully we are aware of them, but we should also understand that such caveats are a core characteristic of any fundamental change. And this is precisely what digitalisation is – a fundamental change of our world, and subsequently of our businesses. Digitalisation is highly relevant in our private and business lives, and it is better to face up to the changes it drives.

Setting aside the sociological, cultural and macroeconomic changes driven by digitalisation in our societies, our focus here is on the microeconomic impacts on our businesses. Vast resources are available to support us in this comprehensive, all-encompassing transformation of our businesses. Every consulting firm on this planet will readily help us, not to mention the vendors jumping in with their tools, promoting their supposedly mind-boggling capabilities – some of which we know are, and some we know are not. A similarly vast literature is available on all facets of this topic. Just a couple of clicks or taps away on your favourite digital device. Why then, you might wonder, would someone write yet another book on the topic? And why on earth a ‘cookbook’?

Well, we set out to create a melange. Take a textbook-style approach to the broad spectrum of digitalisation’s facets, blend with the personal experiences of a wide range of distinguished guest authors from both business and academia, let it simmer for couple of months on low heat to let the distinct flavours of the various ingredients develop, and then season everything with a fictitious digitalisation story, told in the form of a comic highlighting the down-to-earth situations you will face in real life.

Et voilà! The cookbook is ready! It has been designed to give you practical advice on how to go about cooking up your own individual menu of digitalisation in the context of your individual business.

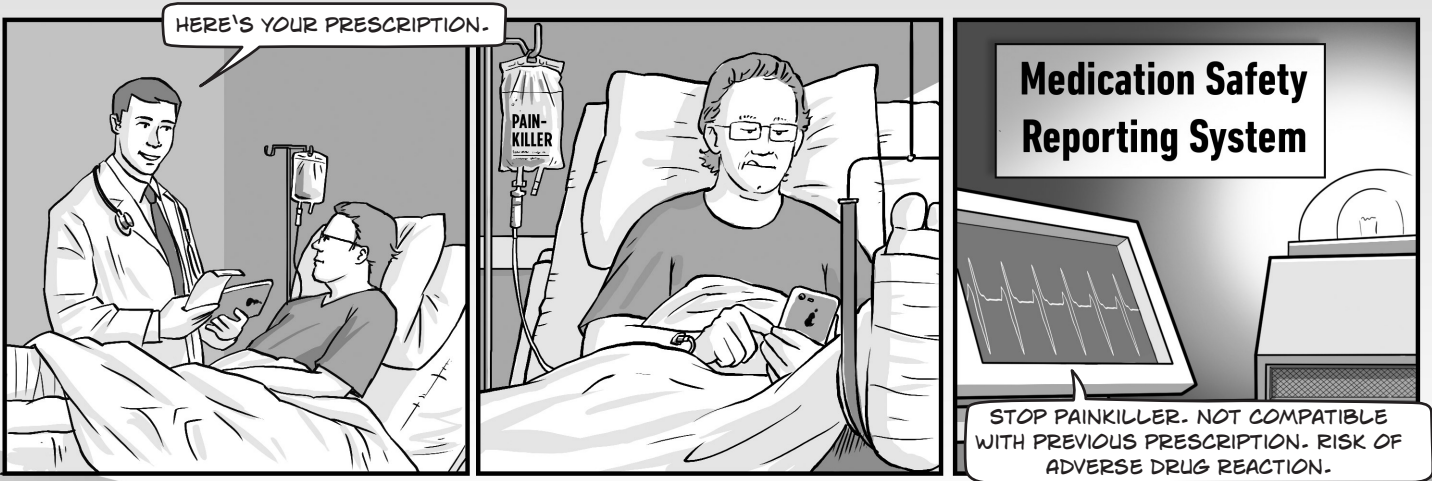
Select the recipes most relevant to you to push forward your digitalisation initiative given its current status, and develop your own interpretation of digitalisation.

Apply this book's recipes to your individual context and enjoy the result! Be a courageous cook yourself – consequential, innovative, determined. Adapt our recipes where necessary, and remember the motto: 'Everyone can cook'. Equally, everyone can digitalise their business – with just a couple of simple rules to follow.

So, here is the cookbook, ready for you to enjoy. To support you in your drive to implement digitalisation in your specific context, and to assist you in the shaping, planning and execution of a comprehensive transformation of the status quo (and you should not settle for less). It will accompany you and your business in meeting this challenge, to open up opportunities unthinkable even just a couple of years ago.

We, the three chefs of this cookbook, wish you an appetising, yet nutritious experience.

Dirk, Manas and Martin



HELSANA

- LEVERAGE EXISTING STRENGTHS WITH DIGITAL SERVICE AUGMENTATION
- DIGITALISATION GOES HAND-IN-HAND WITH PROCESS, PEOPLE AND CULTURE TRANSFORMATION
- BIMODAL IT REVOLVES AROUND SEAMLESS INTEGRATION OF FRONT AND CORE

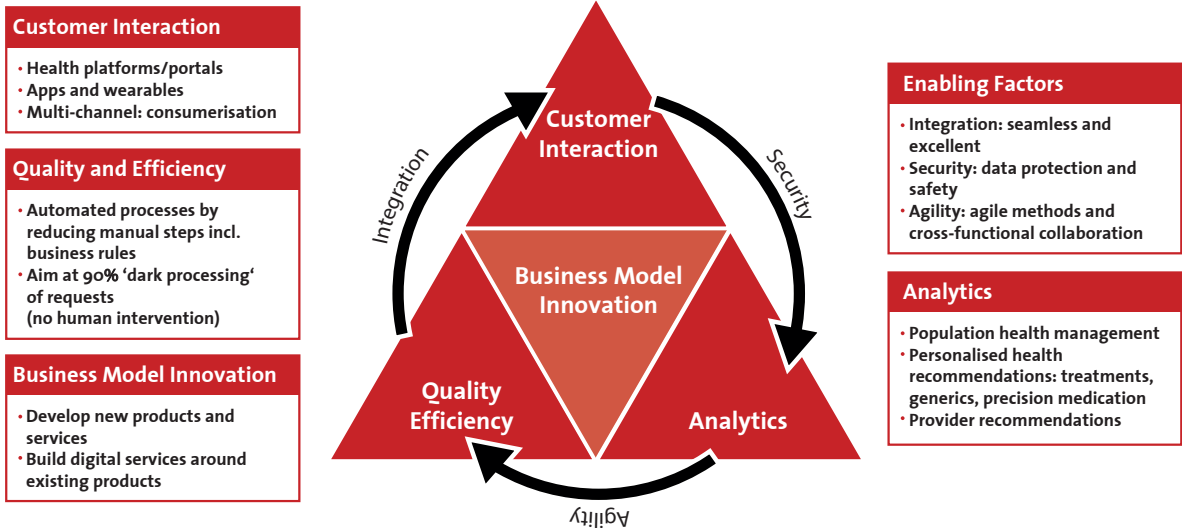
5.7 Helsana

Helsana is the leading health insurance provider in Switzerland. The company provides health insurance coverage to around 25% of the Swiss population. Market and regulatory pressures are increasing in Switzerland, and customer expectations are beginning to shift. New insurtech players are entering the market with innovative products, while the regulator is pushing for an electronic health record ecosystem. In this situation, Helsana has opted to focus on its core promise: being a 'health partner' engaged for life and not just a transaction provider. This promise builds on the company's core strengths – a strong brand, attractive products, motivated employees, a wide partner network and, most importantly, superior service.

But how can Helsana enrich existing products with digital extensions that would provide added value to its members? How can data insights help consumers improve their understanding of health and make more informed choices? How can the health insurer contribute to reducing healthcare costs while improving the quality of care? Will members even allow the necessary access to their personal data?

At Helsana, business model innovations revolve around improvements in three areas: quality and efficiency improvements in its core systems, analytics to deliver value from information, and improved customer interaction. The triangle of digitalisation is a framework for identifying opportunities for innovation across all three areas. Enabling factors are security, agile methodologies and integration, with integration seen as a key enabler.

Helsana's digitalisation journey started with quality and efficiency improvements. In a two-year project, the legacy environment was modernised and transformed into a modular and agile application landscape. After an overhaul of 70% of the company's administrative systems, the renewed core now supports a higher rate of change, is a sustainable basis for future development, and exposes business capabilities as reusable services. Some non-differentiating services are already sourced from cloud providers.



Next up in the digitalisation journey will be the area of analytics, with the creation of a new analytics suite. Insight gleaned from data has tremendous potential in healthcare – to improve the quality of care while driving down medical costs at the same time. Imagine rapid detection of multi-drug interaction issues, recommendations for providers who are highly specialised in your condition, suggestions for alternative treatments, generic pharmaceuticals or precision medication, a personal health coach who steers you towards a healthier lifestyle. All this is feasible on the basis of existing case data and cleverly applied analytics.

A future step will bring significant improvements to the area of customer interaction. Here analytical insight and core business capabilities are woven into a rich, personalised customer experience and delivered across many channels and devices. The aim is a superior and attractive customer service that members interact with frequently. At the same time, however, Helsana realises that a human touch and a high level of engagement are required. The company can build on its strength of highly qualified and motivated personnel. They are always available when a client prefers face-to-face or telephone interaction, because some situations call for intensive personal and engaged contact.

How can Helsana rapidly test innovations in its market while keeping core systems stable and efficient? How does the company create cost structures that can support low-viability products? How can Helsana leverage its core competencies and co-create innovation with partners and start-ups?

Excellent integration is the key enabler for these principles. Reusable services expose data, insight and functional capabilities from core systems. They also decouple quick front-end innovation cycles from the much slower renewal of the core.

Data integration propagates data from core systems into a 360-degree customer view. Integration replicates master data and analytical insight to cloud services and mobile apps, and improves performance and autonomy.

Functional integration makes core capabilities available to customer interactions. Secure APIs add an outside-in perspective to business capabilities. They are the basis for ecosystem participation, partner integration, and mobile as well as Web apps. The forecast sees a push for self-service integration by lines of business.

A market reference model helps Helsana to position digital services. Health platforms, for example, provide services to gauge the quality of care delivery, as well as to enable collaboration and more effective care coordination. Providers can benefit from tools to manage the population health of their patient panel. Broker compensation could be reduced through more direct sales. All this optimises care, allows better management of health, provides self-enablement, and fulfils the changing expectations of today's health user. However, it requires integration points and data sharing amongst insurers, brokers, members and providers. Here Helsana puts the concerns of its members centre stage – guaranteed safety of personal health data and ongoing commitment to the solidarity principle in compulsory health insurance.



Thomas Rischbeck is the Managing Partner of ITMC, a Swiss-based partner network. With ITMC, he helps clients achieve success in digital leadership – based on sound strategy and enterprise architecture. His vision is the closed loop between business and IT. Thomas has more than ten years of experience in IT strategy development and execution. He is passionate about research in SOA and related middleware technologies and also the author of three books, including a published dissertation and the ‘SOA Design Patterns’ book.



Achim Baumstark studied computer science and began his career at Andersen Consulting and Debis Systemhaus. After 10 years of professional experience with major transformation projects in various industries, Achim moved to Daimler AG, where he assumed responsibility for parts of the IT landscape in the Financial Services Division. Since 2009, he has been working for insurance companies in Switzerland, initially with Zurich Insurance, then Helsana AG and, since April 2017, has been responsible for IT at Helvetia Versicherungen AG.