FINANCIAL SERVICES
INDUSTRY GROUP

You have the Capability. You have the Technology. So why is your Planning still disconnected?

Connected Planning for APAC Insurers

May 2026

ALVAREZ & MARSAL

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Executive Summary

APAC insurers are operating in an environment of unprecedented complexity. Regulatory transformation (including IFRS 17 and evolving capital regimes), increasing market volatility, climate-driven catastrophe risk and the rise of digital-first competitors are placing sustained pressure on profitability, capital efficiency and management decision-making. Yet most insurers are still relying on planning processes designed for a far more stable world.

Traditional FP&A models anchored in annual budgets, siloed spreadsheets and manual reconciliations are no longer fit for purpose. Finance and actuarial teams spend significant time assembling data and explaining variances, rather than helping leadership understand trade-offs, test scenarios and act decisively. The result is fragmented planning, slow response to change and decisions that are often based on retrospective views rather than forward-looking insight.

Connected Planning addresses this gap.

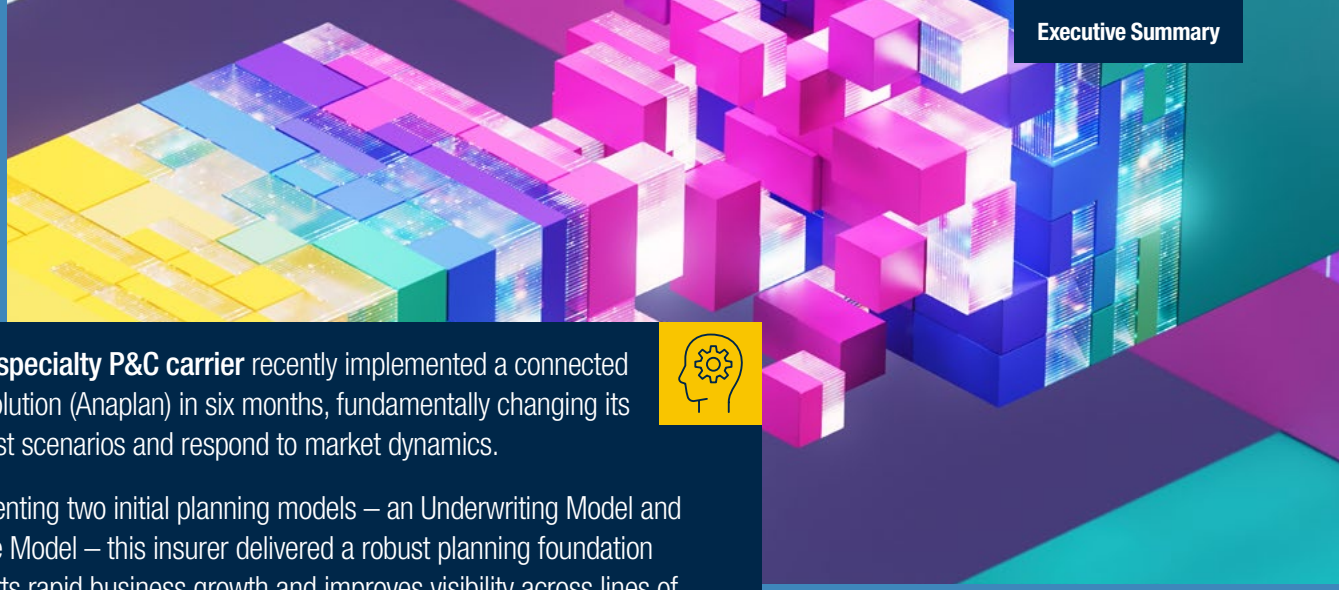
Instead of static forecasts, leadership gains the ability to model outcomes dynamically, seeing in near real-time how changes in pricing, growth, claims experience, expenses or capital assumptions flow through profitability, solvency and value creation.

Adopting Connected Planning does not require a multi-year transformation. The most successful insurers begin by evaluating their FP&A processes, capabilities, pain points and defining an achievable, outcome-driven vision focused on faster, better business decisions, not just process efficiency.

Alvarez & Marsal helps insurers achieve a smooth, practical transition to Connected Planning. Our approach focuses on designing the operating model and activating the technology that sits around Connected Planning, integrating finance, actuarial, business and enterprise planning through driver-based models.

What is Connected Planning?

Connected Planning is an integrated and digitally enabled operating model that allows continuous alignment of financial, actuarial, business and enterprise plannings using shared data, models and assumptions.



A top-tier specialty P&C carrier recently implemented a connected planning solution (Anaplan) in six months, fundamentally changing its ability to test scenarios and respond to market dynamics.

By implementing two initial planning models – an Underwriting Model and an Expense Model – this insurer delivered a robust planning foundation that supports rapid business growth and improves visibility across lines of business, product leaders, finance, operations and actuarial teams.

From Siloed Planning to Connected Planning, Current State vs. Target State

The complex and intense demands faced by insurers in the current environment make transformation of the FP&A function a matter of urgency. Those who move swiftly will build a durable competitive advantage in the industry.

A **pan-Asian life and health insurer**, whose value of new business (VONB) grew 15% in 2025, adopted a multi-phase approach over 24 months to roll out a systematic data-driven approach across its largest business units to enable profitable growth.

What's breaking traditional FP&A

Life insurers across markets compete intensely for new business, while general insurers grapple with the rising frequency and severity of natural disasters. According to Aon, Asia-Pacific suffered about US$76 billion in catastrophe losses in 2025, but only circa. 10% was insured, highlighting major protection gaps amid rising earthquakes, floods, storms and heat-related risks.[1]

APAC insurers are weighed down by decades of accumulated technical and process debt, with recent industry analysis estimating it at a collective $200 billion.[2] This includes outdated core systems and expansive ecosystem of manual processes, disconnected spreadsheets and bespoke workarounds that have grown around them. FP&A teams, often the last line of integration, feel this burden acutely. They often need to manually stitch together data from finance and actuarial models, distribution platforms, policy administration systems, general ledgers and investment platforms to produce point-in-time reports that are, by the time they reach decision-makers, already out of date.

1.1 Processes consuming finance capacity

This inefficiency is damaging: industry research consistently reveals that FP&A teams are spending too much of their time on the wrong things. Instead of using their judgment and experience to perform analytical and advisory work that creates genuine business value and supports decisions, they expend much of their effort in chasing data, fixing errors and reconciling numbers.

In our experience, a significant chunk of FP&A time is often consumed by data collection and validation rather than generating insights and driving decisions.

This is not a reflection of the capabilities or ambitions of finance professionals. It is a structural problem. Legacy architectures, fragmented ownership of data and manual processes trap highly skilled teams in a perpetual close-and-report cycle.

The technology and design paradigms now exist to enable transformation by industrializing data integration, automating reconciliations and embedding intelligence directly into planning and forecasting models. But leadership must be willing to invest in re-architecting FP&A processes and operating models to unlock it.

1.2 Under-utilized technology, siloed execution

The required platforms, data integration tools and modeling capabilities already exist within many insurers, either fully implemented or partially deployed. The failure point lies in the **operating model**. Planning processes remain functionally siloed, ownership is fragmented and incentives reinforce local optimization rather than enterprise value, i.e. functions are rewarded for optimizing their own area rather than the whole company.

The failure point lies in the operating model.

1 Earthquakes, Extreme Heat and Flooding Continue to Shape Risk Landscape in Asia Pacific Underscoring Need to Close the Protection Gap

2 Insurance Asia, "Asia Pacific Insurers Face $200b Legacy Tech Burden"

> **Connected Planning succeeds only when the organization changes how it plans, decides and collaborates around a shared set of drivers and outcomes.**

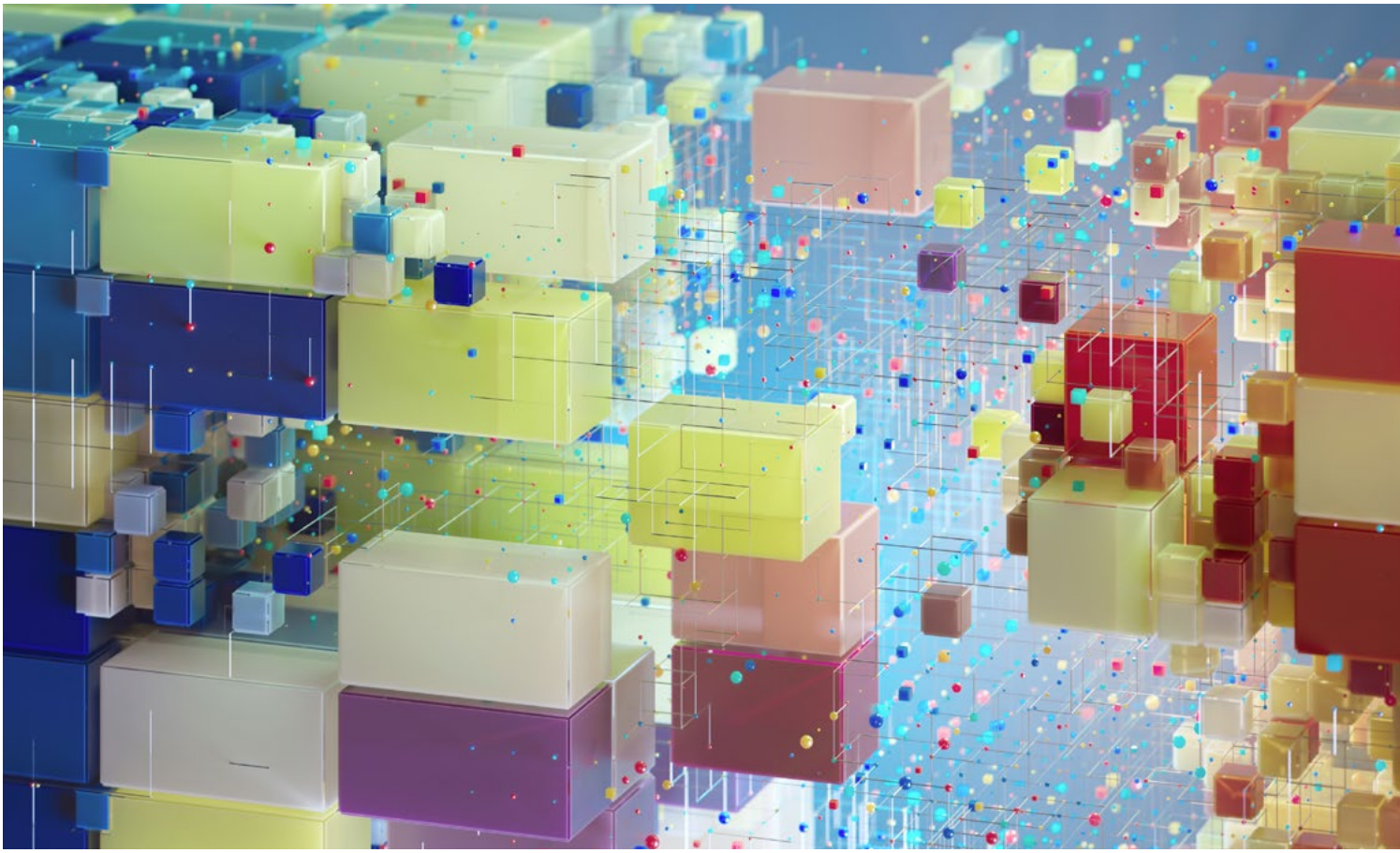
For example:

- A business unit is rewarded for premium growth, even if it worsens loss ratios
- Finance is rewarded for hitting cost targets, even if it constrains growth
- Actuarial is rewarded for conservatism, even if it limits capital efficiency

As a result, advanced tools are often used to replicate traditional spreadsheet-based FP&A practices at scale, rather than to enable genuinely connected, driver-based planning. Without changes to governance, decision rights and cross-functional ways of working, insurers under-utilize capabilities they have already purchased, deploying technology investments for reporting rather than decision-making. Connected Planning succeeds only when the organization changes how it plans, decides and collaborates around a shared set of drivers and outcomes.

1.3 Blurred lines between FP&A and EPM vs Connected Planning

It is important to clearly distinguish FP&A, EPM and Connected Planning concepts, as they represent progressively broader and more integrated approaches to managing performance. The approach has shifted from finance-centric control (FP&A) to enterprise-wide oversight (EPM), and now to a fully connected, real-time planning operating model (Connected Planning).



From Traditional FP&A and EPM to Connected Planning

	Traditional FP&A	Enterprise Performance Management (EPM)	Connected Planning
Description	Finance-centric, spreadsheet-driven, budgeting and forecasting; periodic, with limited automation and minimal cross-functional integration.	System-enabled integration of planning, extends FP&A to cover enterprise-wide performance (financial, business and risk regulatory).	Real-time, end-to-end operating model that links finance, actuarial, business and enterprise planning, enabling scenario-driven decisions and enterprise-wide alignment.
What it optimizes	Cost control, budgeting and forecasting.	Governance, enterprise consistency and measurement of performance vs. strategy.	Agility, enterprise alignment, faster decisions and scenario-driven outcomes.
What it struggles with	Speed, agility and cross-functional collaboration.	Operational interconnectivity, rapid scenario iteration and continuous re-planning.	Depends on data quality and operating model maturity.

Evolution of Planning Capabilities

	Traditional FP&A	Enterprise Performance Management (EPM)	Connected Planning
Planning Unit	General ledger accounts	Business unit, product, segment	Key drivers and KPIs
Data Architecture	Siloed, function-specific spreadsheets	Central data warehouse integrated with EPM tools	Integrated, centralized data platform
Process	Manual, sequential and error-prone	Coordinated cross-functional planning	Automated, parallel and governed
Cadence	Annual budget with infrequent updates	Rolling forecasts and periodic stress tests	Continuous, rolling forecasts
Scenario Capability	Limited; scenarios are slow and costly to produce	Structured; Multiple rule-based scenarios	Real-time; multiple scenarios modelled simultaneously
Collaboration	Finance as gatekeeper of data	Workflow-enabled collaboration	Finance as facilitator of shared planning across functions

Where Connected Planning starts

At its heart, Connected Planning means that plans across all of these functions are dynamically linked, so a change in one area automatically flows through all others.

That means not just a tool or process change, but a new way of running the business, where planning becomes a continuous, cross-functional capability rather than a periodic finance exercise.

2.1 Define the Operating Model

Connected Planning for insurance requires a strategic approach and an operating model that links all planning, forecasting and decision-making processes across an insurance organization into a single, integrated system. Instead of each function planning in isolation, Connected Planning ensures that all functions (finance, actuarial, business, enterprise) work from the same data, assumptions and scenarios—so decisions are faster, better aligned and more resilient.

A Connected Planning operating model is built on the logic of driver-based planning, which recognizes that financial outcomes are the result of clearly identifiable and measurable business drivers. In insurance, outcomes such as profitability, combined ratio and capital strength are driven by factors such as premium volumes, claims frequency and severity, expense efficiency and economic conditions.

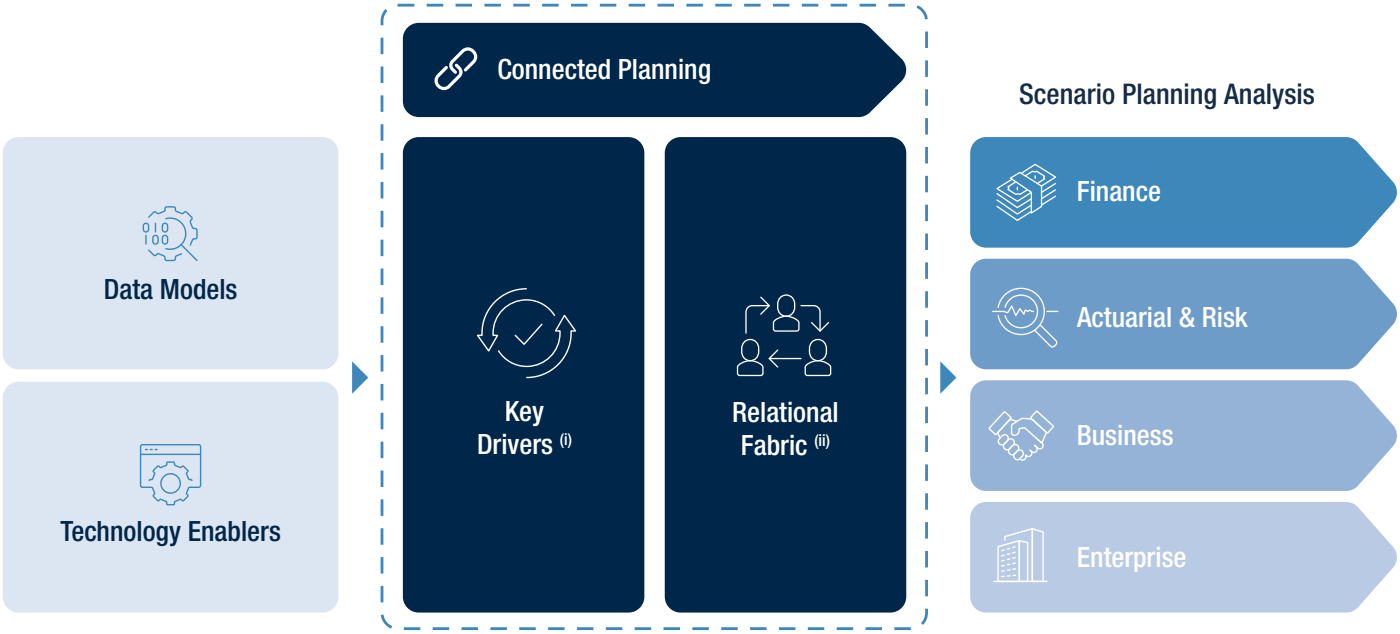
By modeling these drivers, understanding their mathematical relationships and financial outcomes, finance and actuarial teams can create plans that are directly connected to the business decisions. This creates a much stronger link between how the business operates and the financial results it delivers.

A Connected Planning model is a modern approach to FP&A that is built on two interlocking principles. Understanding each principle in depth is essential to appreciate how, together, they create a fundamentally different and more powerful planning capability:

- **Principle 1 –** Plans are built around **key drivers** and continuously updated to support rapid scenario analysis.
- **Principle 2 –** Plans across **finance, actuarial, business and enterprise** drivers are **linked** through a common **relational fabric,** so that changes in one area are reflected in others.

> **“**
> **... plans across all of these functions are dynamically linked ...**

Connected Planning Operating Model – Linking Finance, Actuarial, Business and Enterprise drivers



(i) Key Drivers include both core and implicit insurance drivers
(ii) Relational Fabric includes connections and interrelationships between Finance, Actuarial, Business and Enterprise planning drivers

> **“ ... a change in one area automatically flows through all others ...**

Core Insurance drivers across Finance, Actuarial, Business and Enterprise functions

Drivers that are commonly tracked, well understood and frequently reported.

	Core Insurance Drivers	Why they are considered as core
Finance	Gross written premium Claims expense Expense ratio Combined ratio	Direct top line measure Largest cost item, regularly reviewed Standard efficiency metric Core profitability KPI
Actuarial	Loss ratio Claims frequency Claims severity Reserves level	Central actuarial performance measure Standard claims behavior metric Direct cost driver Regulatory and financial requirement
Business	New business volumes Retention / lapse rate Average premium	Direct business growth indicator Basic portfolio health metric Visible pricing outcome
Enterprise	Capital adequacy Solvency ratio Overall profitability	Regulatory and risk requirement Board level externally reported metric Primary shareholder outcome

Implicit Insurance drivers across Finance, Actuarial, Business and Enterprise functions

Drivers that materially influence outcomes but are often under-modelled or siloed.

	Implicit Insurance Drivers	Why they matter more than they appear
Finance	Claims handling cost per claim Fixed vs variable costs mix Cost leakage rate	Small variances scale rapidly with volume Drives operational leverage in stress scenarios Embedded in process inefficiencies
Actuarial	Claims inflation lag effects Policyholder behavior under stress Reserve Drift Rate	Emerging losses distort short term views Changes frequency/severity assumptions Reserve releases / strengthens per quarter
Business	Risk selection quality Pricing discipline leakage Channel mix (digital vs agent)	Drives future loss ratios more than volume Small deviations erode margins quickly Affects cost, risk and retention simultaneously
Enterprise	Scenario Production Velocity Regulatory Cost Ratio	Scenarios produced per planning cycle Compliance OPEX ÷ Total OPEX

This enables finance teams to answer questions that matter most to management, such as:

- What is the impact of a 5% improvement in agent productivity on new business value over a certain period?
- How does a 2% increase in the insurer's loss ratio affect its combined ratio and capital position?
- What is the sensitivity of the Contractual Service Margin (CSM) to a 50-basis-point change in the discount rate?

Connected Planning is the model that makes driver-based planning operational at scale and across functions. It integrates data and planning processes across the entire organization – finance, actuarial, business and enterprise – into a single, unified environment, and provides a common data model, a shared set of assumptions and a collaborative workspace where different functions can contribute to and consume from the same plan.

2.2
Understand the Technology enablers

Connected Planning is made possible by a new generation of cloud-native EPM platforms that have matured significantly over the past decade. These platforms, including Anaplan, Alteryx, Workday, Oracle, SAP and OneStream, provide modeling flexibility, data integration capabilities and collaborative features required to operationalize the model at scale.

This broad availability of modern EPM technology has effectively democratized advanced planning capabilities. As a result, **Connected Planning** is no longer the sole domain of the largest global insurers, but is increasingly accessible to organizations of all sizes.

> **"Connected Planning is the model that makes driver-based planning operational at scale and across functions.**

Connected Planning in action

3.1
Modeling life insurance

For life insurers, the most strategically important planning domain is the projection of new business value and the management of the in-force portfolio. A driver-based approach to life insurance planning begins with the identification of the key value drivers at each stage of the value chain:

Distribution and New Business:
The volume and quality of new business written is determined by the productivity of the distribution network, the attractiveness of the product proposition and the effectiveness of the sales process. Key drivers include the number of sales forces, sales force activation ratio, number of policies per sales force, leads conversion ratio, cross/up-selling ratio, commission payouts by product, financing schemes for campaign and product mix. By modeling these drivers explicitly, finance teams can create new business plans that are directly linked to the sales management decisions made by distribution leaders.

In-Force Portfolio Management:
The profitability of the in-force portfolio is determined by the experience of policyholders relative to the assumptions embedded in the pricing and reserving basis. Key drivers include lapse ratio, persistency ratio, the number of orphan policies and commission payouts for renewal of the first-year premium. By tracking actual experiences against these drivers in real time, finance teams can identify emerging trends and update their forecasts before they materialize as financial surprises.

Under its technology-driven "integrated finance + health and senior care" strategy, a composite multi-line insurer provides professional financial advisory, family doctor and senior care concierge services. With several industry-leading laboratories and major databases covering finance, healthcare, senior care and other fields, this insurer has adopted new technology-driven measures to promote sales, improve efficiency and control risks.

In its latest annual report, this insurer highlighted that customers' financial, health and senior care needs are increasingly interconnected across the lifecycle. It noted that China's baby boomer generation – now nearing retirement with strong financial foundations – shows heightened health management awareness and growing demand for professional, systematic and high-quality health and eldercare services. Such instances make Connected Planning increasingly relevant not only for insurers, but for customers themselves.

The CSM Example Under IFRS 17

The CSM represents the unearned profit of a group of insurance contracts and is recognized systematically in the P&L (income statement) over the coverage period as services are provided. It is commonly used to control the timing of profit recognition but not to drive business decisions, even though it has planning-like characteristics such as expected future margins, profitability over time and exposure to assumption changes. Few insurers treat CSM as a planning indicator for understanding profit emergence patterns due to the complex and unwieldy underlying actuarial and risk calculations.

For FP&A teams, an agile driver-based CSM proxy would be a powerful planning tool that connects assumptions to future profitability. By modeling the key drivers of CSM accretion and release, including new business, experience variances, assumptions changes – such as mortality rate, lapse rate, discount rate – and the unwinding of the risk adjustment, finance teams can build dynamic, forward-looking projections of profitability that are directly linked to business decision-making.

Modeling platforms allow adjustments to key IFRS 17 CSM assumptions, while scenario analysis and interactive dashboards enable visualization of their impact on CSM, enabling fast and actionable profitability insights across insurance contract groups.

> **“For FP&A teams, an agile driver-based CSM proxy would be a powerful planning tool that connects assumptions to future profitability.**

Illustrative Impact of Actuarial Assumption Changes on CSM and Revenue

Actuarial Assumption	Direction of Change	Impact on CSM	Impact on Revenue
Mortality Rate	▲ Higher (worse experience)	▼ Decrease	▼ Decrease
Expense	▼ Lower cost expectations	▲ Increase	▲ Increase
Lapse	▲ Higher lapse (shorter duration)	▲ Increase	Case-by-case analysis

3.2
Modeling general insurance

For general insurers, the central planning challenge is managing the **combined ratio** – the primary measure of underwriting profitability.

Underwriting Quality: The **loss ratio** reflects claims frequency, claims severity and the adequacy of premium rates relative to the underlying risk. When finance teams link these underwriting drivers to the loss ratio, they can model the impact of changes in the risk environment, pricing decisions and reinsurance structures on profitability.

Portfolio Mix: The **combined ratio** of a general insurance portfolio is also influenced by the mix of business across different lines, geographies and customer segments. A driver-based model that captures this mix allows finance teams to quantify how changes portfolio composition would reshape overall profitability.

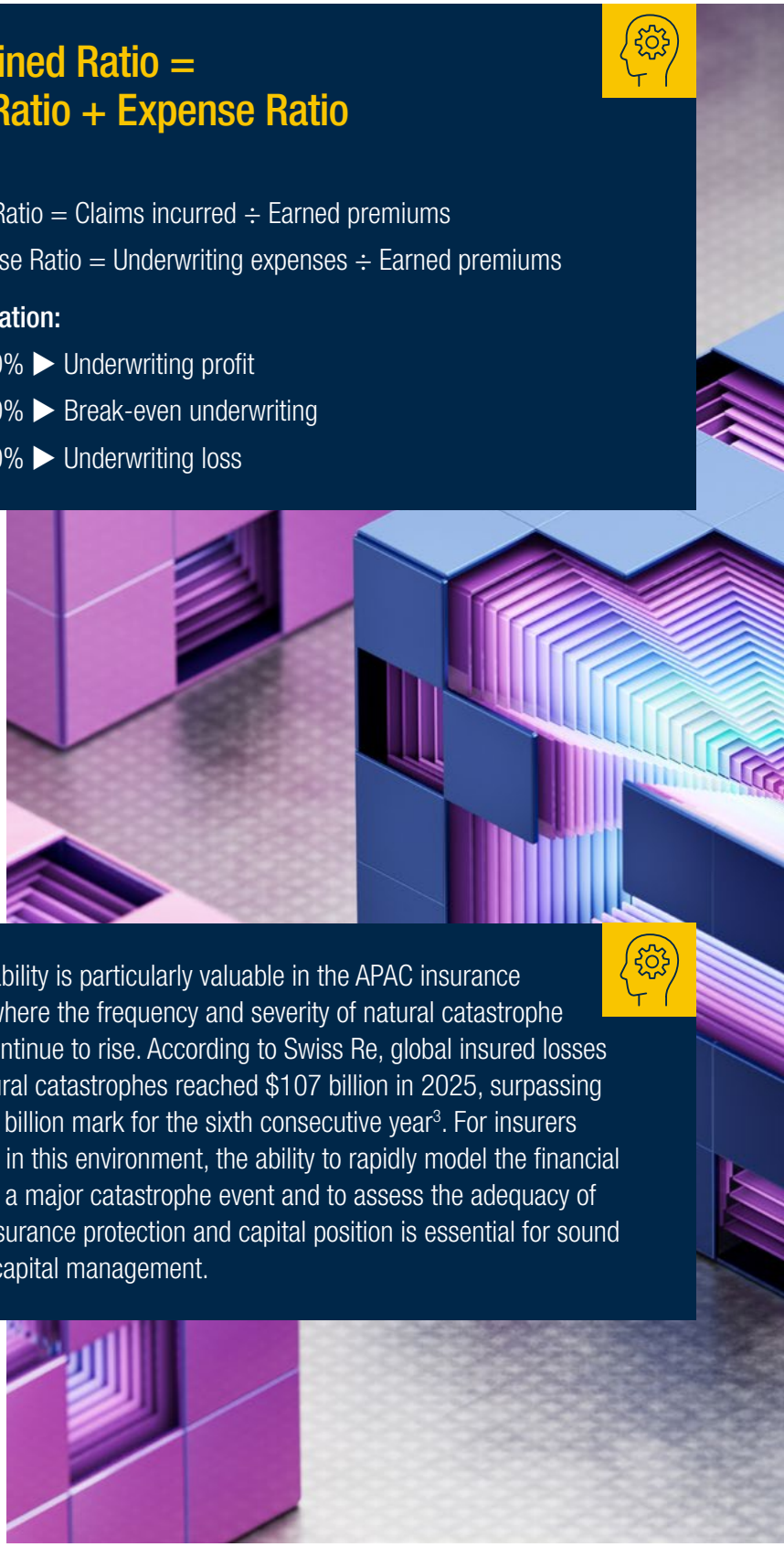
Combined Ratio = Loss Ratio + Expense Ratio

Where:

- Loss Ratio = Claims incurred ÷ Earned premiums
- Expense Ratio = Underwriting expenses ÷ Earned premiums

Interpretation:

- < 100% ▶ Underwriting profit
- = 100% ▶ Break-even underwriting
- > 100% ▶ Underwriting loss



3.3
Modeling insurance scenario and stress testing

One of the most powerful capabilities enabled by **Connected Planning** is the ability to conduct rapid, rigorous scenario planning and stress testing. By modeling the relationships between insurance business drivers and financial outcomes, finance teams can quickly assess the impact of a wide range of scenarios on the financial plan, from changes in market conditions and regulatory requirements to catastrophic events and strategic decisions.

This capability is particularly valuable in the APAC insurance market, where the frequency and severity of natural catastrophe events continue to rise. According to Swiss Re, global insured losses from natural catastrophes reached $107 billion in 2025, surpassing the $100 billion mark for the sixth consecutive year[3]. For insurers operating in this environment, the ability to rapidly model the financial impact of a major catastrophe event and to assess the adequacy of their reinsurance protection and capital position is essential for sound risk and capital management.

3. Swiss Re 2025 Report on Natural Catastrophe Losses

3.4
Unlocking IFRS 17 as a business enabler

For many organizations, the implementation of IFRS 17 has been onerous, requiring significant investment in new systems, process redesign and capability development.

Forward-thinking insurers have recognized that the data infrastructure and analytical capabilities required for IFRS 17 compliance are precisely the foundations of a modern, connected FP&A function. The question for APAC insurers is whether they will treat IFRS 17 as a compliance exercise to be completed and then set aside, or as a strategic opportunity to build a genuinely future-ready finance function.

Take **insurance service expense** within the income statement as an example (see table below).

Insurers can connect key sub-components of **insurance service expense** to the methodology by which distribution measures and tracks expense line items. The sub-components, reported under IFRS, include items such as commission and other acquisition expenses incurred, attributable insurance acquisition cash flows and amortization of insurance acquisition cash flows, enabling deeper insights into cost drivers and sharper management of profitability levers across the value chain.

The introduction of IFRS17 has dramatically increased the pressure on traditional FP&A. It represents the most fundamental change to insurance accounting in a generation and has required insurers to measure insurance contracts using current and forward-looking assumptions, to disaggregate revenue recognition from cash flows and to calculate and disclose the CSM, a measure of unearned profit that must be projected and tracked at a granular, cohort level over the life of insurance contracts.

Despite the complexity, IFRS 17 is not merely a compliance burden. For insurers that approach this reporting standard strategically, it is a powerful catalyst for the broader FP&A transformation the industry urgently needs.

“ ... IFRS 17 is is a powerful catalyst for the broader FP&A transformation the industry urgently needs ...

Income Statement	Year Ended
Insurance revenue	…
Insurance service expense	…
Net expenses from reinsurance contracts held	…
Insurance service result	**…**

The Operating Model that brings Capability, Technology, Data and Collaboration together

Most insurers now have access to planning technology that is far more powerful than what existed a decade ago. Cloud-native EPM platforms, real-time data and advanced scenario modeling capabilities are now widely available. Yet for many organizations, planning remains slow, reactive and disconnected from decision-making. The uncomfortable truth is that failure is rarely technological. It is structural and behavioral.

By prioritizing systems implementation without rethinking their operating model, insurers merely scale existing behaviors, producing modern platforms that function as faster reporting engines rather than drivers of insight and value creation.

Connected Planning shifts Enterprise Performance Management (EPM) from periodic, finance-owned reporting to a continuous, enterprise-wide decision capability. While technology enables this shift, **real transformation requires redefining roles, decision rights and governance, upgrading skills and changing how finance, actuarial, business and enterprise leaders work together.**

4.1 Thinking about workforce transformation

To realize the full value of **Connected Planning,** insurers must redefine roles, decision rights and performance processes.

A European multinational insurance group's experience in Japan illustrates this principle well. When the company began its FP&A transformation, it recognized the equal importance of three dimensions: structure, technology and storytelling.

Structure

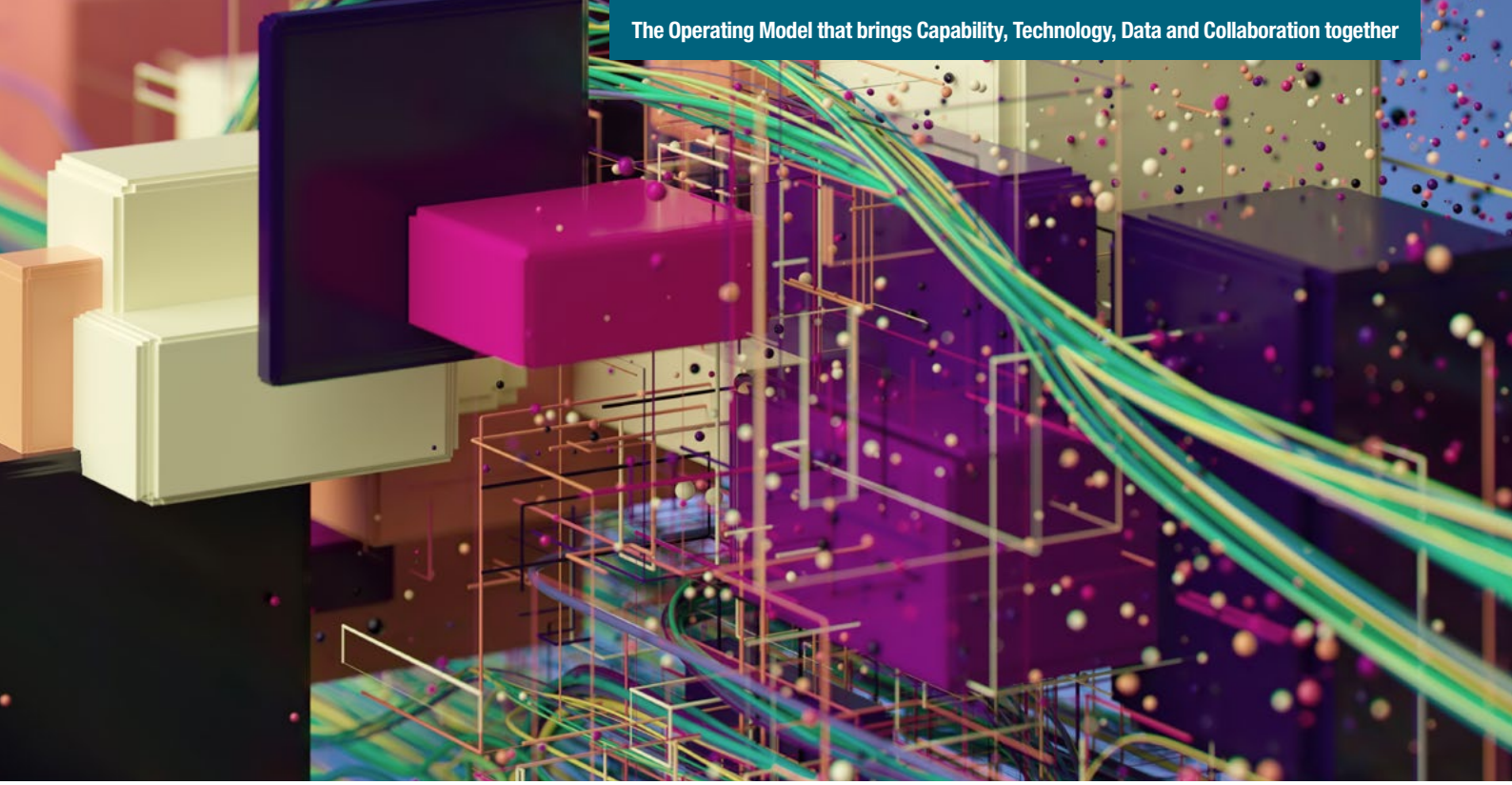
The organization outsourced routine accounting tasks and restructured the FP&A team around specialist roles embedded directly within business-facing teams. Finance business partners were introduced to work alongside business leaders, understanding their challenges firsthand and providing rapid, relevant analytical support. This structural change was as important as any technological investment in making the finance function more relevant and impactful.

Technology

It adopted online dashboards that replaced monthly reports with real-time data, scenario-based forecasting tools and self-service analytics that moved the responsibility for data capture to the people closest to the business. This dramatically reduced the time spent on routine reporting and correspondingly increased the time available for strategic analysis.

Storytelling

This insurer invested in training its finance team to communicate insights effectively – knowing its audience, anticipating questions, avoiding jargon and always connecting financial analysis to corporate strategy. This investment in communication skills cemented the finance function's role as a strategic one capable of influencing business decisions rather than a back-office function.



4.2
Switching on existing technology

Most APAC insurers already have sophisticated planning, actuarial and analytics platforms in place, yet these tools are often used to replicate legacy, spreadsheet-driven processes. As a result, investment in modern technology delivers limited improvement in agility or decision-making.

Switching on existing technology means activating it as a Connected Planning capability, not just as a reporting system. This starts with shifting from static models to driver-based planning, where financial, actuarial, business and enterprise outcomes are calculated dynamically, and scenarios assessed in real time. More timely data integration ensures forecasts reflect current business conditions rather than historical snapshots.

Beyond self-service planning, leading insurers are increasingly enabling AI-powered capabilities within their existing platforms, proactively identifying risks and opportunities, generating actionable recommendations and – where appropriate – automate execution of repeatable planning and operational processes.

By closing the loop between insight, decision and action, AI can reduce manual intervention and shorten decision cycles while enriching data inputs and enabling more accurate forward-looking predictions.

When embedded into the organization, these technologies can transform planning from a periodic exercise into a continuous, intelligent decision engine – unlocking significantly greater value without major new system investment.

4.3
Building data literacy

The **Connected Planning** model requires finance, actuarial, business and enterprise professionals who are comfortable working with data at a level of granularity and complexity beyond what was previously required. While not every professional needs to be a data scientist, they must all possess the skills to work effectively with modern analytics tools, interpret data-driven insights and communicate them clearly to non-technical audiences.

When a Hong Kong-listed life and health insurer adopted Alteryx as the foundation of its finance transformation, it launched a program to bring about cultural change that went beyond tool implementation. Through workshops, peer mentoring, and certification programs, this insurer built a community of “citizen data analysts” within its finance and actuarial teams.

4.4
Breaking down silos

In theory, finance and actuarial functions should be deeply integrated. In practice, they often operate in relative isolation, with data flowing between them through manual, error-prone processes. Finance teams without direct access to actuarial models and assumptions cannot build planning models that accurately reflect the economics of the insurance business. Actuarial teams disconnected from the financial planning process are unable to align their models with the strategic direction of the business. Management teams that receive financial reports untethered from actuarial reality cannot make fully informed decisions.

IFRS 17 challenges this structural silo by requiring finance and actuarial teams to work from a common set of assumptions and data. This creates a shared language for understanding performance and risk, and fosters cross-functional collaboration essential to a truly **Connected Planning** environment.

A **Connected Planning** platform builds on this by providing a shared data environment that integrates actuarial and financial data, models and processes. This integration enables finance teams to build planning models informed by actuarial assumptions, and allows actuarial teams to see how their models feed into the financial plan and to understand the business implications of their assumptions.

The experience of a top-tier specialty P&C carrier

This insurer's experience illustrates how **Connected Planning** can break down organizational silos and create a more agile and insight-driven organization. Before its transformation, the insurer's planning requirements had dramatically shifted because of significant growth through mergers and acquisitions, leading to a proliferation of legal entities, lines of business, and software solutions.

It replaced its fragmented planning infrastructure with a connected solution that linked finance, operations and actuarial teams with its lines of business and product leaders.

The results were immediate and significant. The **Connected Planning** solution provided a far greater level of granularity of critical data across all lines of business, enabling more informed and faster decision-making.

> **"... finance and actuarial functions should be deeply integrated ...**

How to measure Connected Planning success

A key principle of **Connected Planning** is that success should be measured not just by the efficiency of the finance function itself but by the quality of the business outcomes it enables. This requires a shift in how finance performance is measured and managed, from a focus on process outputs (such as the time to close the books or produce the budget) to a focus on business outcomes (such as the quality of strategic decisions, the accuracy of forecasts and the impact of financial insight on business performance).

Measuring Success – from Traditional Finance to Connected Planning Metrics

The following table provides a framework for measuring the success of an FP&A transformation across multiple dimensions:

	Traditional Metrics	Connected Planning Metrics
Efficiency	Days to close budget cycle time	Reduction in manual effort Automation rate Time freed for analysis
Accuracy	Forecast error vs. actual	Scenario accuracy Driver model predictive power
Agility	Time to re-forecast	Number of scenarios modeled Time from data to insight
Alignment	Finance satisfaction scores	Business partner satisfaction Quality of decisions supported
Value Creation	Cost of finance function	Revenue and profit impact of finance-driven insights

The Connected Planning roadmap

As we have shown, **Connected Planning** is a practical approach that can deliver measurable, material results. The question is not whether to embark on this transformation but how to do so with the speed, focus and ambition that the competitive environment requires.

Roadmap to Connected Planning: a structured, enterprise-wide transformation

Step 1: Assess your current state, define an achievable vision

Before defining a destination, understand your starting point by conducting a thorough, honest assessment of current FP&A processes, systems and capabilities. Ask hard questions, for example:

- How much of your finance team's time is spent on data collection and reconciliation versus strategic analysis?
- How long does your planning cycle take and how much of that time is genuinely value-adding?
- How quickly can you model the impact of a significant market event on your financial plan?
- How aligned are your finance, actuarial, business and enterprise planning processes?

Based on this assessment, **define a clear vision for the future state of your FP&A function**. It should describe a finance function that is world-class in its agility, insight, and strategic impact – but grounded in the specific context and constraints of your organization.

Critically, the vision should be expressed in terms of **business outcomes**, not just process improvements. The goal is not simply to reduce the planning cycle from (for example) eighteen weeks to seven, though that is a valuable outcome; it is to create a finance function that enables management to make faster, more informed and more strategic decisions that drive sustainable business growth. Knowing your goals for KPIs and reporting requirements helps design the right data framework and implement the right tools.

Step 2: Build a cross-functional coalition

Connected Planning in the insurance industry cannot be driven by finance and actuarial functions alone. It requires active engagement and commitment of stakeholders across the organization, from the CFO and CEO to the Heads of Data & Analytics, Distribution, IT and the various business units. Build a cross-functional coalition united behind the vision and with the authority and resources to drive the change.

Pay particular attention to the relationship between finance and actuarial functions in the insurance context. As the IFRS 17 experience has demonstrated, the alignment of these two functions is both one of the most challenging and one of the most valuable aspects of a finance transformation. Invest time in building a **shared understanding of the goals** and **benefits of the transformation**, and in establishing the governance structures and working practices that will enable **effective collaboration**.

Step 3: Start with high-impact, high-visibility use cases

A “big bang” approach to FP&A transformation carries significant risk. Instead, insurers should adopt a phased approach beginning with a **small number of high-impact, high-visibility use cases**. This approach can demonstrate the value of the new model quickly and build momentum for the broader transformation.

Good candidates for an initial pilot include the planning and forecasting process for a specific business unit or product line, the integration of actuarial and financial data for IFRS 17 reporting, or the development of a real-time performance dashboard for a key business metric. The goal is to deliver a “minimum viable product” to provide tangible benefits to real users, generate positive feedback and create organizational confidence and momentum to scale.

“Connected Planning… cannot be driven by finance and actuarial functions alone.

Step 4: Build the Operating Model that unlocks value

While EPM technology is an enabler of Connected Planning, insurers can unlock greater value by investing first in the Operating Model that surrounds it. Clarifying how finance and actuarial team operate, partner with the business and support the organization decision-making is critical to realizing value from the technology selected.

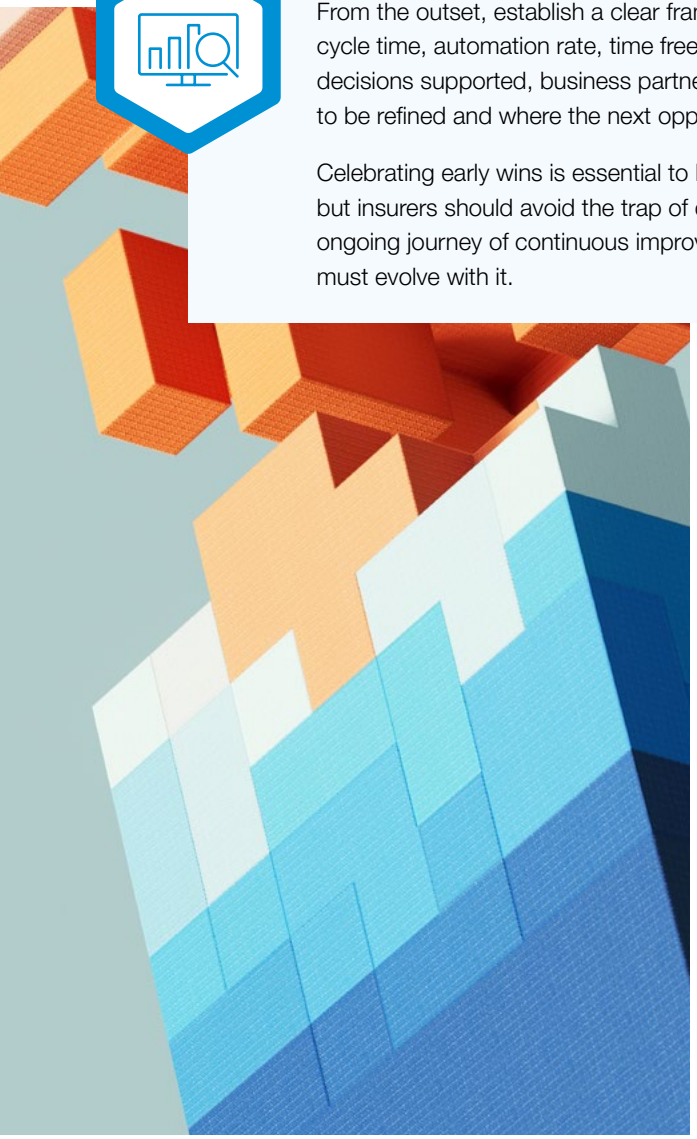
When the Operating Model is well designed and supported by the right talent, mindset, governance and transparent communication, Connected Planning can be fully activated for rolling forecasts, scenario modeling and KPI management.

Only then, insurers can introduce the finance & actuarial business partner model to embed finance and actuarial professionals within the business to drive sustainable growth for the organization.

Step 5: Measure, learn and scale

From the outset, establish a clear framework for measuring success. Track both **efficiency metrics** (planning cycle time, automation rate, time freed for analysis) and **effectiveness metrics** (forecast accuracy, quality of decisions supported, business partner satisfaction). Use these metrics to identify what is working, what needs to be refined and where the next opportunities for improvement lie.

Celebrating early wins is essential to building momentum and maintaining organizational engagement, but insurers should avoid the trap of declaring victory too early. A **Connected Planning** transformation is an ongoing journey of continuous improvement. The market will continue to evolve and your planning processes must evolve with it.



Act now or fall behind

The APAC insurance market is at an inflection point. The combination of regulatory change, market volatility and digital disruption is creating a window of opportunity for organizations willing to invest in building a future-ready finance function. Those who act with urgency will build a durable competitive advantage. Those who delay risk being left behind.

Evidence shows that Connected Planning is not a theoretical aspiration but a proven, practical approach, delivering transformative results for insurers across the globe. The technology is mature, the methodology is proven and the business case is compelling. What is needed now is the will to act.

How A&M can help

Our **Connected Planning** offerings:

1. Diagnosis of FP&A current state

Rapid, fact-based assessment of FP&A processes, systems, data, governance and capabilities to identify gaps, readiness, priority use cases, and define a realistic Connected Planning vision and roadmap.

2. Operating model, governance and change enablement

Redesign of planning processes, roles and decision rights – supported by leading EPM technologies – to embed **Connected Planning** as a sustained management capability rather than a one-off transformation.

3. Enterprise-wide driver-based planning architecture

Design and implementation of end-to-end planning models that link strategy, operations, finance, risk and capital through a common set of business drivers and assumptions.

4. Advanced scenario modeling and stress-testing

Rapid, multi-scenario analysis enabling leadership teams to test strategic options, assess resilience and respond decisively to market, regulatory or macroeconomic shocks.

Connected Planning Implementation Roadmap and A&M Services

Step 1
Assess your current state, define an achievable vision

Step 2
Build a cross-functional coalition

Step 3
Start with high-impact, high-visibility use cases

Step 4
Build the Operating Model that unlocks value

Step 5
Measure, learn and scale

A&M Services

1. Diagnosis of the FP&A current state

2. Operating model, governance and change enablement

3. Enterprise-wide driver-based planning architecture

4. Advanced scenario modeling and stress testing capability

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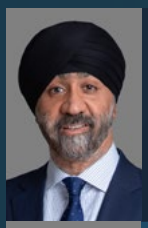

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A&M's Financial Services Industry Group (FSIG) combines operational heritage with top-tier consulting expertise to address complex challenges facing financial institutions in Asia. We leverage deep sector knowledge across banking and capital markets, insurance, wealth and asset management, private equity and sovereign wealth fund investments to provide tangible solutions underpinned by technology-enabled capabilities. Led by former industry operators and C-suite executives with over 20 years of experience, our delivery model is built on senior-led execution with a bias towards action. We aim to be the "first phone call" for clients facing complex growth, cost or M&A related challenges.

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