

**KEY METRICS FOR INSURER CIOs**  
Research Report  
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**SUMMARY**

This report looks at some of the key metrics that insurer CIOs use to measure and communicate performance. It examines the use and value of different classes of metrics, in order to help insurers understand how these metrics can affect both how they are perceived and how much value they create for their enterprises.

We divide these metrics into three classes, with increasing levels of complexity and value to the enterprise:

**Cost** metrics are the most widely used, but an over-focus on them risks pigeonholing IT as a cost center rather than a strategic partner.

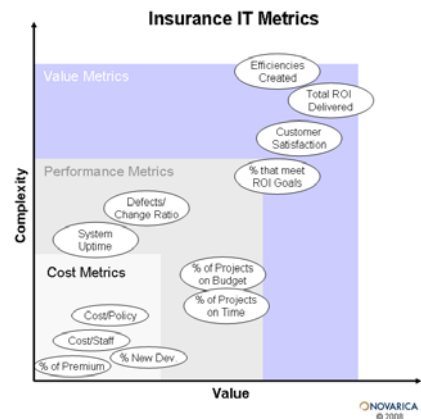
**Performance** metrics are important for managing IT, but of limited use in communicating value to business peers.

**Value** metrics are often difficult to collect data for, but are the most important tool in ensuring business/IT partnership.

Insurer CIOs must devote resources to tracking user satisfaction, realized ROI, and business impact of newly created technology capabilities if they are to be (and be regarded as) effective partners for their business peers..

**CONTENTS**

Introduction...2  
Classes of Metrics ...3  
Cost Metrics...5  
Performance Metrics...6  
Value Metrics...7  
Conclusions...11



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