DATA SYMPHONY · BRIEF

From dashboards to decision intelligence in actuarial reporting

For BI leaders in insurance and banking. 4-minute read.

The problem

Most actuarial and finance BI estates are stuck at layer two. The hierarchy that matters is: raw data, governed data products, curated metrics, decision support. Layer one is well staffed. Layer four gets all the executive attention. Layer two is where the work actually fails. Teams build dashboards over thin extracts, reconciliation falls apart between products, and every monthly pack restarts the argument about whose number is right.

How to move up the stack

- Stop building dashboards on raw tables. Every governed metric should be served from a named, owned data product with a contract — not a SQL view that an analyst wrote in 2023.
- Define the metric layer explicitly. Earned premium, IFRS 17 CSM release, IFRS 9 ECL coverage ratio, expense ratio: each one defined once, versioned, signed off by the function head, and consumed by Power BI, Tableau and the actuarial pack from the same source.
- Promote a small set of decision-support views. A decision view names the question (is the SCR coverage trending toward the appetite limit? are new-business margins compressing?), the metrics that answer it, the threshold, and the action. No more than ten such views across the business.
- Retire the parallel dashboards. For every promoted decision view, name and decommission the two or three older dashboards that asked the same question with different numbers.
- Instrument actual use. Track which decision views the chief actuary, finance director and CRO open before each board meeting. Anything not opened in six months is removed.

What good looks like

- A board pack with fewer than twenty metrics, each tracing to a governed data product and each tied to a named decision the executive actually makes.
- Finance, actuarial and risk read the same number for the same metric, in the same period, without a reconciliation meeting.
- New analytics work starts at layer two — data products — not at layer one or four.