

# INSURANCE INSIDE

THE NEW ERA OF B2B2C INSURANCE



# INTRODUCTION

After the rise of bancassurance, the development of digital sales and the growth of price comparison websites, the insurance industry may now be on the verge of another major transformation in its distribution landscape.

Imagine if insurance was no longer distributed by traditional insurance agents, brokers, or insurance company employees, but instead car dealers, real estate agents, retailers, e-commerce and digital players, telecom companies or utilities?

Business-to-business-to-consumer (B2B2C) distribution is not new to insurance. Bancassurance (insurance selling via banks) has been a successful model for many years, and other non-insurance players already distribute insurance in many markets. However, this trend will accelerate in the near future, driven in particular by improved customer access from digital players, and by technological advances that make it much easier to fit insurance into partners' ecosystems. This will mean a much larger B2B2C insurance market – the race is on to become the leading digital B2B2C insurance partner.

For insurers, capturing this opportunity will mean building distinctive capabilities and making clear choices about positioning. In particular, long-term success for insurers in this area will depend on their ability to offer differentiated propositions and services to allow them to unlock the real value in partnerships.

## WHAT IS B2B2C INSURANCE?

We define the concept of B2B2C Insurance as the sale of life and non-life insurance products via non-insurance intermediaries as opposed to traditional insurance intermediaries (such as agents, Independent Financial Advisers (IFAs), and brokers), and also the direct sale of insurance products to customers (B2C).

B2B2C Insurance encompasses a wide range of potential partners for insurance companies, from banks to car manufacturers, telecom companies, utility providers, retailers, e-commerce and other digital players. It has traditionally focused on selling annex insurance products as supplements to the partners' core product – such as motor insurance for a car sale, creditor insurance for a mortgage, or mobile insurance for a mobile sale.

# B2B2C INSURANCE: A PROMISING BUT COMPLEX SEGMENT

## THE TRENDS DRIVING THE DEVELOPMENT OF B2B2C

**On the partner side**, the potential market is growing:

- Traditional partners such as original equipment manufacturers (OEMs), telecom companies and financial institutions are showing a growing interest in financial product distribution – and in insurance in particular, which is seen as an interesting adjacent revenue pool with attractive margins. Some partners are growing their level of ambition and are trying to offer a wider range of insurance solutions.
- In addition, retail distribution is becoming more digital. This makes it easier to set up a successful B2B2C insurance offering. New types of partners can now monetise their customer access and relationships to diversify revenue and offer broader services.

**On the customer side**, the B2B2C channel is making it ever easier to identify and meet latent demand for insurance-related needs:

- Latent demand is difficult for insurers to address through traditional channels, as they find it hard to position themselves at the right time and place to see new needs emerging.
- Partners by contrast are closer to the customer and hence better positioned to identify these needs as they emerge (such as at point of sale for extended warranty cover).
- However this is not a guarantee of success: customers will only act if the overall experience and journey is simple and hassle-free.

**On the insurance carrier side**, there has been a strong move by some insurers to actively promote B2B2C opportunities:

- Several insurers are making B2B2C partnerships a priority, and are deliberately reorganising themselves to cover the market more effectively.
- They are also developing new propositions to target partners that have not necessarily considered the B2B2C opportunity in the past.

More generally, these trends are accentuated by a major shift towards the modularisation of the financial services industry, both on the demand and supply side:

- Firms are using more third-party suppliers in their supply chain. This in turn makes it much easier to integrate a B2B2C offering into a partner's ecosystem.
- New technology is making it easier for customers to buy from a wider array of product providers on a case-by-case basis, rather than multi-product relationships with a single provider.

## A GROWING MARKET WITH SIGNIFICANT REVENUE AT STAKE

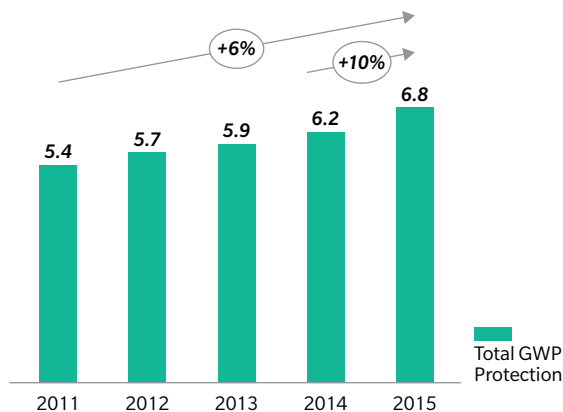
Several international insurers are already well-positioned in this segment and generating significant volumes of business:

- **BNP Paribas Cardif** is one of the B2B2C market leaders in Europe, and its protection business accounted for gross written premium (GWP) of €6.8 BN in 2015, a growth of 10% from 2014.<sup>1</sup>
- **Assurant Solutions**, an operating arm of Assurant, is a B2B2C leader in North America and specialises in Extended Warranty and Credit Insurance. It reported €2.7 BN of net earned premium (NEP) in 2015.<sup>2</sup>
- **Allianz Worldwide Partners**, created in 2013, combines the strengths of three expert units within Allianz: Allianz Global Automotive, Allianz Worldwide Care and Allianz Global Assistance. It reported €7.3 BN of GWP in 2015, with the stated ambition to reach €10 BN by 2020.<sup>3</sup>
- **AXA Partners**, launched in September 2015, is a unit dedicated to developing the partnership business of AXA globally, and combines two existing business entities in charge of global partnerships: AXA Assistance and AXA Creditor (including the newly acquired business of Genworth Lifestyle Protection Insurance). These business units generated approximately €3 BN of revenue in 2014.<sup>4</sup>

### Exhibit 1:

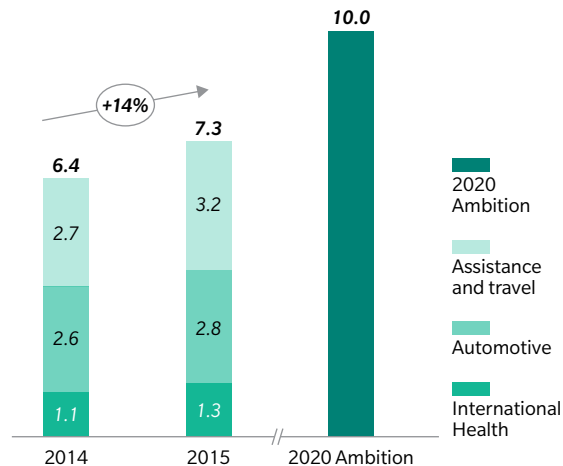
#### BNP PARIBAS CARDIF – PROTECTION BUSINESS

GWP, € BN



#### ALLIANZ WORLDWIDE PARTNERS

GWP, € BN



1 Source: BNP Paribas Cardif annual reports

2 Source: Assurant annual reports

3 Source: Press release, 31 May 2016

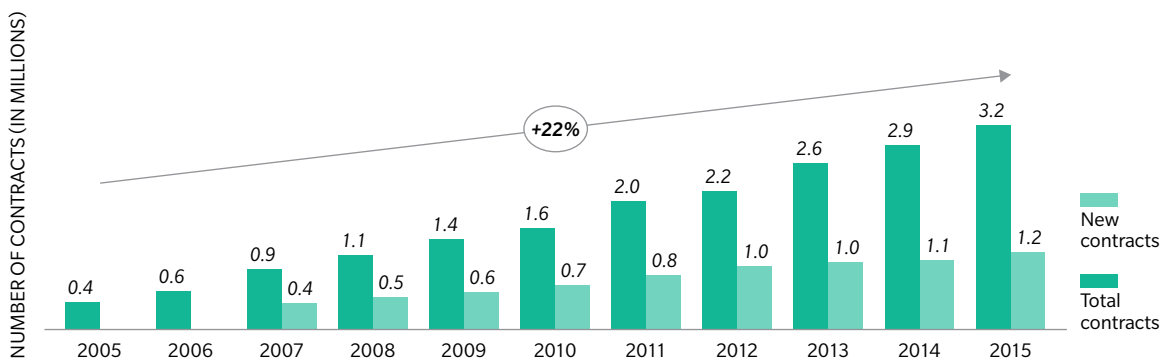
4 Source: Press releases

Similarly, several non-insurance players have also demonstrated the potential of the B2B2C model:

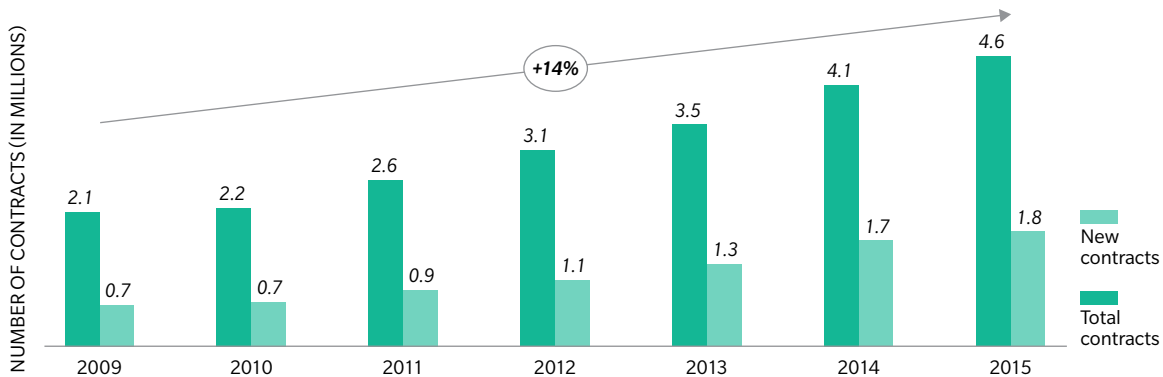
- **BMW Financial Services** reported 3.2 million insurance policies, a growth of 22% annually since 2005.<sup>5</sup>
- **Volkswagen Financial Services** now have a portfolio of more than 4.6 million insurance and service policies, a growth of 14% per annum since 2008.<sup>6</sup>
- British Gas have their own insurance company, **British Gas Insurance Ltd.**, which offers various home protection and assistance products (in particular, a boiler breakdown cover). The company is now the ninth largest personal property and casualty (P&C) insurer in the UK, with around €1.3 BN of GWP.<sup>7</sup>

Exhibit 2:

BMW – INSURANCE POLICIES



VOLKSWAGEN – INSURANCE AND SERVICE POLICIES



5 Source: BMW Group annual reports

6 Source: Volkswagen financial services annual reports

7 Source: PRA returns

## A COMPLEX SEGMENT, REQUIRING SPECIALISATION TO SERVE PROPERLY

### THE PARTNERSHIP CYCLE: THE RISK OF VALUE EROSION OVER TIME

The main challenge of B2B2C Insurance is to manage and maintain value through the full partnership cycle. In new partnerships, the insurer typically manages to retain a significant share of the value created. However, typically this value erodes over time for the insurer, as the partner becomes more mature:

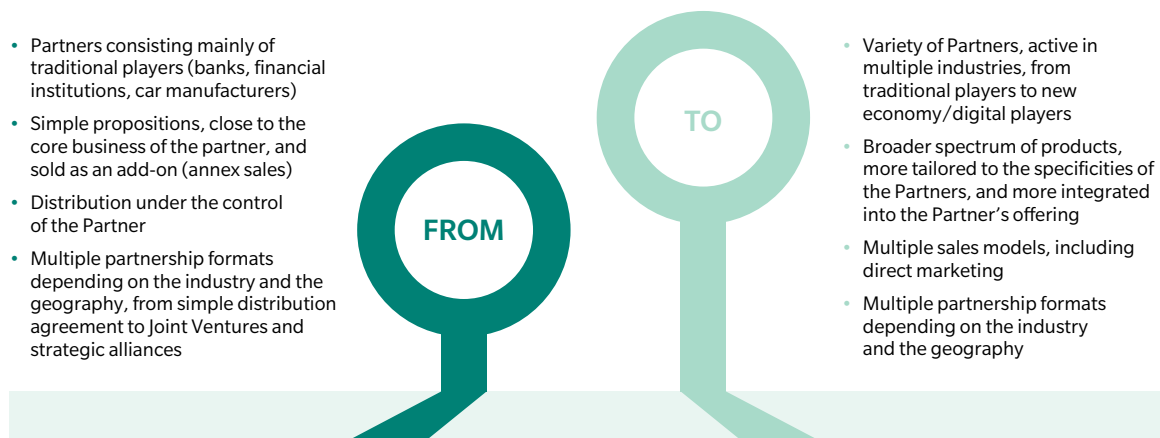
- The partner better understands the potential value of the insurance sales it originates, and then captures further value through professionalising its B2B2C insurance procurement.
- The partner takes on some of the services initially provided by the insurer, allowing it to retain a larger share of the value.
- The partner moves away from exclusive partnerships to adopt open architecture or panel distribution models, working with competing product providers, while still maintaining full control of the customer relationship.

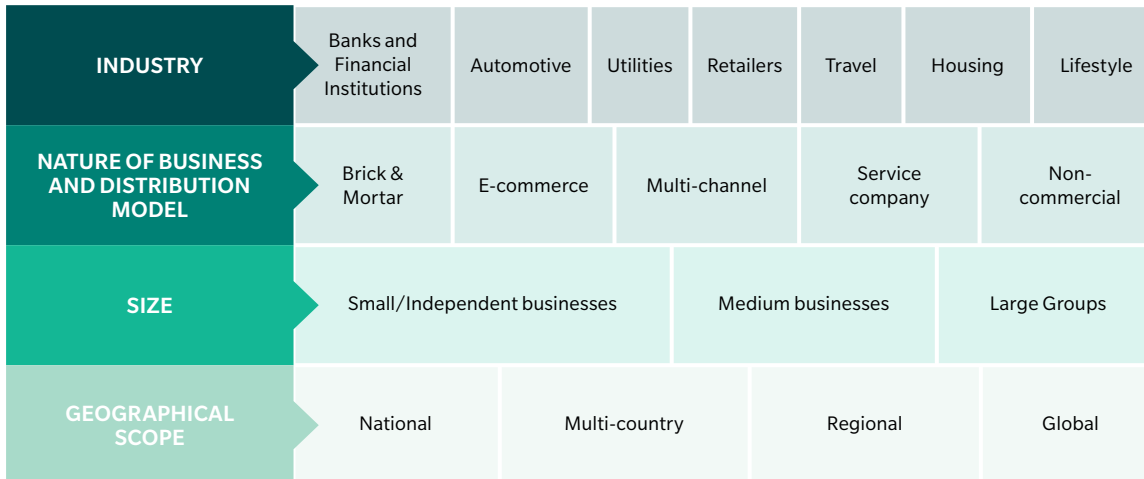
In all cases, the insurer risks ending up positioned only as a pure risk carrier, with tight margins and limited control over development of the business.

### A MOVING SEGMENT: TOWARDS MORE HETEROGENEITY AND COMPLEXITY

B2B2C insurance is evolving fast towards more heterogeneous, complex and tailored partnerships. This poses challenges for the many insurers focused on cost optimisation – who need to embrace this complexity in order to manage it in an agile and cost-efficient way.

In particular, insurers will need to deal with a set of partners that is much more heterogeneous in terms of industry type, business / distribution model, size and geographical reach.





## A SEGMENT REQUIRING SPECIALISED CAPABILITIES

Operating in the B2B2C space requires a range of specialised capabilities:

- Business-to-business (B2B) sales capabilities:** A salesforce in charge of covering targeted markets and grasping their dynamics, understanding potential partners' needs and expectations, and feeding a pipeline of potential deals. This capability also includes managing request-for-proposal (RFP) processes in an efficient way, sometimes on a multi-country and multi-product basis.
- Key account management:** A commercial organisation responsible for deepening relationships with existing partners, and for defining and executing on a clear plan for each account. Such a plan includes identifying levers to increase the volume and profitability of business generated by existing partnerships (such as through marketing activities or the partner's salesforce support), plus pinpointing and converting cross-selling and expansion opportunities (either new products or new geographies).
- Integration in partner's ecosystem:** Ability to integrate with the IT systems and operations of the partner, and supporting their wider business model. For example, on the front end, this could include developing turnkey tools for the partner's salesforce, or deploying application programming interfaces (APIs) and plug and play solutions to integrate directly into the partner's environment (e.g. their website).
- Seamless customer experience:** Ability to adapt the customer journey to the nature of the business, in order to maximise conversion. This requires an in-depth understanding of the specific nature of the partner's customers and products, in order to devise the appropriate customer journey.
- Flexible and scalable product factories:** Ability to rapidly generate new products for new partners, and to absorb the additional business volumes generated. The product factory also needs to be able to adapt product characteristics to each partner's needs and particularities. This requires strong pricing and underwriting capabilities, but also flexible IT systems that allow for speedy tailoring of product components and a rapid time to market. Such capabilities also need to be combined with effective management of the complexities inherent to B2B2C – for example (among others) the need to develop modular product concepts, tiers of adaptive marketing and propositions, and tailored terms and conditions (T&C) with the minimum possible complexity.

- **Scalable administration platforms:** Administration platforms with the capacity to adapt quickly to variable levels of business, either absorbing additional volumes from new partnerships, or responding to specific sales and marketing campaigns. Such considerations are important when defining the operating model, in particular the level of outsourcing and insourcing.
- **Cost-efficient operating model:** All of the above needs to be delivered in a cost-efficient way to secure the profitability of the business. This is particularly true for B2B2C products with a very low level of premium per policy (micro-insurance), where operating expenses have to be minimised.
- **Partnership culture and mindset:** Finally, a specific way of working and culture needs to be in place. These must recognise that B2B2C is fundamentally different from business-to-consumer (B2C) and B2B, enabling a truly collaborative environment with the partner to be established.

These capabilities will of course differ according to the type of partner and the type of product being considered. It is therefore essential for insurers operating in the B2B2C space to have an in-depth understanding of their partners' business, their strategy and the profile of their customers, in order to be able to sufficiently adapt each capability to these needs.

The creation of global dedicated business units by AXA and Allianz aims to accelerate the development of the B2B2C business by improving service to the partners and their customers through offering stronger capabilities:

- Increase the level of collaboration and coordination between existing centres of expertise.
- Develop more value propositions covering both insurance and assistance services in order to better serve the needs of the partners and their customers.
- Encourage competency and sharing of best practice, while enhancing the development of new capabilities.

For new entrants, building these capabilities will require significant upfront investment; however, they are the prerequisite for competing in this space. Such companies need a robust business case to identify which existing capabilities can be leveraged, and which capabilities can potentially be acquired or need to be developed in-house - plus to quantify the impact on the economics of the business.



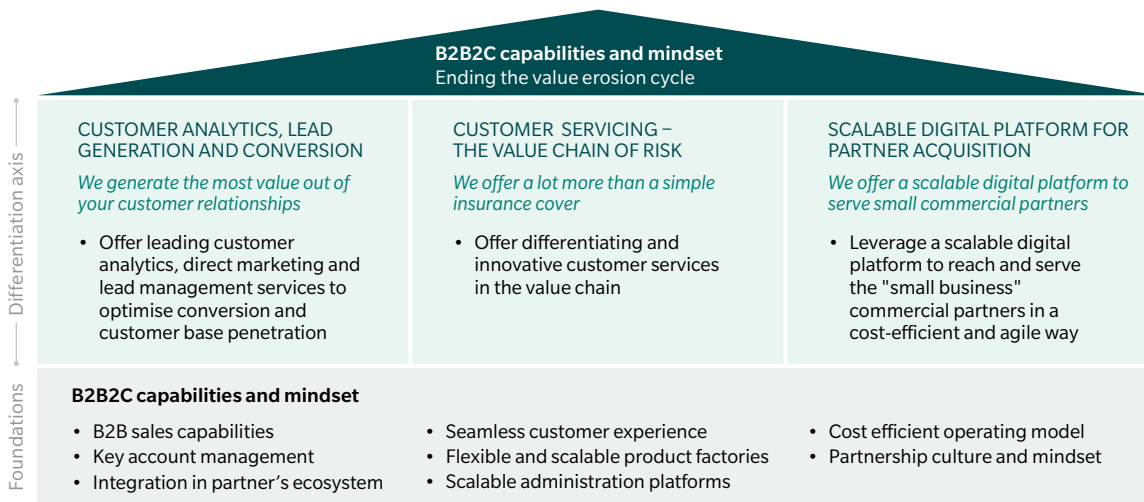
# BUILDING A SUCCESSFUL BUSINESS MODEL IN THE B2B2C SPACE

## ENDING THE VALUE EROSION CYCLE

To be successful in the B2B2C space, best-in-class B2B2C capabilities are necessary, but no longer sufficient. In addition, insurers wanting to make a difference will need to think carefully about what will differentiate them enough to escape the value erosion cycle of B2B2C.

Three axes of differentiation factors are particularly worth exploring:

- **“We generate the most value out of your customer relationships”**: Developing leading customer analytics, lead generation and conversion capabilities.
- **“We offer a lot more than a simple insurance cover”**: Offering additional non-insurance services like risk prevention, assistance or management on top of the product.
- **“We offer a scalable digital platform to serve small commercial partners”**: Deploying a differentiated and agile business model to bring insurance to smaller businesses in a cost-efficient way.



## DIFFERENTIATION AXIS 1: CUSTOMER ANALYTICS, LEAD GENERATION AND CONVERSION

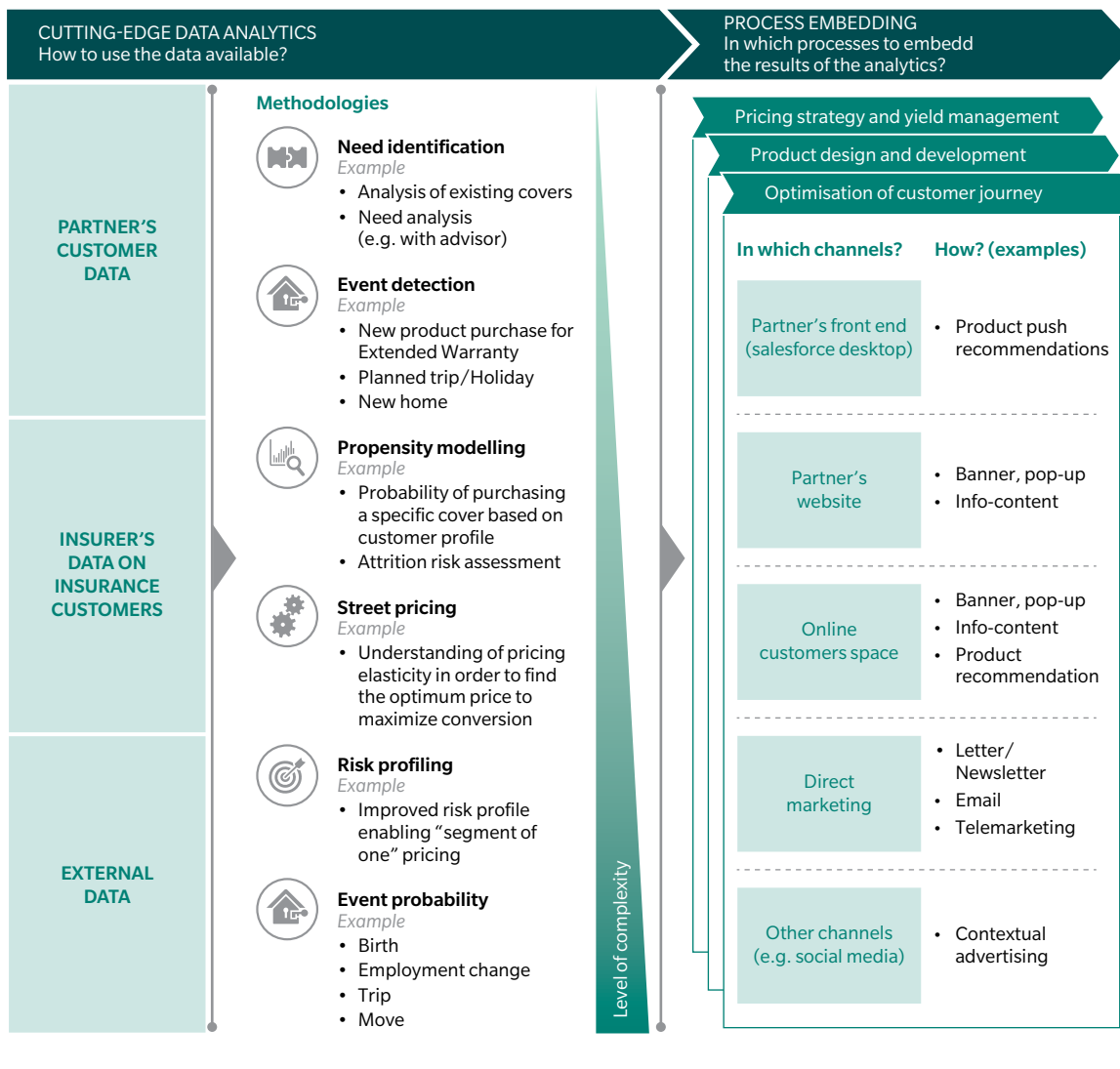
One key differentiator is the ability to make better use of the partner’s customer base than the competition can, thereby maximising conversion and generating value for the partner through levers such as:

- **Improved customer targeting** (that is, determining which products are the most relevant for which customers, and in which situations). Efficient targeting drives higher customer base penetration and more efficient marketing and sales activities.

- **Improved overall contact strategy** including cross-selling and retention activity. This requires better ways to determine when and how to contact existing customers, through which media, and with which messaging.
- **Improved customer sales journey** through an enhanced understanding of customer purchasing behaviour, enabling the insurer and the partner to adjust elements of the journey (for example, number of steps, messaging and web-chat) so as to maximise conversion.

To achieve these goals, the insurer will need to build cutting-edge data analytics capability, and to be able to use the analytics in smart ways through the whole customer lifecycle. The insurer also needs to establish an intelligent partner interaction model that allows for sharing of insight while satisfying all relevant data protection laws. Some insurers and partners have achieved this through joint venture structures that allow them to maximise the collective value of their respective data sets. But other models are also feasible, depending on the jurisdiction and the level of willingness to integrate.

Exhibit 3:



## CUTTING-EDGE DATA ANALYTICS

In the context of a B2B2C partnership, three types of data can be used:

- **Partner data** on the profile of their customers – for example personal information, contact details, purchase history, contractual information, contact history and insights about their online behaviour.
- **Insurer data on insurance customers** (not partner-specific), allowing companies to identify behaviour profiles and assess (for example) propensity to buy insurance.
- **External data** to enrich internal sources so as to enable micro-segmentation, fraud analysis, etc. This can come from a range of public databases and vendor resources.

By combining these three sets of information, the insurer and its partner can jointly develop a very detailed understanding of the customer base such as:

- **Identification of customer need:** For example, pinpointing risks and products that are not covered.
- **Event detection:** Spotting an event that could trigger an insurance policy purchase. This could be a holiday booking for which the customer may require travel insurance, a new product purchase for an extended warranty, or a new address that could open up the opportunity for home contents insurance.
- **Propensity modelling:** Probabilistic analysis to evaluate, for example, the likelihood that a customer will purchase a specific cover, based on a number of customer-specific input variables.
- **Street pricing:** Using price elasticity and life-time value modelling to make a detailed adjustment of end customer pricing, so as to optimise conversion and margin generation.
- **Risk profiling:** Improved risk profiling to enable “segment of one” pricing.
- **Event probability:** Probabilistic analysis to predict the emergence of a specific event that could lead to an insurance need, for example by examining the likelihood that a customer is about to go on holiday, based on a number of customer-specific input variables.

An insurer that masters these methodologies, and has an in-depth knowledge of how to exploit and enrich the partner’s dataset within existing legal boundaries, will enjoy a strong competitive advantage.

## EMBEDDING DATA INTO BUSINESS PROCESSES: OPTIMISING CUSTOMER JOURNEY

The second step is to use these data sets and analytics to optimise the customer journey, and increase the conversion rate. The way in which these analytics will be exploited will differ according to the partner’s business model, the nature of the information used, the relevant channels, and the insurance product being promoted.

In order to maximise conversion, the choice of the communication channel (online vs. offline or customer-focused vs. advisor-focused), the timing of the communication (immediate vs. deferred), and the style and format of the messaging (crisp vs. detailed text, didactic vs. straight-to-the point messages, the type of images used, and so on) need to be thoroughly reviewed, These can also be improved over

time through test and learn experiments. The right model generally depends both on the partner and on the individual customer. It needs to fit with the partner’s style of interaction and then adapt to the specific nano segment of the individual customer.

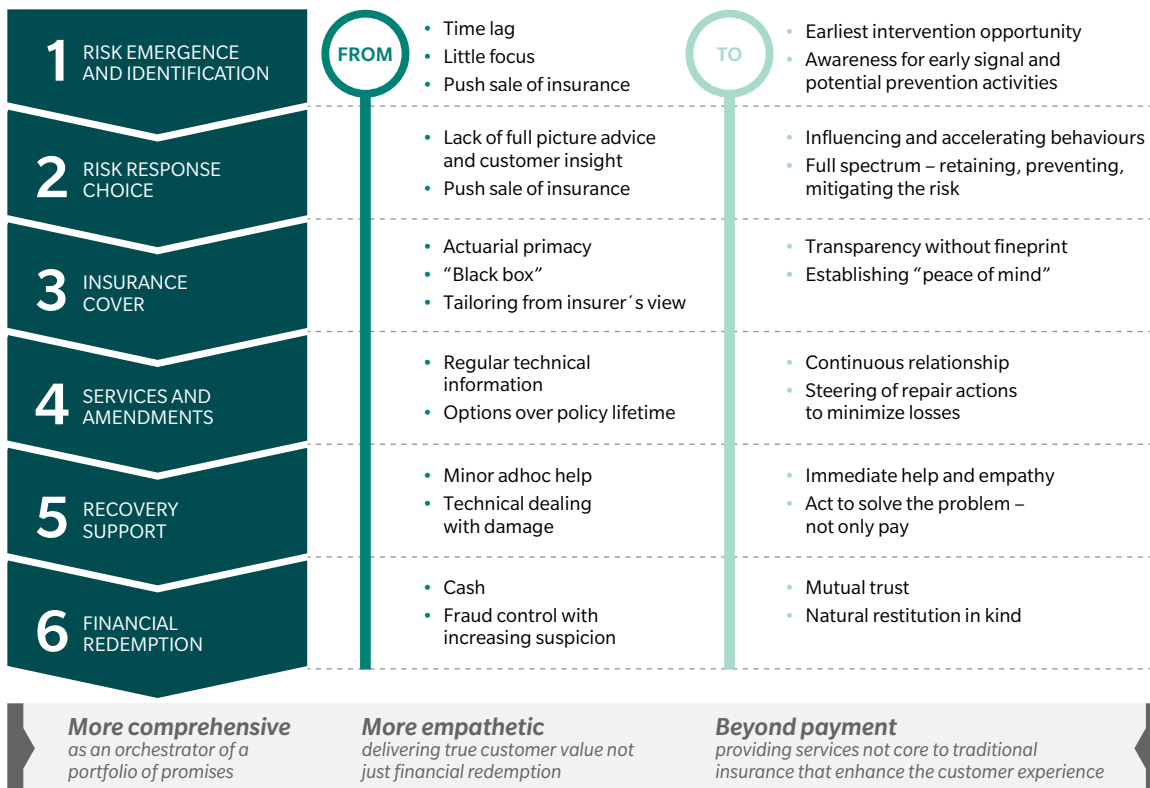
The model also requires a robust underlying data infrastructure, allowing the insurer and/or the partner to capture the relevant data, analyse it and use the insight across various channels to generate and convert leads. The value at stake can be at least two to three percentage points of combined ratio, plus additional value from increased top line sales.

## DIFFERENTIATION AXIS 2: CUSTOMER SERVICING – THE VALUE CHAIN OF RISK

The second area of differentiation is to demonstrate a superior level and breadth of customer service. The promise for the partner is to offer something more than a commodity product.

This differentiation requires the insurer to move away from a positioning as a pure risk carrier towards developing end-to-end risk management solutions for the customers, covering the full value chain of risk. This fundamentally changes the value proposition to the partner and the end-client, with the objective of offering a more comprehensive service, coordinating a portfolio of promises. It will also entail a more empathetic experience, moving away from purely financial promises.

Exhibit 4: End-to-risk manager: the value chain of risk



Such positioning is already central to some traditional B2B2C offerings such as Extended Warranty, where repair services are a key component of the overall value proposition. Insurers need to identify which services in risk prevention and claims support can be integral features of a more comprehensive offering, and how to construct innovative and differentiating solutions in that space.

Pursuing this strategy requires addressing four core challenges:

- **Pricing and economics:** It is still unclear whether customers are willing to pay to have access to these additional services as part of the insurance proposition. In that context, it can be challenging to make the extended proposition profitable.
- **Production of these services:** Offering such services is fundamentally different from offering a pure insurance proposition. In some cases, the insurer will need to rely on external providers to produce these services, and will need to manage a complex supply chain, however if successful, this is a true opportunity for differentiation.
- **Bundling of services:** The insurer needs to demonstrate, both to his partner and to the end client, its legitimacy in building and managing this bundle of services, taking advantage of various networks of service providers. From a customer perspective, the complexity of the supply chain needs to be completely transparent in order to ensure a seamless customer experience.
- **Conduct:** The insurer will need to ensure that the customers are getting a fair outcome through these ancillary services

In some situations, even the ability to deliver the service could be differentiated as it relies on unique data or unique physical capabilities. It is no coincidence that Wertgarantie, one of Europe's leading Extended Warranty insurers, was originally a repair service network. It only became an insurance company later in its life cycle when it discovered that insurance was a better way to monetise its uniquely differentiated asset.

New opportunities have also arisen through the digitisation of the physical supply chain. Control of the supply network has traditionally either required owning assets, like the Extended Warranty repair shops, or significant scale, as in the case of garage networks. Now smaller providers can also be aggregated through supply side platforms, as successfully demonstrated by business models such as taxi aggregators. The business of taxi aggregators also shows the importance of being the first to operate at scale. The MyTaxi service did not dare to enter markets where its competitor Hailo was already operating at scale, but decided instead to pursue its European expansion path by acquiring them.

Some propositions have already emerged, leveraging digital solutions:

- **Development of connected home** offerings, combining the provision of sensors and monitoring services (fire detector, water leakage detector, surveillance and intrusion detection) with rapid human intervention services in the event of an alert. Cardif was one of the first to launch such a proposition with their Habit@t product in Italy in 2014.
- **On-demand roadside assistance** services such as Urgent.ly in the USA, reinventing the traditional model by moving away from a membership approach, and instead offering on-demand service through a mobile application.
- **Telemedicine services**, which make use of telecommunication technologies to provide health care advice and services at a distance.

## DIFFERENTIATION AXIS 3: SCALABLE DIGITAL PLATFORM FOR PARTNER ACQUISITION

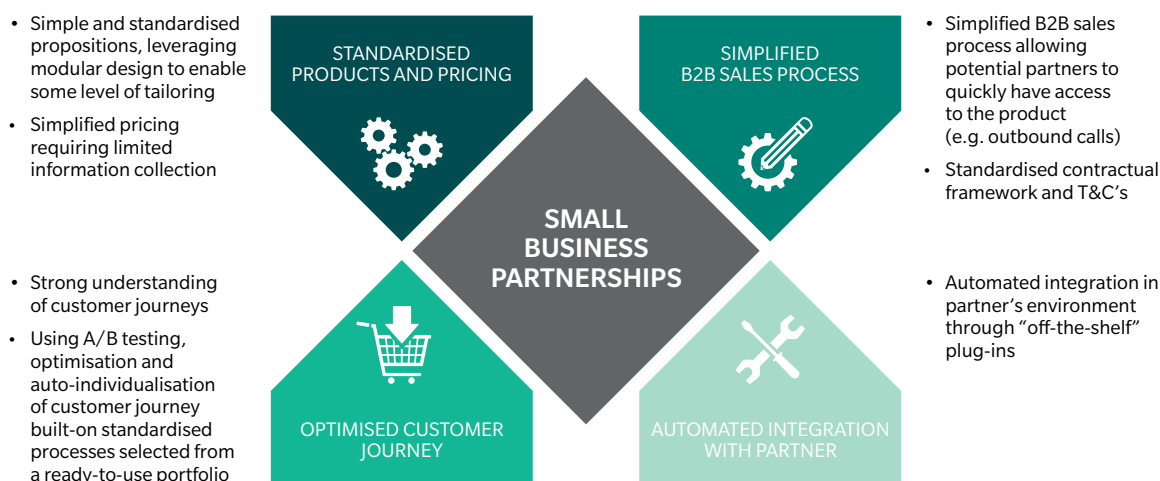
B2B2C insurance has traditionally centred on large partners. This focus has been due to the complexity of the B2B sales and onboarding process, making it uneconomical to target small players.

However, digitisation is changing this dynamic, and by deploying agile digital platforms, insurers now have the opportunity to address the small business segment in a cost efficient way. For this reason, small businesses represent a major opportunity, in particular for online and e-commerce platforms, as well as with traditional retailers that use digital technologies as part of their sales processes.

Small business customers pose fundamentally different challenges to traditional B2B2C business. They clearly can be very expensive to serve given the lower business volume potential per account. To succeed in this segment, insurers need to deploy a low-cost, scalable sales model to find new partners. They also need an extremely cost-efficient operating model to deliver and administer the proposition, using standardised offerings and processes. Lastly, they must ensure a hassle-free customer experience and provide the first two differentiation axes mentioned above in a fully digital way. Such a model relies on four success factors:

- Simplified B2B sales process.
- Standardised products and pricing.
- Automated integration into the partner’s environment.
- Optimised and auto-individualised customer journey built on standardised processes and selected from a ready-to-use portfolio through A/B testing.

### Exhibit 5:



Several players – and in particular InsurTech companies – are actively positioning themselves in that space:

- **Simplesurance Group** – A German InsurTech that has developed solutions enabling cross-selling of product insurances directly at the point of sale in e-commerce, making it one of the leaders in that

space. Founded in Germany in 2012, the startup raised US\$8 MM in March 2015 through Series B financing. In June 2016, Allianz announced an investment partnership with the startup. They also built a partnership with Assurant in the United States and Canada, named Assurant Product Protection.

- **Kasko.io** – An insurance startup founded in 2015, which raised £300,000 last year in seed financing. It is developing a white-label distribution infrastructure to integrate the on-demand insurance products from the carrier with affiliate websites and apps.
- **Massup** – Another recent InsurTech company, it is developing a white-label platform for online sales of annex and niche insurance products, including extended warranty for electronic equipment, smartphone insurance, pet insurance, sport equipment and musical instruments insurance.

## CASE STUDY: SIMPLESURANCE GROUP GMBH

### FOUNDATION AND DEVELOPMENT

- Founded 2012 in Germany
- Expansion in 29 European countries, as well as in the United States and Canada

### BUSINESS MODEL AND PROPOSITION

- The company offers cross-selling software solutions that allow online retailers and retail outlets to offer insurance or extended warranties on the products they distribute
- The company has also developed their own retail portals to distribute online product insurances in various geographies
- In the United States and Canada, the company has built a partnership with Assurant to develop Assurant Product Protection

### INSURANCE PROPOSITION

- Offers insurance and extended warranty on a broad range of products, including mobile phones, tablets, electronic equipment/white and brown goods, glasses, music instruments and furniture. These are underwritten by a panel of insurance partners in each geography, including Allianz, Ergo, Arag, Mannheimer Versicherung, Gjensidige



### AMBITION

- To become the world's leading e-commerce provider for product insurances

### PARTNERS

- More than 1,500 partners, including well-known retailers such as Preisboerse24, Weltbild.de, Brille24, Computeruniverse and Getmobile

### SOLUTION

- Seamless integration and customer experience
- Easy integration into the partner's processes through API/plug and play solutions compatible with leading ecommerce platforms. Integration is free, installation takes less than five minutes, and no paperwork is required
- Hassle-free customer experience with seamless checkout integration
- Utilising superior technology through the selection of the best customer journey through automatic A/B testing and the development of an algorithm to maximise conversion rate

# KEY TAKEAWAYS – IT'S TIME TO ACT

Our analysis shows that the B2B2C business model can be a very attractive opportunity for insurers willing to understand its particularities, who are able to manage its complexity and recognise the need for differentiation:

1. **B2B2C Insurance is a promising opportunity** – B2B2C insurance is a multi-billion euro market, with high growth potential. Several leading players active in that space have experienced double-digit growth over the last few years, and have made their ambition known.
2. **Serving this segment is complex** – Working with this segment requires the deployment of a whole range of specific capabilities and competences. While players with existing B2B2C business and capabilities have some competitive advantage, there is room for more competition and for more differentiation in the way the partners are being served.
3. **Differentiation is key** – The main risk for insurers operating in this segment is to see the value created by the partnership leaking gradually to the partner, leaving the insurer as a mere risk carrier. We have identified several strategies that can help insurers differentiate themselves and fight the risk of value erosion.
4. **Several players are actively positioning themselves in the B2B2C space** – Recent moves from large insurance groups in this area demonstrate their appetite to take quick advantage of this opportunity.

Insurers should therefore carefully weigh up the advantages and disadvantages of moving into the B2B2C insurance space in order to come to a considered decision. To do so, three core questions would need to be answered.



## A. Is there an opportunity for us in B2B2C Insurance?

The answer to that question will depend on multiple factors, including:

- The current starting point of the insurer in terms of product offering, geographical presence, capabilities, competitive advantage and strategic priorities.
- The market potential and economics for B2B2C insurance for the products and geographies being considered.
- The competitive environment and strategies deployed by the competition to address the B2B2C segment.

Even insurers without existing B2B2C Insurance capabilities should not immediately rule out a move into that space, especially if the market shows great potential. Instead, they should carefully consider which existing capabilities could be used to their advantage.



## B. Where should we compete and what would this require?

Once an opportunity has been identified, the second step is to decide in which areas the insurer wants to play:

- Types of partners (industry, size, business model).
- Product scope (niche vs. mass market, single product vs. multi-lines).
- Geographical scope (national vs. regional vs. global).
- Strategic differentiation axes (how do you want to differentiate yourself?).

A clear positioning on all these dimensions will form the core of the insurer's B2B2C strategy. The decision should be influenced by a clear understanding of:

- The specific potential in each area
- The required investment to capture each opportunity

## C. How to get there, and which capabilities and operating model should be deployed?

Finally, once the positioning and strategy are defined, the third step consists in defining the transition path to deploy this strategy:

- Plot capability requirements against existing capabilities.
- Define a strategy to acquire or build missing capabilities.
- Define the overall operating model to support the activity.
- Build the transition plan.

Regardless of their current positioning and existing partnership activities, insurers should review the opportunity that B2B2C as a possible engine of growth and value creation. Those who offer differentiating value propositions to their partners and their customers will definitely be better placed in the coming battle. However, insurers should act now: several competitors have already started to organise to seize the opportunity, and could quickly build on this head start.

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