



High performance. Delivered.

Achieving high performance through effective consumer-driven innovation

Europe, Africa and Latin America findings

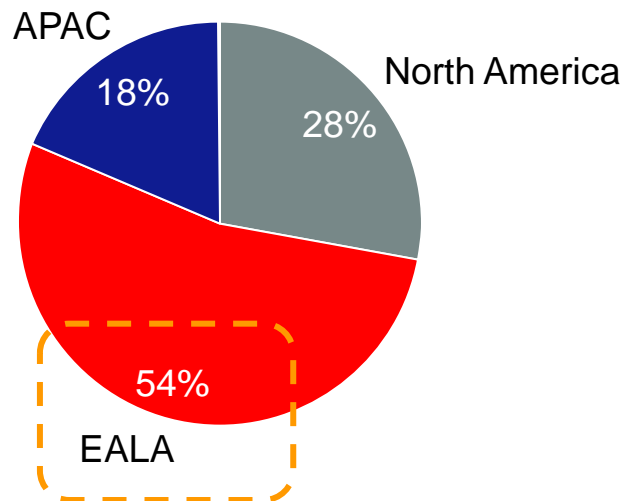
November 2011

Methodology



- Quantitative global survey of 64 C-level insurance executives in EALA – 31 from Life carriers and 33 from P&C carriers. All are involved in investment decision-making for sales, customer service, distribution and/or marketing strategies
- 20 countries covering developed and emerging markets
- Telephone interviews conducted from February to May 2011

Regions represented



Countries surveyed

Developed Markets		Emerging Markets
UK	Finland	Brazil
France	Norway	Mexico
Germany	Sweden	Russia
Italy	Netherlands	Turkey
Switzerland	Spain	South Africa
Austria		Czech Republic
Denmark		Poland
Belgium		

Key Finding 1: Profitable growth will be more challenging in the next 3 years

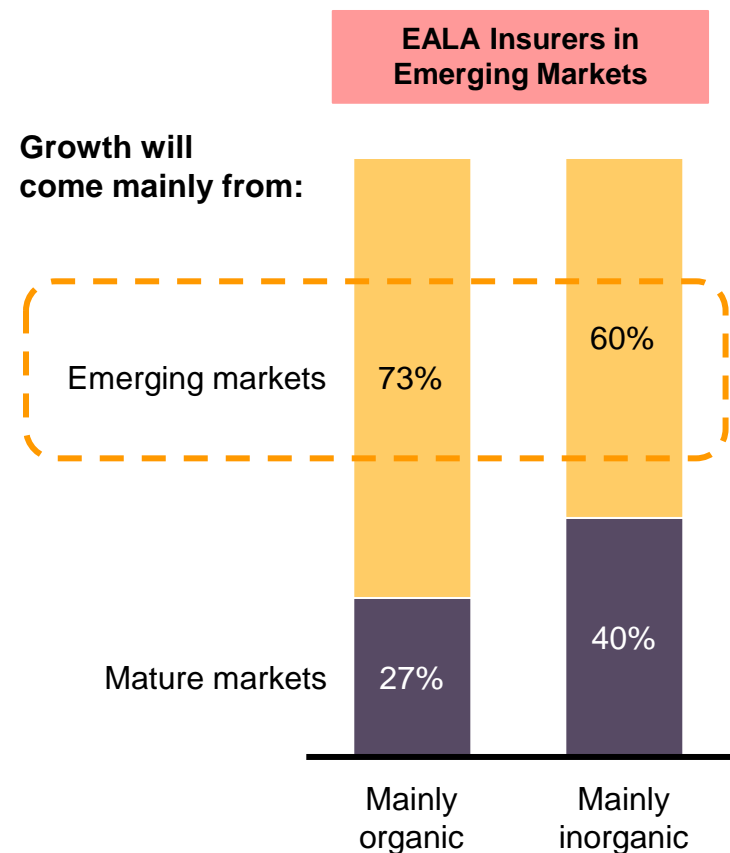
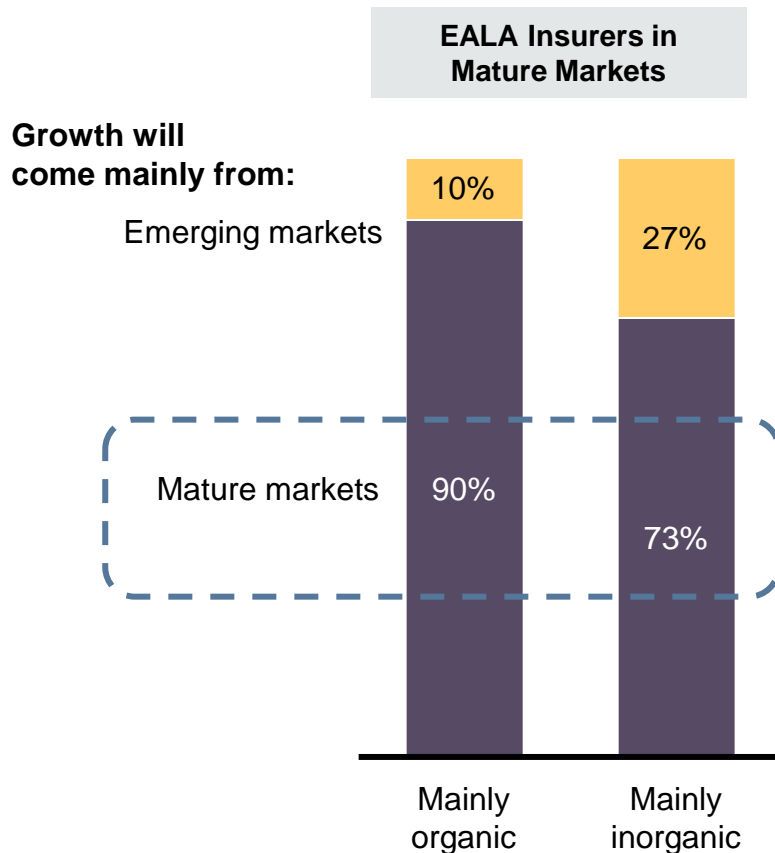


- As the economy slowly recovers, insurers in EALA need to address a wide set of challenges to sustain profitable growth
- EALA insurers in mature & emerging markets alike expect growth to be achieved mainly in their home markets
- Consumers have become more demanding & diverse, better able to find the information they need to make insurance decisions and expecting information to be available at any time via all channels

EALA insurers in mature & emerging markets alike expect growth to be achieved mainly in their home markets

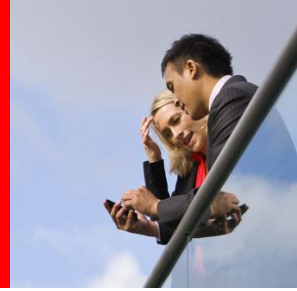


Q: What will be the main driver of growth for your company in the next 3 years?*

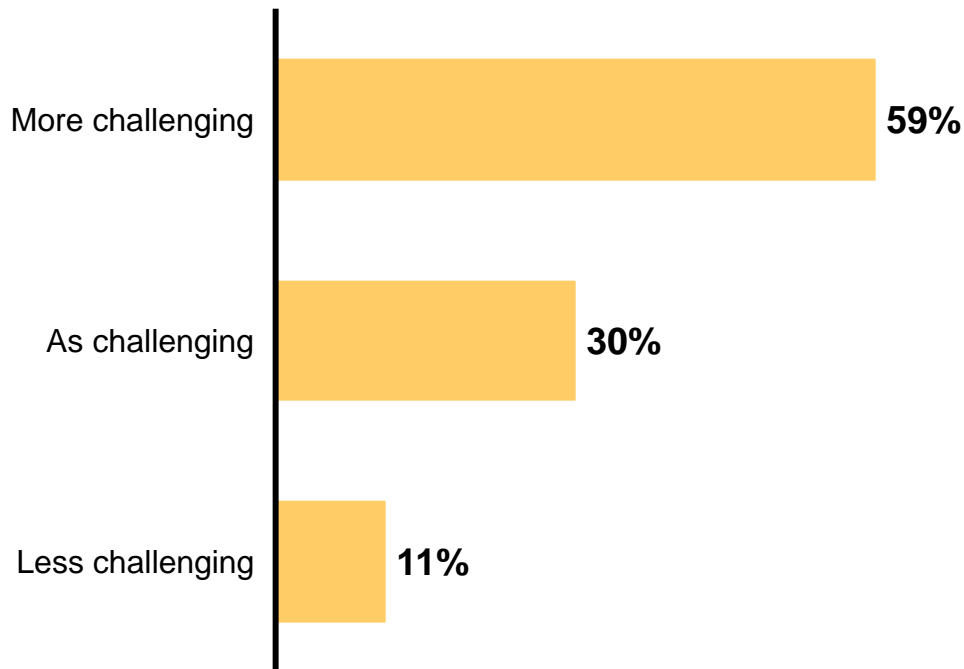


Base = EALA

The battle for customers will become more challenging for insurers in EALA in the next 3 years



Q: Do you anticipate organic growth to be more or less challenging in the next 3 years?

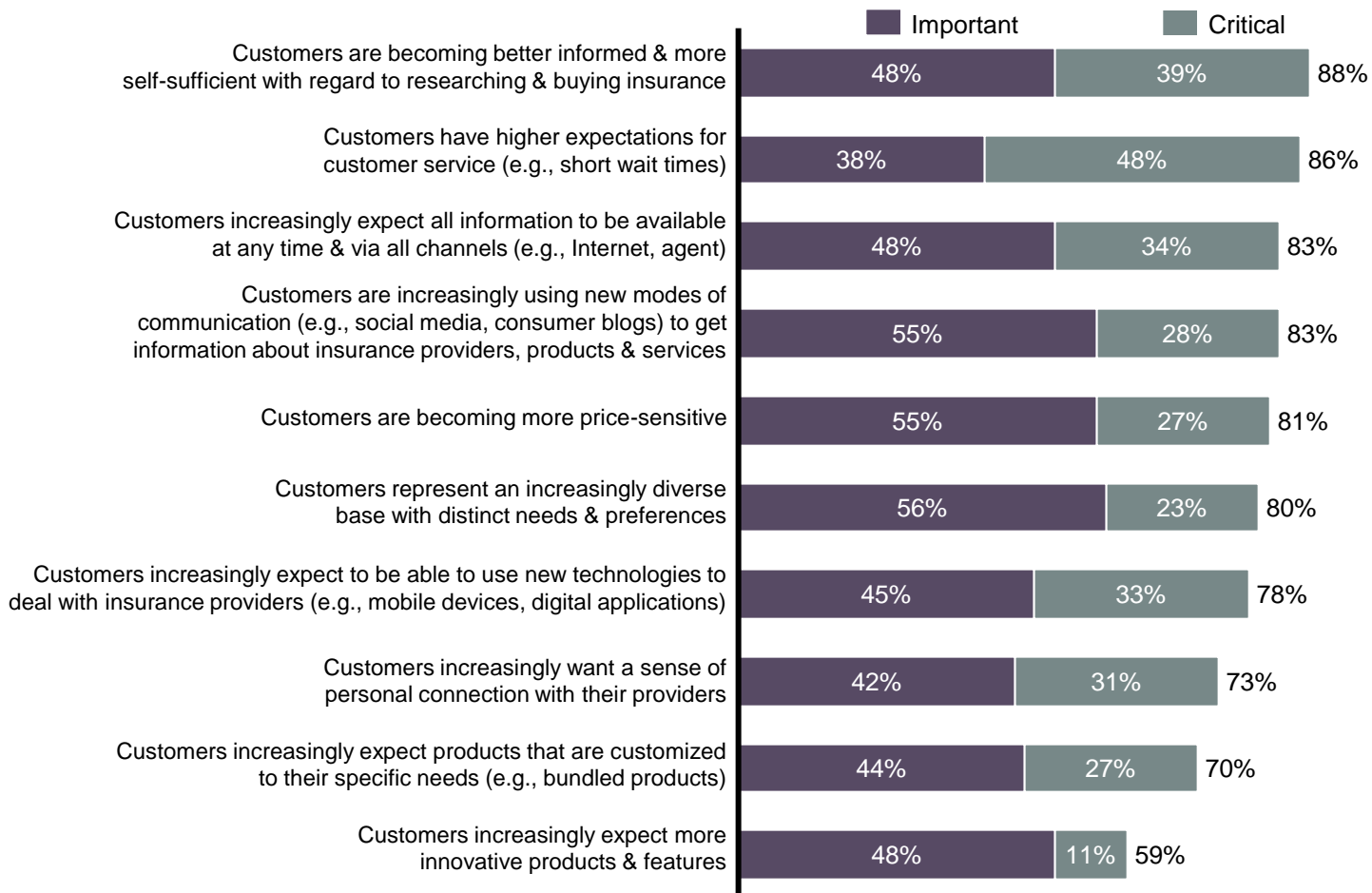


Base = EALA

Consumers in EALA have become more demanding, self-sufficient and expecting information to be available at anytime via all channels



Q: What are the key challenges that your company will face in attracting & retaining customers in the next 3 years?



Base = EALA

Key Finding 2: The ability to deliver a differentiated & exceptional customer experience will be critical to attracting & retaining more demanding consumers

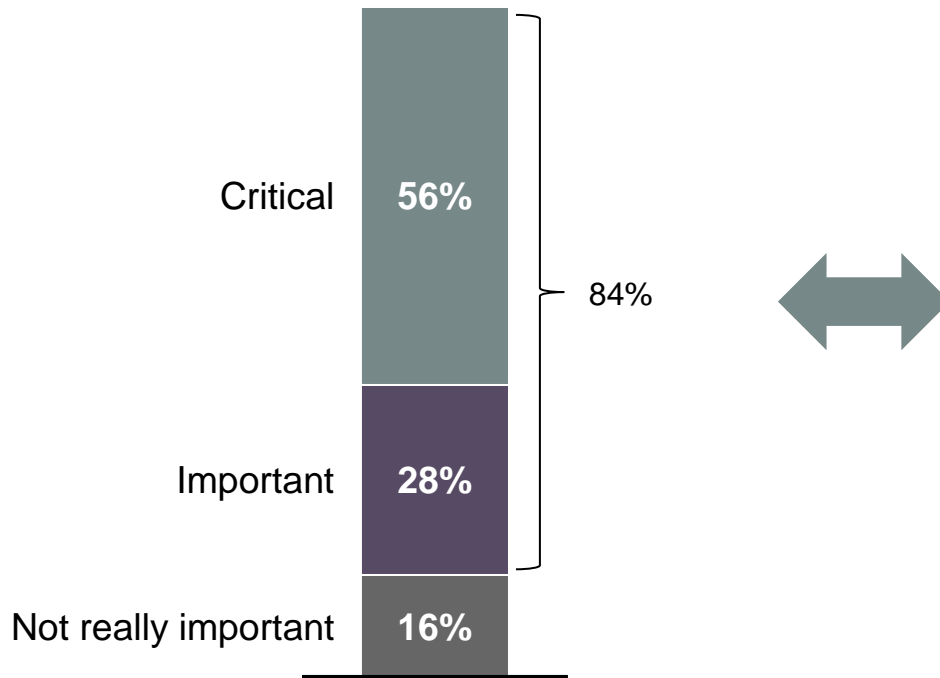


- Despite its importance to them, most insurers in EALA have only been partially successful at providing an exceptional customer experience
- Across a spectrum of services, few carriers in EALA have achieved meaningful differentiation
- Superior marketing & distribution capabilities are enabling a few insurers in EALA to out-perform their competitors
- However, many are lagging the top performers in a number of key areas

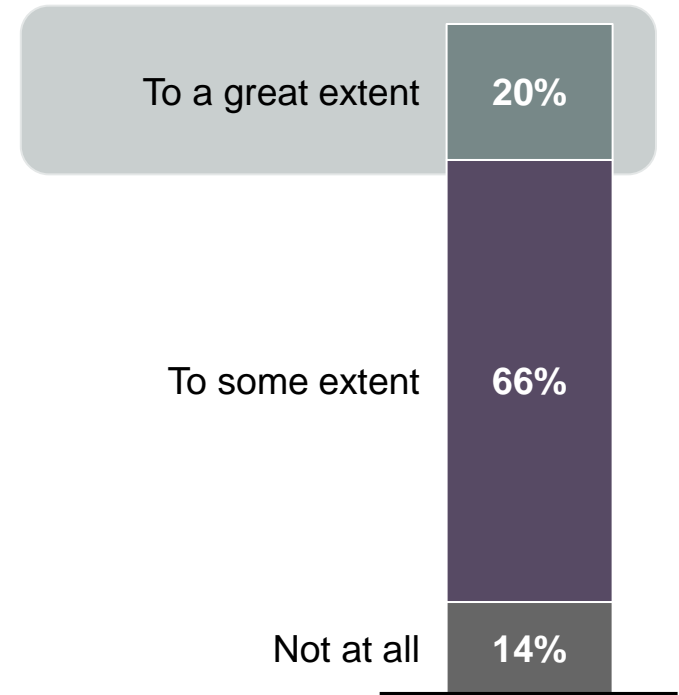
Most insurers in EALA are only partially successful at meeting their critical goal of providing a differentiated & exceptional customer experience



Q: For insurers seeking organic growth, how important is it to give customers a differentiated & exceptional experience?



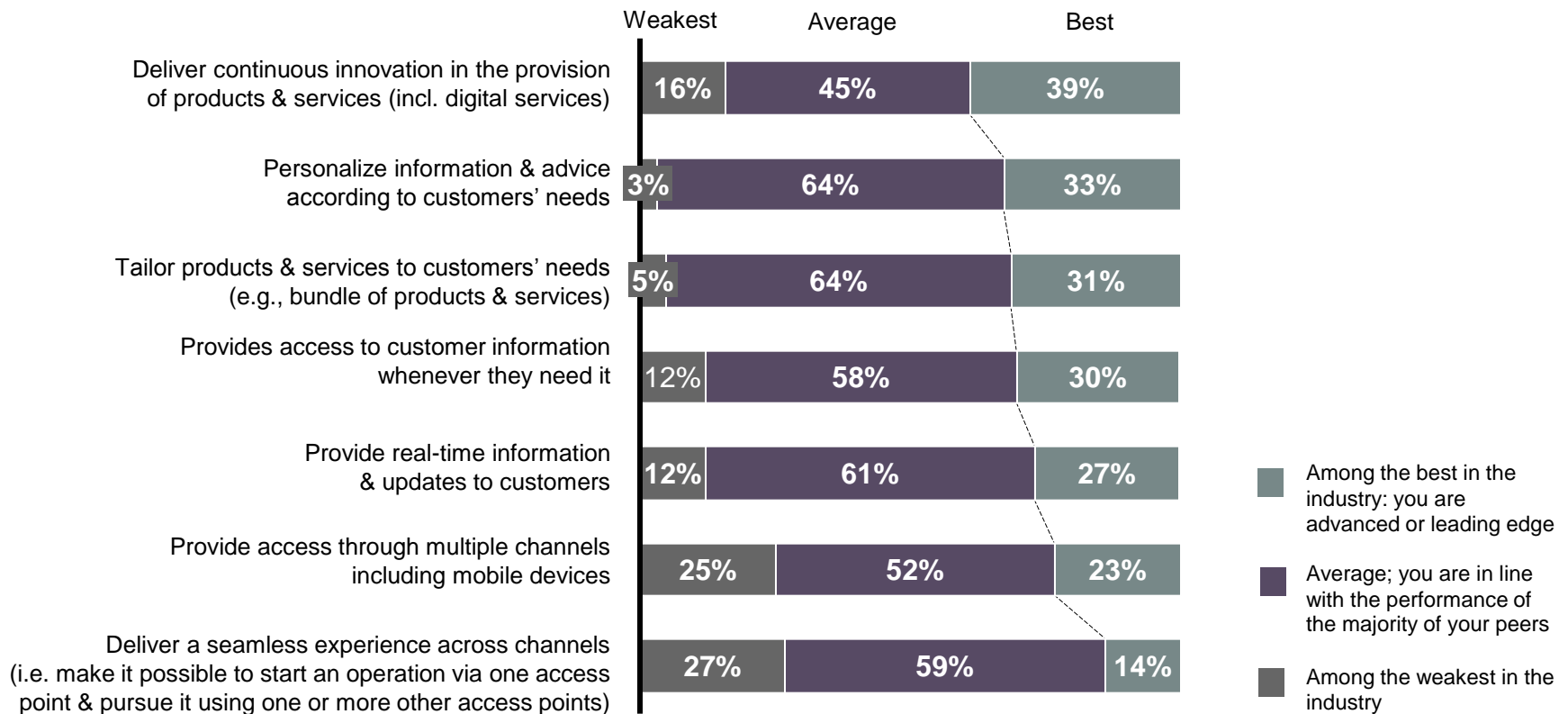
Q: To what extent does your company currently deliver a differentiated & exceptional customer experience?



Across a spectrum of services, few carriers in EALA have achieved meaningful differentiation

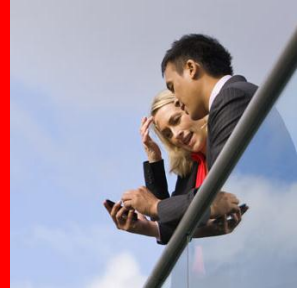


Q: How does your company perform compared to your competitors?



Base = EALA

Superior marketing & distribution capabilities are enabling a few insurers in EALA to out-perform their competitors



Q: Do your current marketing & distribution capabilities give you a competitive advantage?

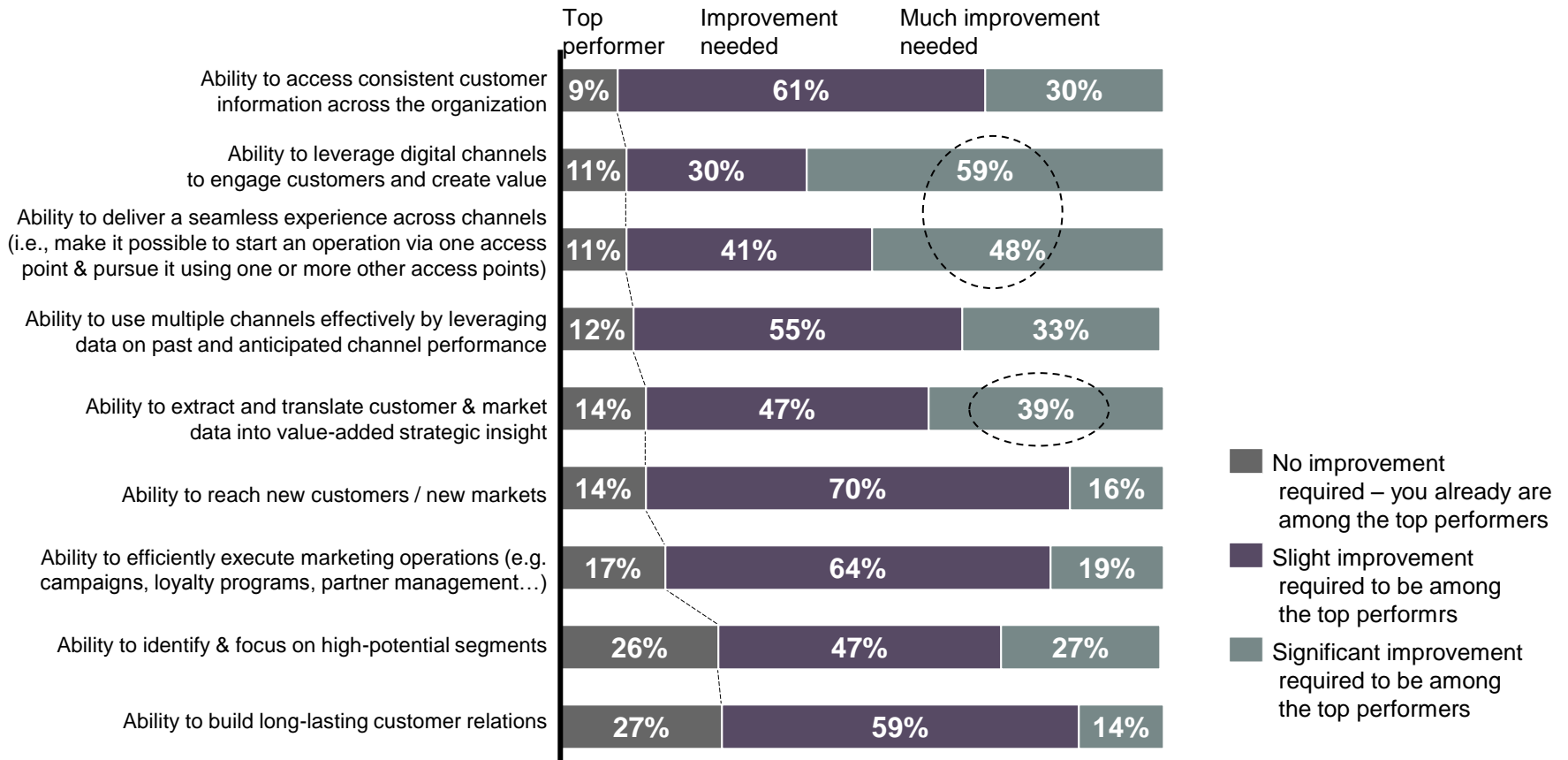


Base = EALA

Many insurers in EALA are lagging the top performers in a number of key marketing & distribution areas



Q: How would you rate your company's performance in each of these marketing & distribution capability areas area?



Key Finding 3: A strong analytics capability is a prerequisite for the delivery of a differentiated & exceptional customer experience

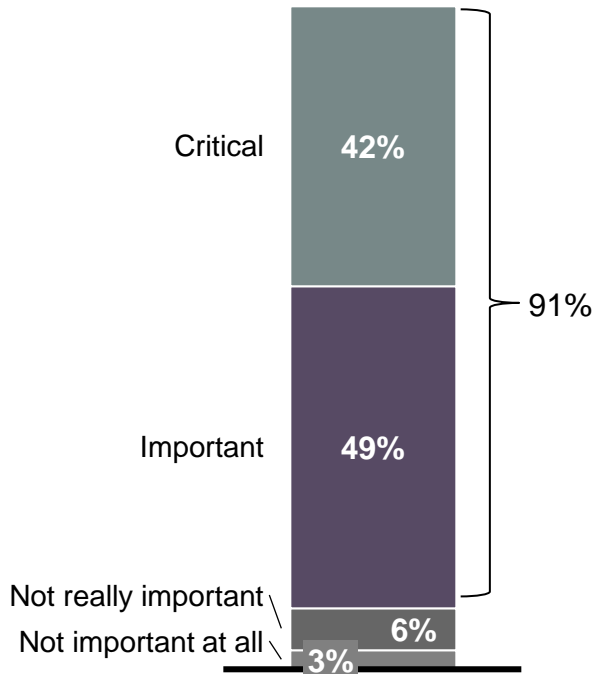


- The vast majority of insurers in EALA are convinced it is important or critical to invest in improving their analytics capabilities
- While most carriers in EALA have already made substantial investments, they believe they need to expand this – and one in four are planning significant increases
- In addition to gaining access to relevant, current data, the most important challenges facing insurers in EALA are in the areas of analytics skills, technology and standardized practices

The average insurer in EALA has invested \$12.3m in analytics, and plans to increase this amount



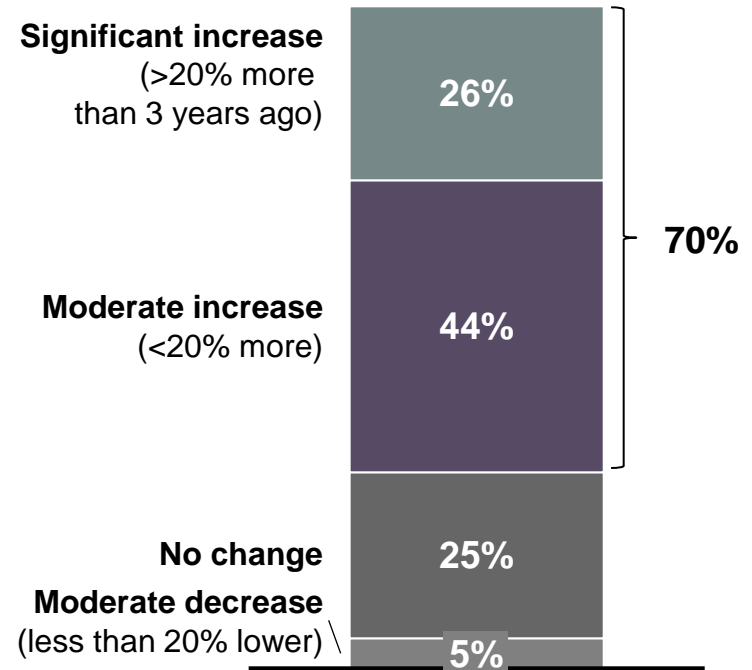
Q: How important is it for your company to invest in analytics in order to be a top performer in your industry in the next 3 years?



Q: How much has your company invested in analytics at the global level (including internal resources) in the last 3 years?



Q: How will your company change its investment in the next 3 years to improve its analytics capabilities?

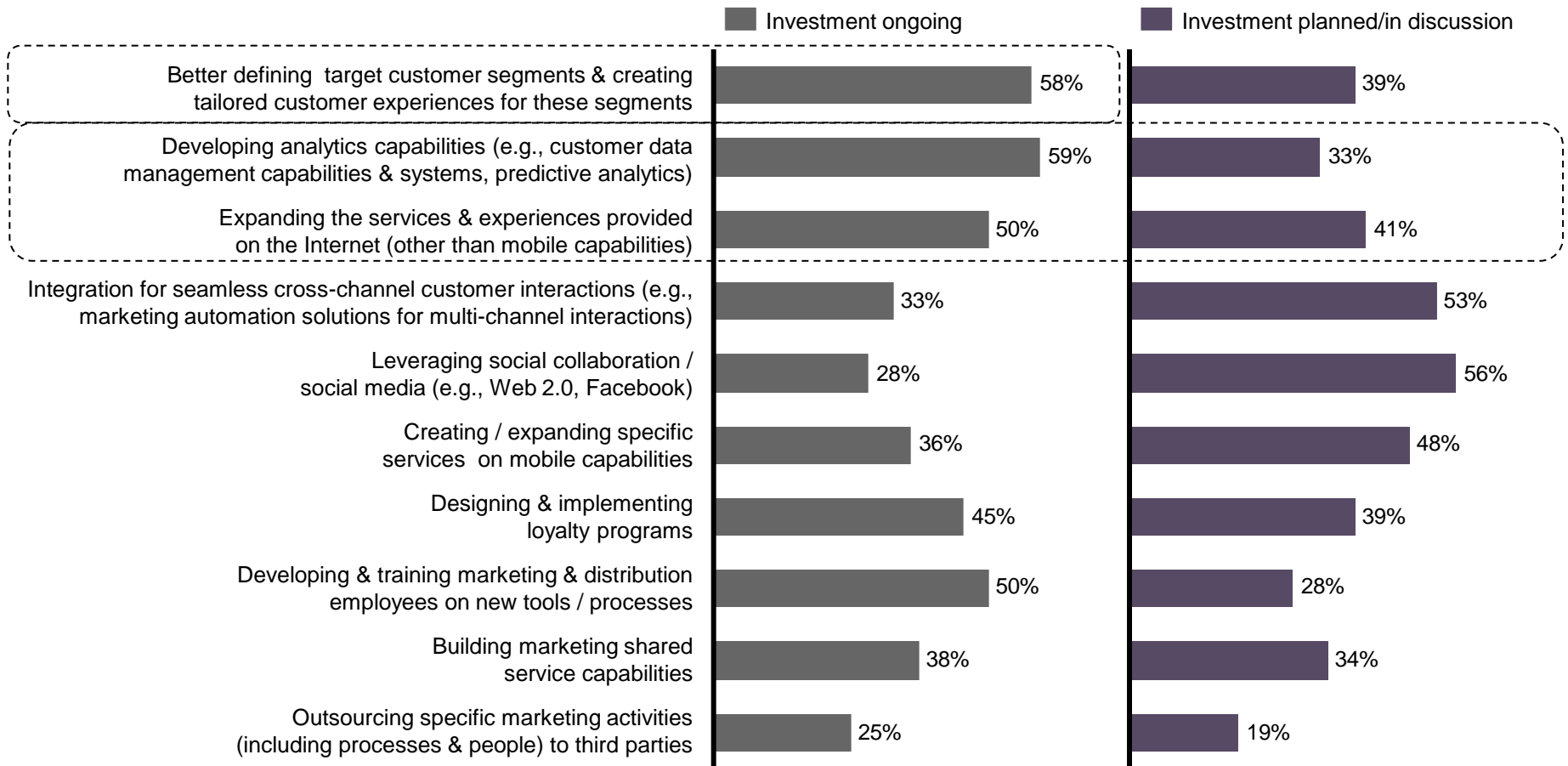


Base = EALA

Insurers in EALA are investing in analytics to enable them to deliver a tailored customer experience



Q: What investment are you making, or considering making, in the next 3 years to create a differentiated & exceptional experience for your customers?

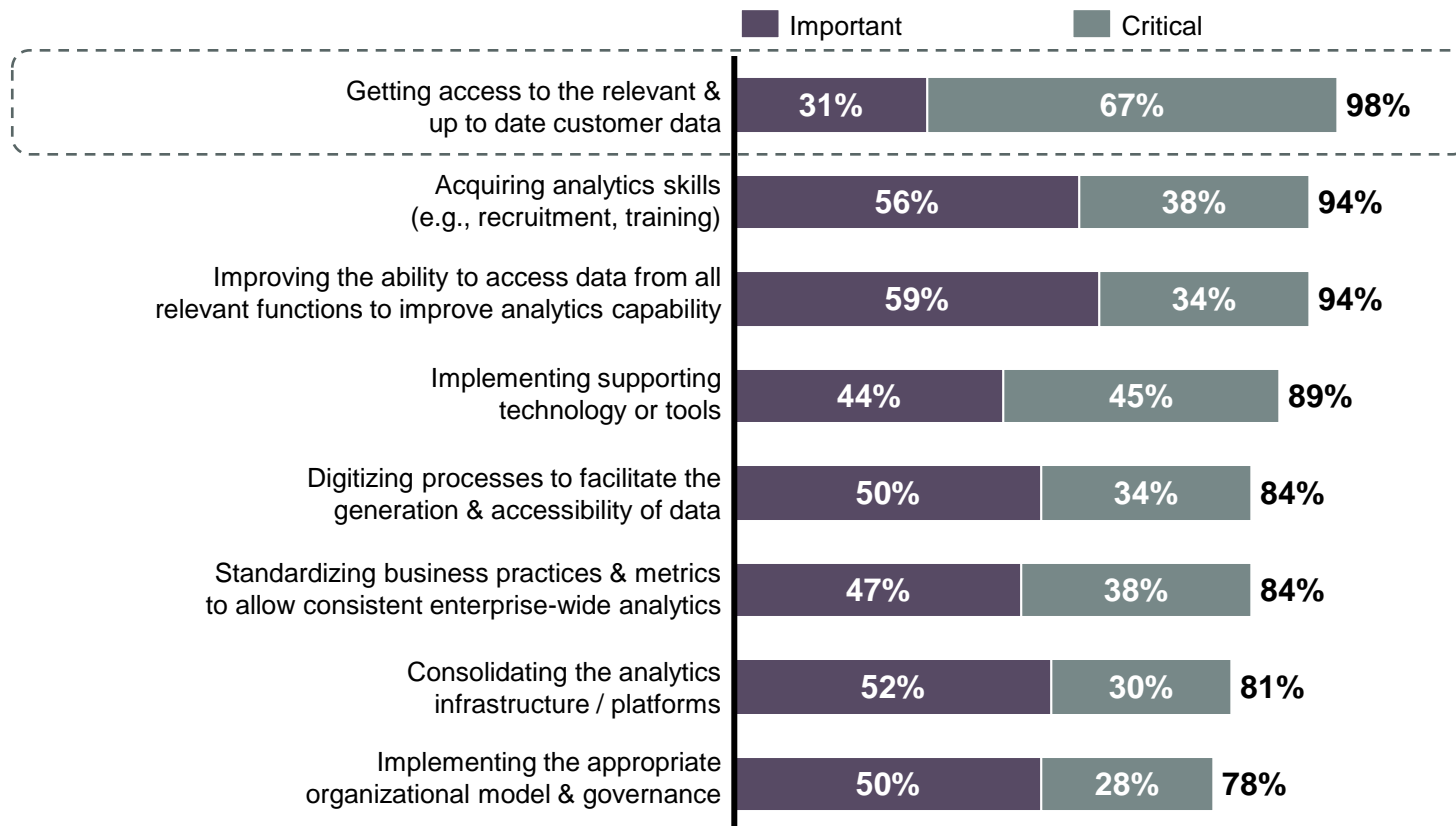


Base = EALA

Getting access to customer data is a key challenge for insurers in EALA



Q: How important will these challenges be for your company as it develops & implements a superior analytics capability in the next 3 years?



Base = EALA

Key Finding 4: Superior mobile capabilities will be critical to outperform the market

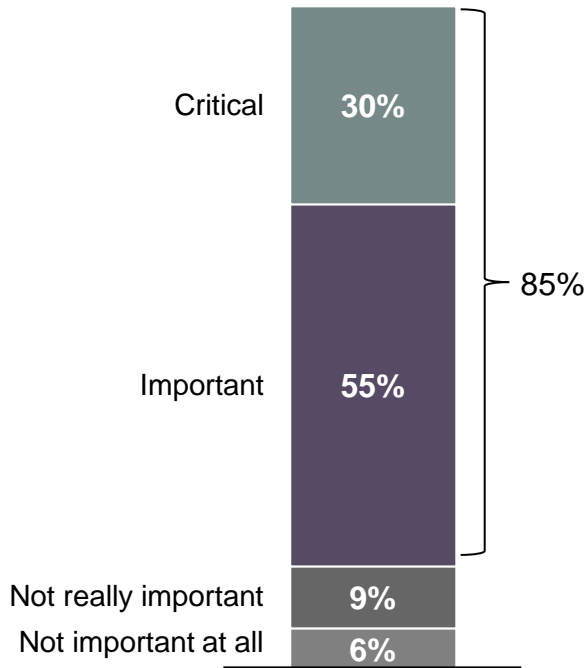


- The overwhelming majority of insurers in EALA regard it as important or critical to improve the provision of services via mobile devices
- Most plan to invest, over the next three years, in significantly enhancing their mobile capability
- To develop a sophisticated mobile capability, insurers in EALA will need to improve their skills, systems and processes – and the integration of their channels

The average insurer in EALA has invested \$6.7m in mobile capabilities, with many planning to increase this amount significantly



Q: How important is it for your company to invest in mobile capabilities along the value chain in order to be a top performer in your industry in the next 3 years?



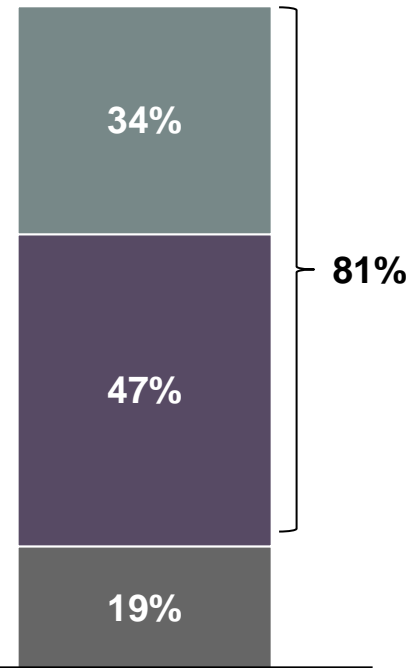
Q: How much has your company invested in mobile capabilities at the global level (including internal resources) in the last 3 years?

**Average
\$6.7m**



Q: How will your company change its investment in the next 3 years to improve its mobile capabilities?

**Significant increase
(>20% more
than 3 years ago)**

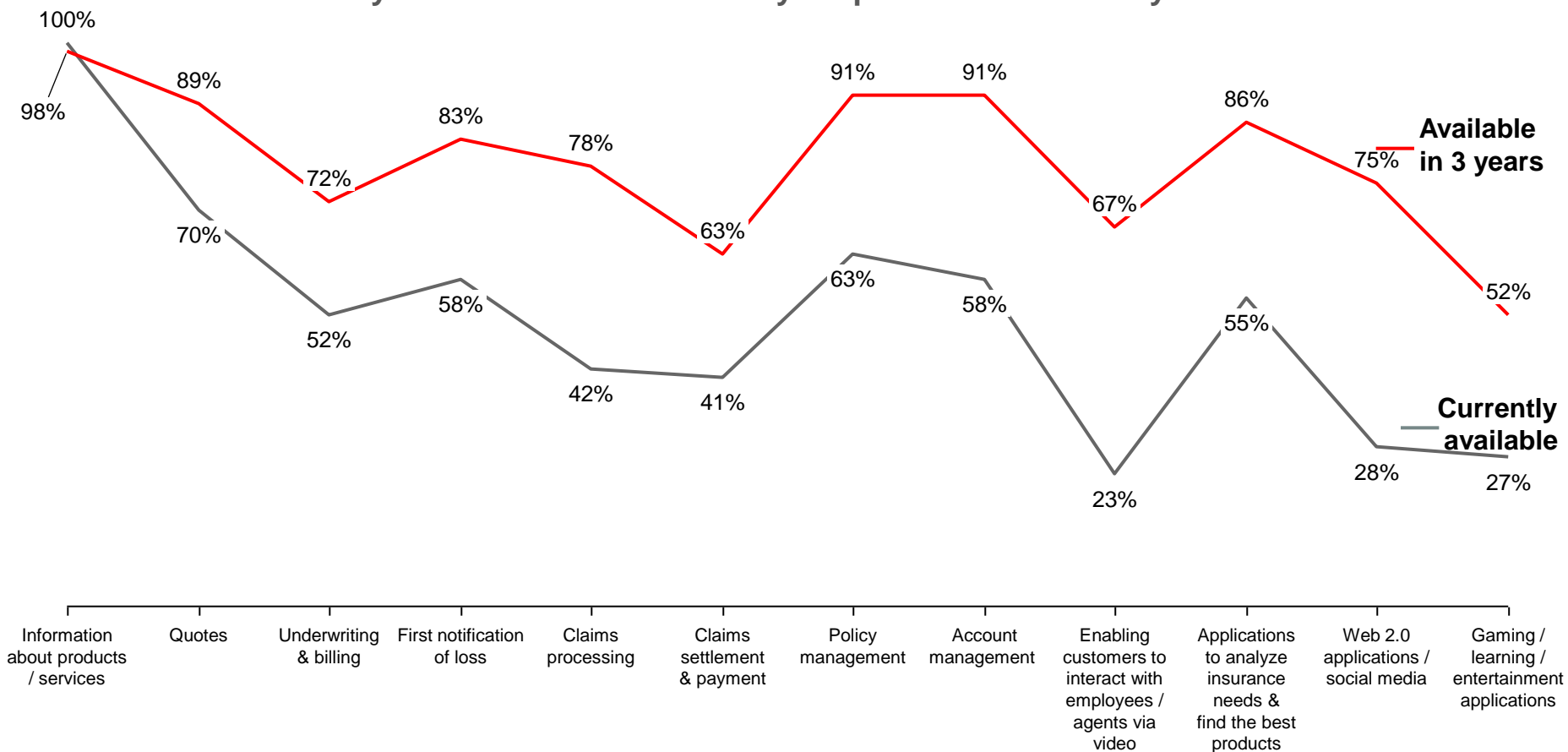


Base = EALA

Although insurers in EALA already provide a wide range of services on the Internet, they will continue to expand their online offering



Q: What online services, accessible via PC or laptop, do you currently provide for your customers? What are your plans for the next 3 years?

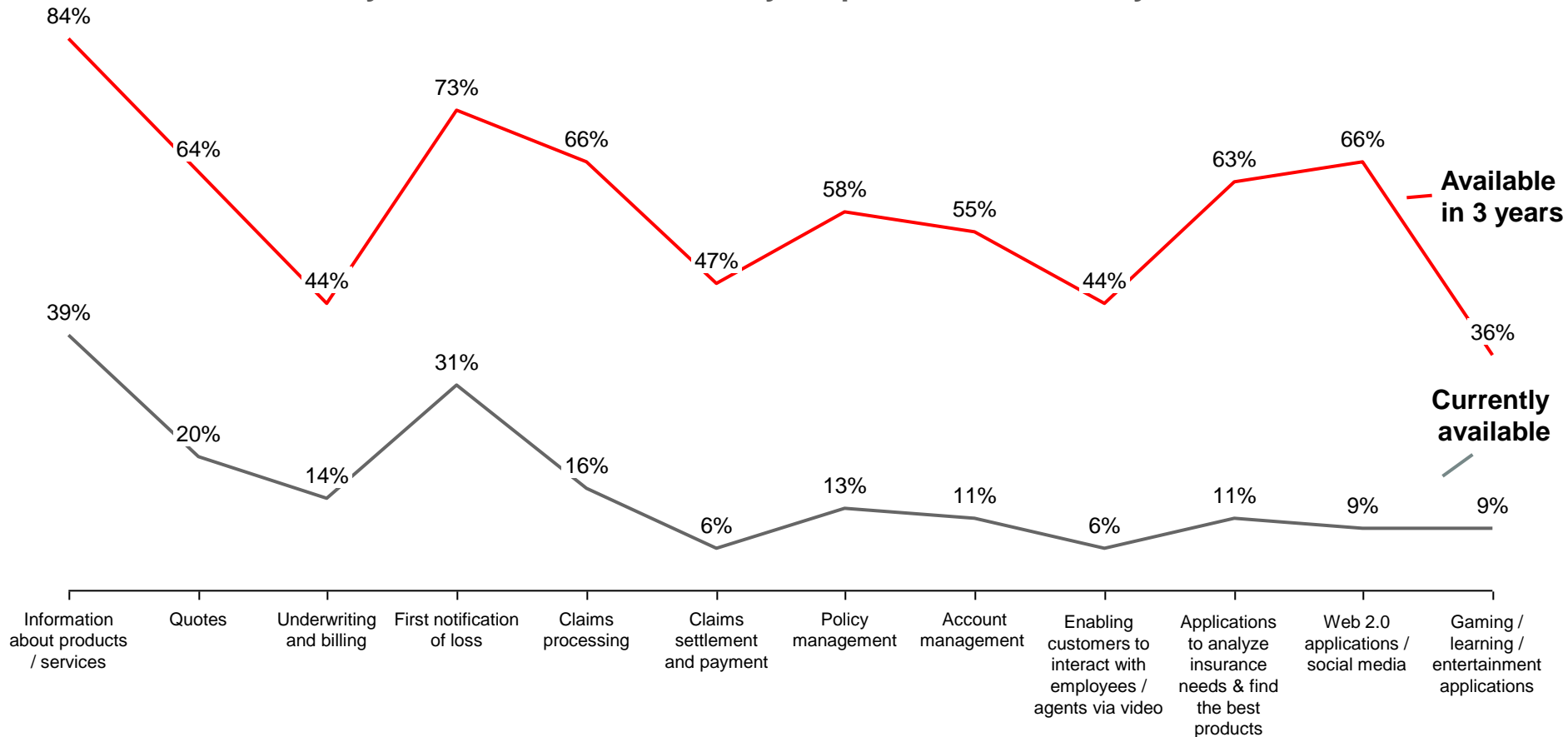


Base = EALA

The development of mobile services in EALA will be a key area of investment in the next 3 years



Q: What online services, accessible via mobile devices, do you currently provide for your customers? What are your plans for the next 3 years?

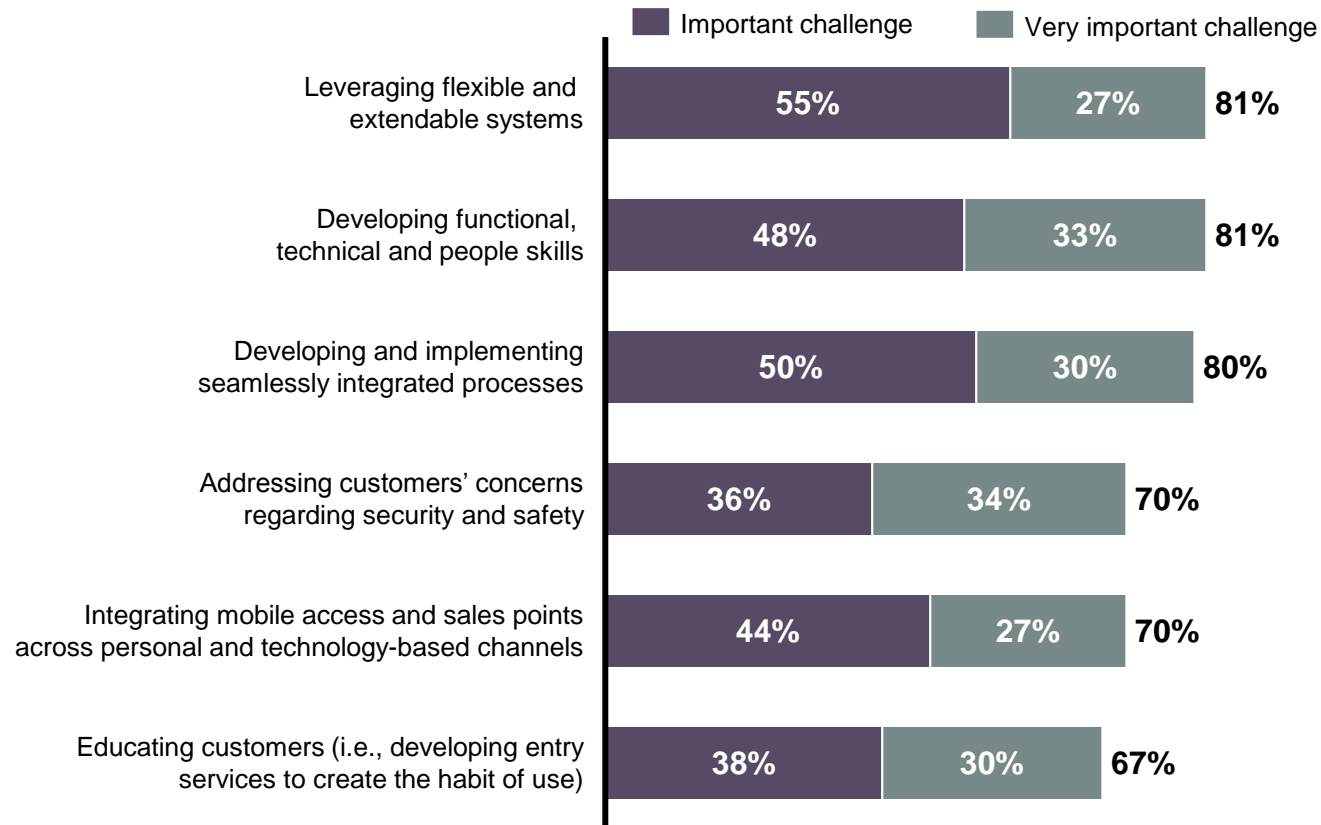


Base = EALA

To develop a sophisticated mobile capability, insurers in EALA will need to improve their skills, systems and processes



Q: What are the key challenges facing your company as it strives to develop superior mobile capabilities in the next 3 years?



Base = EALA