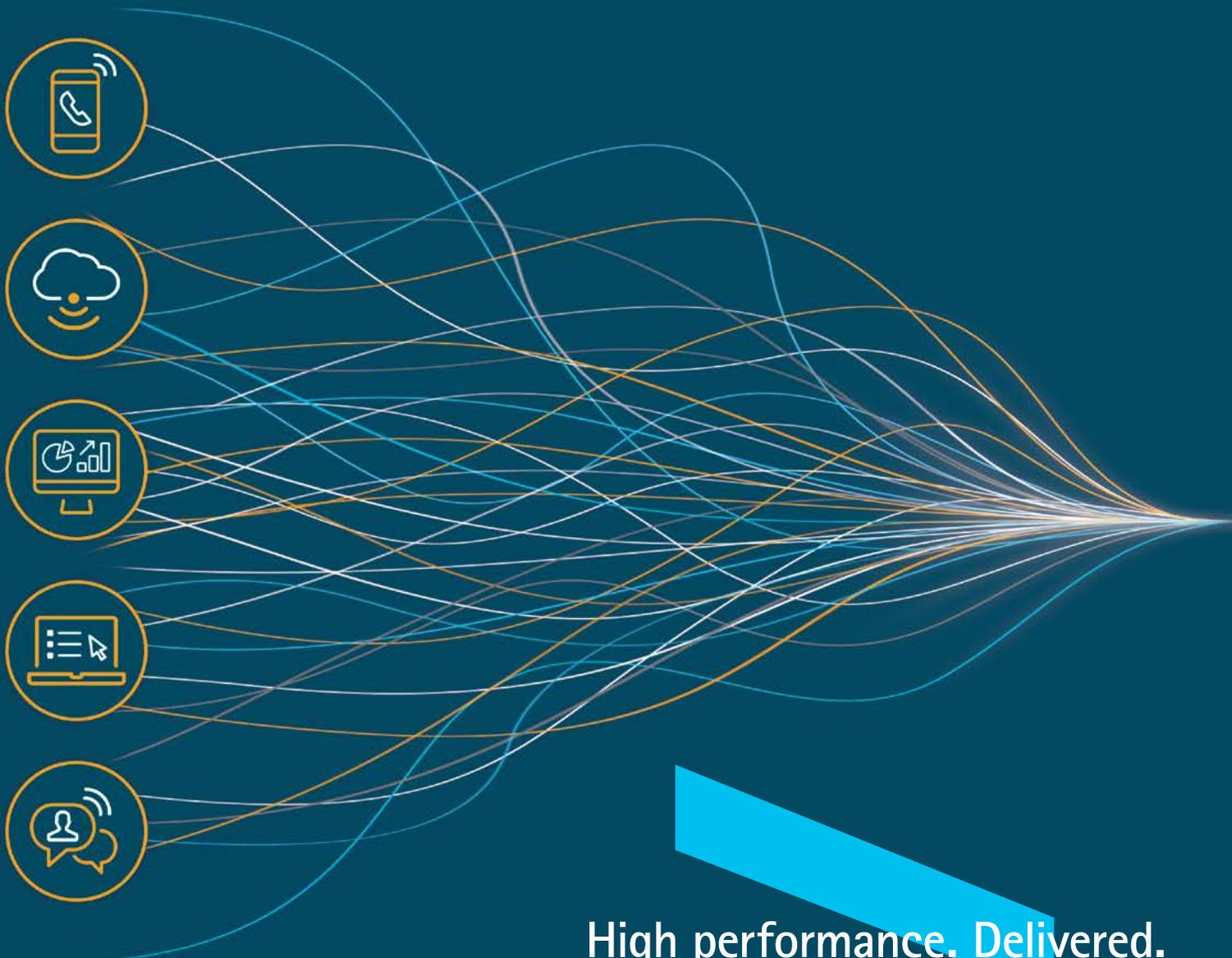


The Digital Insurer

Accenture Digital Innovation Survey 2014

# Seizing the opportunities of digital transformation



High performance. Delivered.

# Contents

Introduction	4
Improving discrete business processes – or a great deal more	
About the research	5
141 C-suite insurance executives share their companies' digital strategies	
Key findings	6
Insurers quantify the value they expect from digital transformation	
The big divide	12
Digital Transformers are moving to the front of the pack	
Recommendations	14
Balancing digital transformation to meet diverse goals	
Guiding principles	16
Four things to bear in mind when implementing your digital strategy	
How Accenture can help	18
Key offerings to help insurers build a resilient and agile digital business model	



# Introduction

## The pursuit of efficiency – or a great deal more

Digital – the use of information, business resources and technology in a tightly connected manner to produce innovative outcomes – is certainly not new. What has changed in recent years is its potential to transform businesses and even industries. In the past, its primary benefit was its ability to deliver incremental efficiency gains – to do familiar things better. Today, it's impossible to open a business publication without reading about traditional firms or industries that are being shaken to their foundations by digital innovators.

Accenture makes a clear distinction between these two effects.

*Digitization* is the application of new data and technologies to existing business processes to reduce costs or improve effectiveness – for example, by introducing online sales channels.

*Digitalization*, on the other hand, takes an outside-in, or customer-centric view of the organization, and uses innovative strategies, products, processes and experiences to create new revenue. While it does enhance efficiency, it is essentially concerned with seeking new opportunities for generating customer value, often outside the confines of the traditional business model, customer experience and industry norms. It very often differentiates the brand from those of its competitors, and may also cause profound disruption to the existing ways of doing things.

In order to gain a better understanding of the current and potential role of digital in the insurance industry, Accenture surveyed 141 C-level executives who have been charged with driving their companies'

digital agendas. One of the key findings is that the distinction between digitization and digitalization is reflected in a clear divide between those carriers that regard digital as a tool for incrementally improving their existing business activities, and those whose aims are more ambitious.

The Digital Transformers, as we've dubbed the latter group, are striving for growth through customer-centricity and the development of new business models. They have a clear view of how to use digital technologies to create value.

The Digital Followers also believe that digital is likely to have a far-reaching effect on the insurance industry, but they are impeded from taking advantage by a multitude of constraints. Some view digital as an approach that can complement their business strategy, rather than as the integral driver of that strategy. Some are captive to a legacy mindset that makes it difficult to see the world from the customer's perspective, and develop solutions that range beyond traditional insurance. Others have simply not been able to progress further than the exploratory stage.

We believe that just as manufacturers in the Victorian era had no choice but to convert from steam to electricity, and to transform what they did (not only how they did it) to remain competitive, so insurers will need to embark on fundamental digital transformation. We also believe that the gap between the Digital Transformers and their peers is likely to widen as the front-runners' investments bear fruit.

The Digital Innovation Survey provides a valuable perspective of where insurers are in this process of change, and what their priorities are.

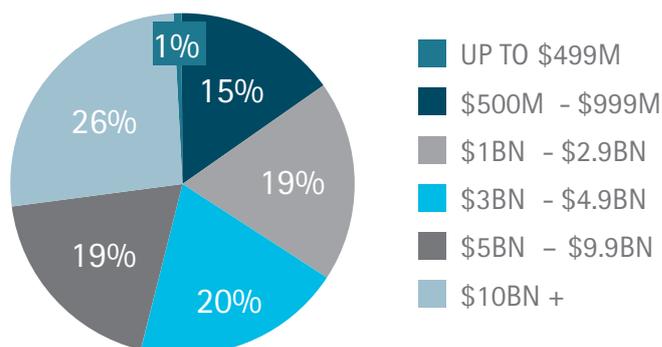
# About the research

Accenture Research surveyed 141 insurers in Europe, the Americas, South Africa and Japan between July and September 2014. In most cases, interviewees were C-level executives responsible for driving their companies' digital strategy: job titles included head of sales, CMO, chief digital officer and CIO.

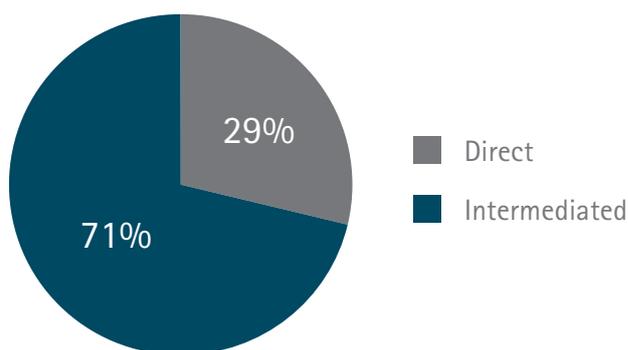
Figure 1: About the research

Europe		
	Count	%
Austria	10	7%
Belgium	1	1%
Denmark	5	4%
Finland	2	1%
France	16	11%
Germany	11	8%
Ireland	9	6%
Italy	15	11%
Norway	4	3%
Spain	9	6%
Sweden	2	1%
Switzerland	5	4%
The Netherlands	2	1%
UK	15	11%
Poland	1	1%
<b>Total</b>	<b>107</b>	<b>76%</b>
Other countries		
US	15	11%
Canada	8	6%
Brazil	4	3%
Peru	1	1%
South Africa	2	1%
Japan	4	3%
<b>Total</b>	<b>34</b>	<b>24%</b>

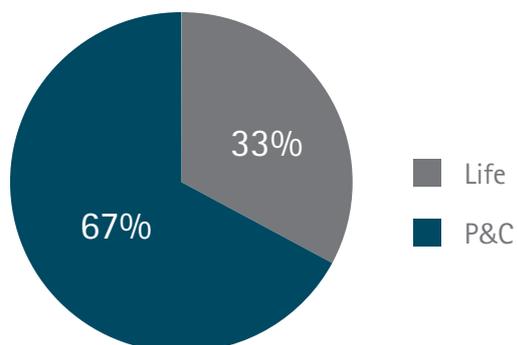
## Premium income



## Distribution model



## Business line



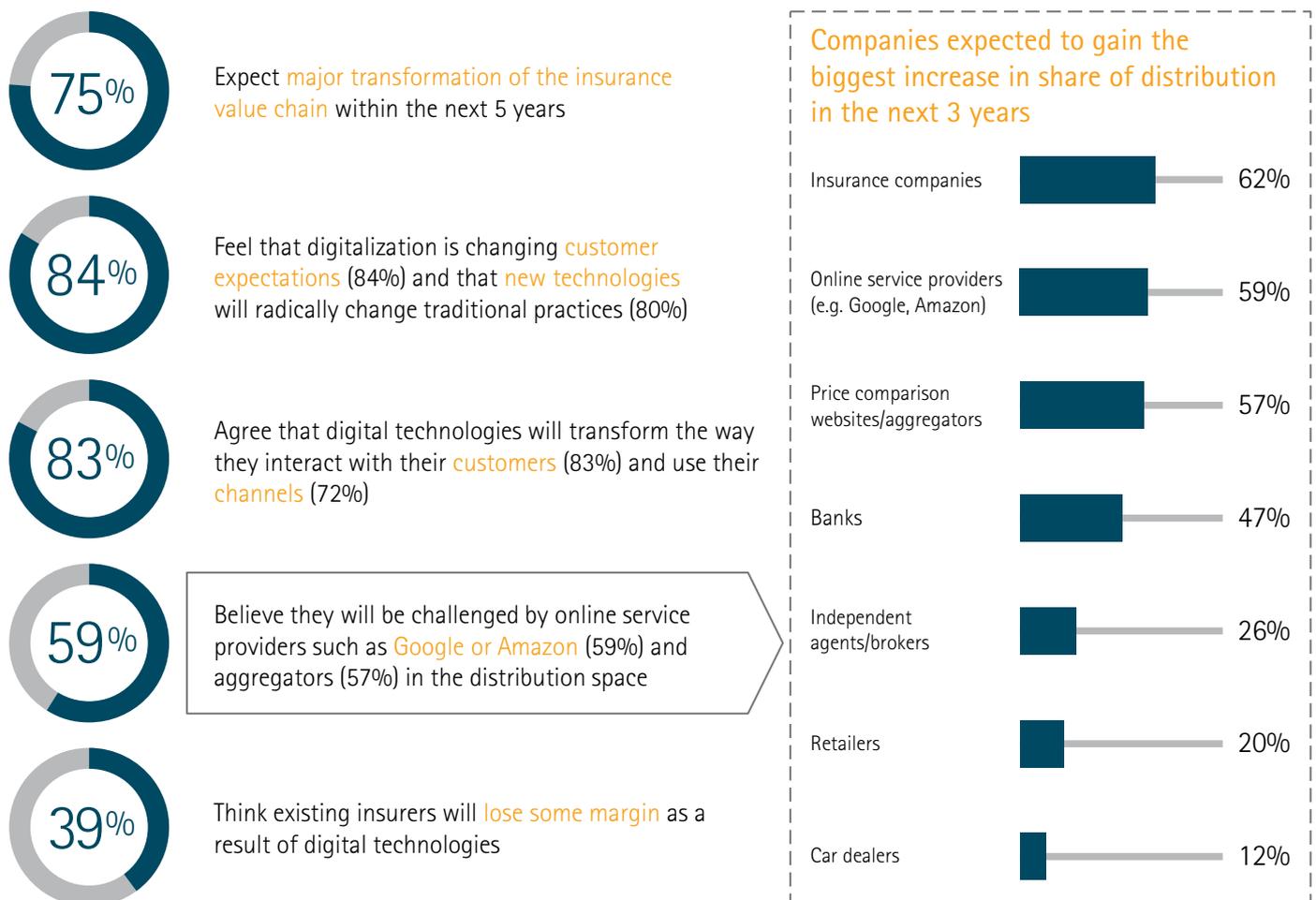
# Key findings

## Significant benefits in the pipeline

Six important conclusions may be drawn from the wealth of data collected in the Accenture Digital Innovation Survey. Taken as a whole, they clearly show that digital transformation is under way and that insurers are expecting to realize significant benefits from it.

The data also shows that while the pace is being set by the Digital Transformers – defined as those whose digital strategies, investments and activities are truly innovative and game-changing – most insurers are focused on digitally enabling their traditional channels and processes, or are still exploring new digitally-enabled capabilities, products or customer segments.

Figure 2: Digital transformation features high on the agenda for the next 5 years



## 1. Insurers expect digital transformation to be a top priority for the next five years.

The research reveals that the overwhelming majority of insurers believe digital technologies are changing the fundamentals of the industry (Figure 2). This implies that digital transformation occupies an important place on most carriers' agendas. From customer behavior to new channels and technologies, all the way through to the value chain itself, few if any elements of the business are expected to be unaffected.

## 2. Digital initiatives are expected to generate additional growth

Many insurers believe there is a strong link between digital initiatives and growth. P&C insurers are expecting revenue income to grow by up to 5 percent as a result of these initiatives, while life insurers anticipate a boost of 7 percent.

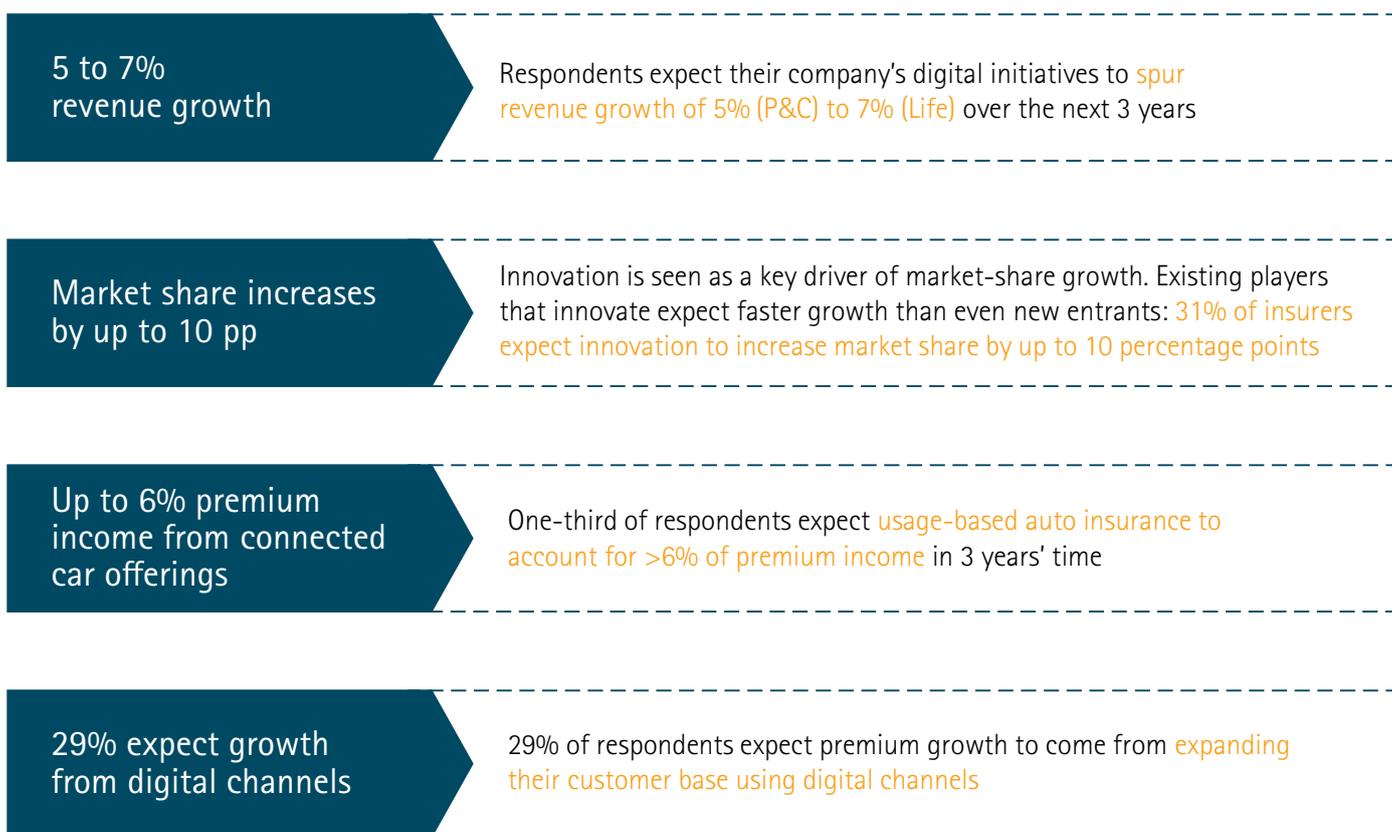
A number of growth levers come into play when digital transformation is undertaken:

- Innovation generally is seen as a key driver of growth. Interestingly, respondents believe that existing insurers stand to gain more from innovation than new entrants. In other words, incumbents have a built-in advantage over those entering the market – but they need to use that advantage effectively. One in three respondents expect innovation to increase the innovator's market share by as much as 10 percentage points.
- A linked finding is that 29 percent of respondents expect the main driver of premium growth to be the expansion of their customer bases through the use of digital channels.
- The relationship between innovation and growth is further demonstrated by the finding that one-third of respondents expect usage-based insurance to account for more than 6 percent of total auto insurance premiums by 2017.

This is a more conservative forecast than that of the National Association of Insurance Commissioners, which states that many experts are predicting that up to 20 percent of all vehicle insurance in the U.S. will incorporate some form of usage-based insurance within five years.

- 5-7% growth in premium income
- One-third of respondents expect usage-based auto insurance to account for >6% of premium income by 2017
- 29% expect the main driver of premium growth to be the expansion of their customer bases through the use of digital channels.

Figure 3: Digital is associated with growth



### 3. Radical extension of the insurance value chain is key to success

Insurers seem to understand that to weather disruption, they need to take the initiative by expanding traditional value chains, or even creating new ones, by forging new partnerships, investing in innovative companies or broadening their product offerings to include non-insurance products.

Perhaps unsurprisingly, they have made most progress in distribution – 72 percent are planning to form new distribution partnerships in the near future, or have already done so. Their targets for future partnerships are primarily banks (69 percent), Internet players such as Google, Apple and Facebook (44 percent) and aggregators (also 44 percent).

But many insurers are taking a more far-reaching approach. Sixty-one percent are planning to offer non-insurance products and services, or have already started doing so. This expansion and mutation of the risk landscape, one might argue, correlates with the finding in Accenture's

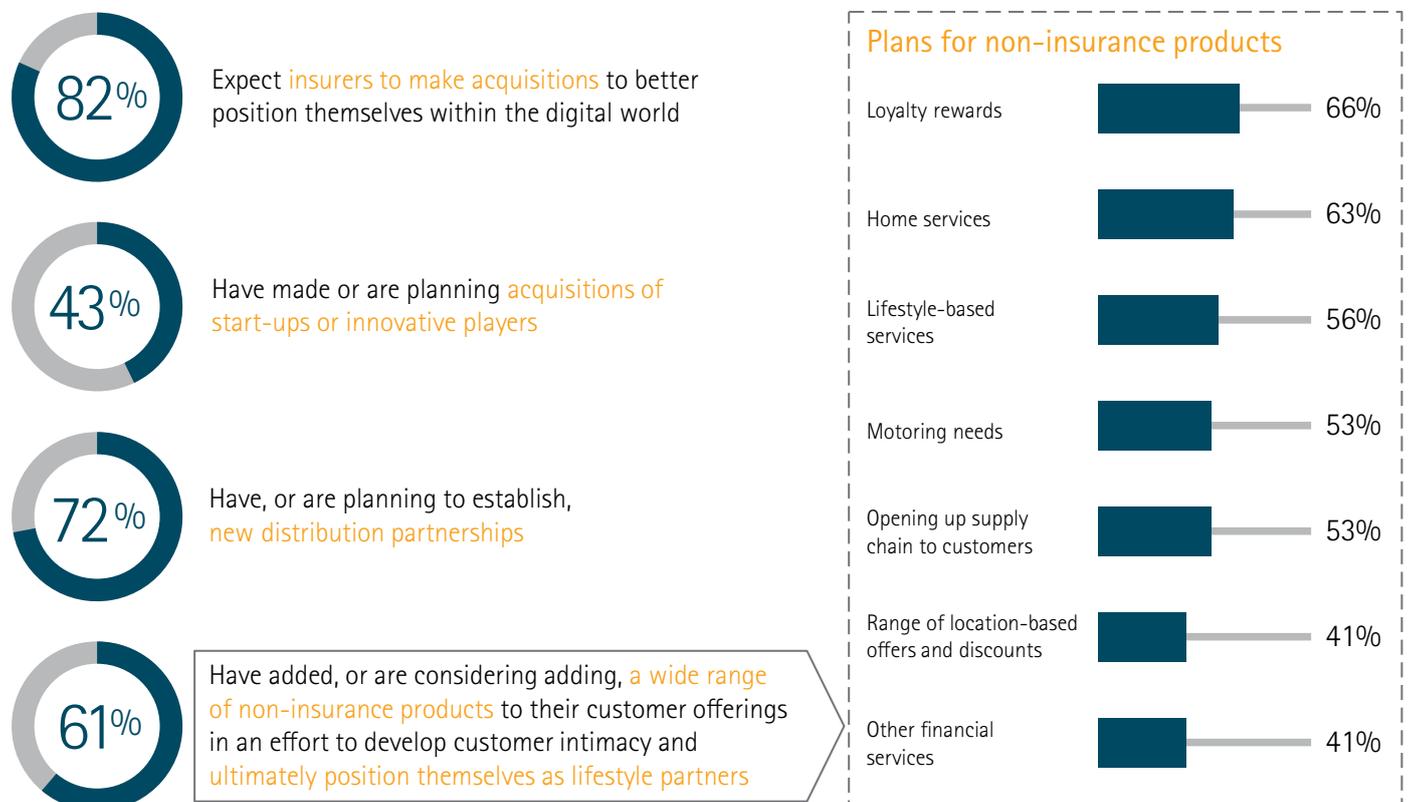
Consumer-Driven Innovation Survey that customers want insurers to adopt a broader role by, among other things, helping them to manage risk as well as insuring it. According to the Digital Innovation Survey, insurers are looking at a range of non-insurance products and services in order to expand their role (Figure 4).

Forty-three percent of respondents are planning or have completed the acquisition of start-ups or innovative competitors to help them extend their value chains and better position themselves in the digital world. The majority of carriers (82 percent) expect their industry peers to make acquisitions over the next three years, primarily of new digital insurance start-ups (59 percent) and companies specializing in telematics (47 percent). Other expected acquisition targets include aggregators (43 percent) and analytics companies (38 percent).

As insurers enhance their understanding of the importance of customer intimacy in today's business environment, we expect to see a growing number of initiatives to provide a greater range of value-added services.

- 72% of insurers are forming new distribution partnerships
- 61% of insurers are planning to offer non-insurance products and services
- 43% of insurers plan to acquire innovators/ start-ups to build new digital capabilities, or have already done so

Figure 4: Radical expansion of the insurance value chain is key to success



#### 4. The majority of insurers are Digital Followers, concentrating on incremental rather than transformative change

The survey clearly indicates that while insurers see digital technologies as the catalyst for transforming the insurance value chain over the long term, the reality is that many are still at the early stages of the journey.

More than half of all respondents still do not have a digital strategy that covers the full value chain, although the percentage of those that do (47 percent) has risen from the 40 percent mark recorded in 2013. Most insurers seem to have adopted a hybrid strategy in which digital initiatives are running in parallel with traditional business models (55 percent), with digital technologies being used to enable traditional channels (64 percent) rather than to develop potentially disruptive innovations.

Also striking, in the results, is the revelation that a minority of insurers regard customer-centricity as integral to the way they do business: only 25 percent have a single view

of the customer, and are working to improve the customer experience across all contact points. Even though a further 35 percent are working to achieve these goals, the combined total still represents less than two-thirds of our sample. Further progress will need to be made in this area given the clear link between digitalization and customer-centricity—and this will entail a much more far-reaching process of transformation.

The gap between what insurers know should be done and what they are doing could be due to the difficulty in making a sufficiently compelling business case. It may also be due to the difficulty of overcoming the challenge of legacy systems, which respondents identify as the No. 1 obstacle to executing a digital strategy.

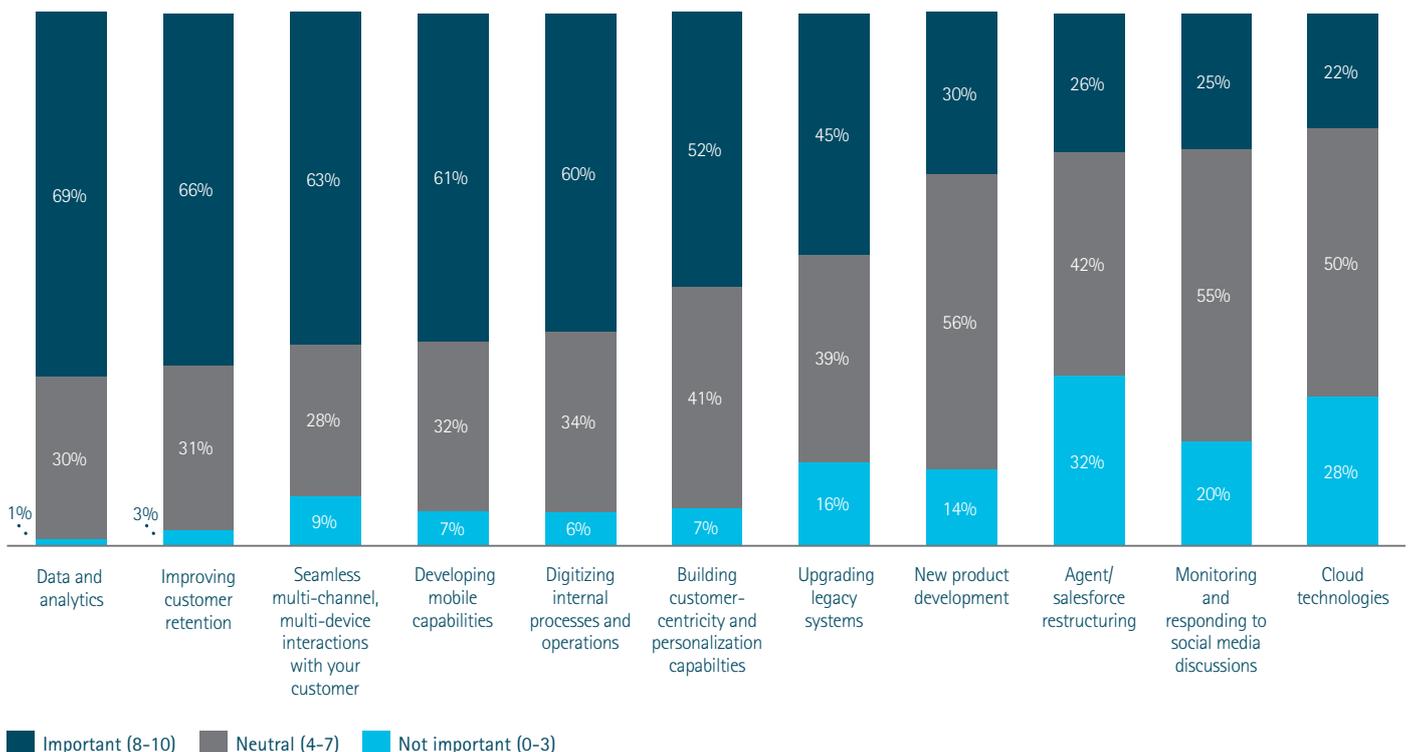
Another factor may be insurers' mixed views about the digital revolution. Only half (51 percent) feel that digital technologies are creating more opportunities than challenges—in other words, for many, change may be necessary but not necessarily welcomed! For such companies, a tendency towards incremental change is all too understandable.

As a result, 59 percent of respondents describe their digital investments and activities as "exploratory." However, they do have clear priorities when it comes to their digital strategies. As one might expect, these priorities are closely linked to the opportunities for value creation (Figure 5).

- 47% of insurers have a digital strategy that covers the entire value chain
- 59% describe their digital investments and activities as "exploratory"
- Only 25% of insurers have a single view of the customer and see customer-centricity as a pillar of their business
- 64% focus their digital strategy on enabling traditional channels

Figure 5: Digital strategies to achieve differentiation

Returning to your company's digital strategy overall, how important are the following as part of your company's digital strategy?



## 5. Carriers expect successful distributors to ride the digital wave

Given that two-thirds (64 percent) of respondents say their digital strategy is currently focused on digitally enabling traditional channels, and given the ongoing importance of the agent channel in most geographies, it makes sense that agents and brokers are expected to be major beneficiaries of new digital initiatives.

The research shows that 93 percent of insurers believe these intermediaries should improve their abilities to find and convert new leads, and 90 percent expect a better rate of cross- and up-selling.

A particularly significant finding is that carriers expect successful agents, brokers and advisors, as important members of the existing insurance value chain, to leverage digital technologies in a variety of ways to respond to disruption of that value chain. The top actions noted in the research are making better use of customer data (41 percent), and leveraging the contact-center and self-service capabilities provided by the carrier (40 percent).

These findings confirm that traditional distribution channels are viewed by insurers as one of their key strengths; many insurers see them playing a vital role in their multi-channel and digital strategies. The finding that innovative insurers are expected to take more market share than new entrants (see Key Finding 2 above) provides a further indication of the continuing importance of agents as insurers transform their distribution channels in an increasingly digital world.

## 6. Insurers are expected to invest more than \$40 million in digital projects

The research indicates that insurers' commitment to digital transformation is reflected in their budgets. P&C carriers intend to invest \$47 million on average over the next three years, while the figure is slightly lower at \$40 million for their counterparts in the life and annuity sector.

Accenture's analysis, based on our survey results, suggests that carriers will be investing approximately 0.2 percent of premium income a year on their digital initiatives over the next three years.<sup>1</sup>

They have already made investments in the following areas: mobile communications and apps (68 percent), data mining and predictive modeling (59 percent) and monitoring of social media (54 percent). Open data and big data analytics is the next priority, but it falls below the halfway mark (48 percent).

Digital investments are typically focused on increasing sales and improving sales efficiencies through existing channels (64 percent), digitizing existing processes and operations (56 percent) and developing customer-centricity and personalization capabilities (39 percent). These findings are consistent with the trends noted in the other key findings above and are logical responses to the difficult current macroeconomic environment in the developed world. Greater customer-centricity, enabled by digital technologies, will be the strongest weapon to protect existing market share.

It's worth mentioning that more investment emphasis is currently being placed on personal lines. However, as connected insurance and the Industrial Internet of Things build momentum, Accenture expects opportunities in commercial lines to emerge rapidly.

- P&C insurers set to invest \$47 million and life \$40 million in digital initiatives through 2017
- 93% expect agents to improve abilities to find and convert new leads
- 90% expect agents to improve abilities to cross- and up-sell

<sup>1</sup> In Europe alone, this would equate to a total of \$12 billion.





# The big divide

## Digital Transformers are moving to the front

Approximately one out of four insurers are taking the lead in digital transformation, and this elite group is already aiming to achieve significant benefits.

These are the companies to watch because, if they are successful, competitors will find themselves scrambling to catch up.

These digital front-runners are defined by the transformative nature of their digital approach and their intention to develop game-changing innovations and capabilities. They tend to be large, so their planned digital investments for the next three years are naturally somewhat bigger than the average: \$56 million as compared to the \$43 million projected by other insurers. But what is striking is their higher expectations in terms of digital value creation (Figure 6):

- They are aiming for double the premium growth, and plan to use digital channels to expand their customer base as the key lever of that extra growth.
- They are also aiming for a much higher impact on their profitability.

However, even the expectations of these Digital Transformers are substantially below what Accenture believes insurers could achieve, based on its recent research published as [Double the profits: How high-performance insurers can create business value from digital transformation](#).

Figure 6: Digital Transformers understand how to use digital initiatives to create greater value

Digital Transformers will invest slightly more in digital initiatives over the next 3 years than other insurers:



# Portrait of a Digital Transformer

Based on the research, Digital Transformers have a clear set of characteristics. Carriers with an eye to the future should be looking to improve their own capabilities, and expand their activities, in line with these front-runners:

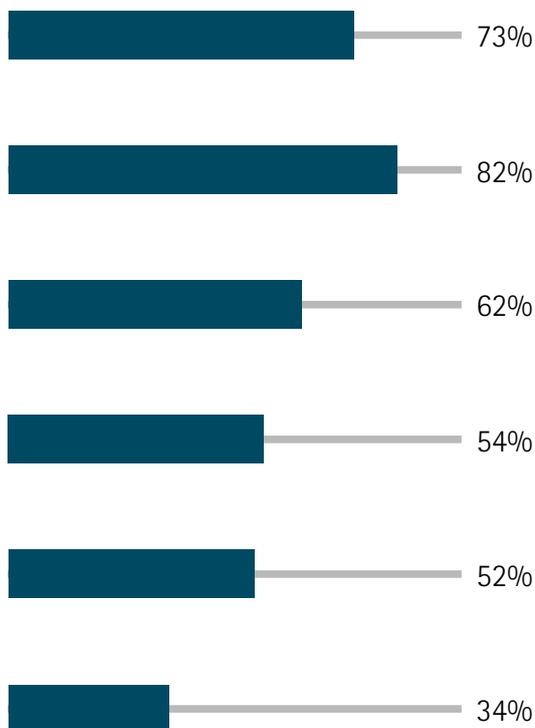
- They have a digital strategy that covers the entire insurance value chain.
- They have or are working on a single view of the customer.
- They have bought or plan to buy innovative companies or start-ups to acquire new digital capabilities, thus positioning themselves favorably in the digital world.
- They believe establishing new partnerships is key to differentiation.
- They are using digital technologies to provide personalized products and services, delighting customers and differentiating themselves from competitors.
- They are three times more likely to engage with their target audiences on social media.

**“Customer focus must be seen as key for future success – starting with the knowledge and understanding of our customers, to an omni-channel marketing approach.”**

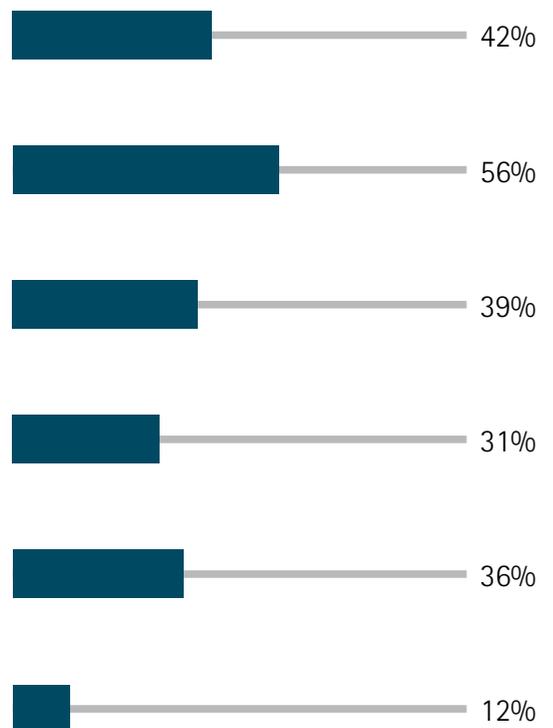
Nicole Kube, Strategic Assistant Head of Marketing, Zurich Insurance

Figure 7: The difference between Digital Transformers and Digital Followers

## Digital Transformers



## Digital Followers



# Recommendations

## Balancing digital transformation to meet diverse goals

The overwhelming message of the Digital Innovation Survey is that while insurers see the need to adopt digital technologies, most are uncertain about how to do it, and where they should be aiming.

The essential point, Accenture feels, is the need to strike a balance between two powerful imperatives: to deliver profitable growth in the short term and to make the necessary investments now for a long-term transformation.

The challenge should not be underestimated. It accounts for the fact that while most insurers expect their value chains to be transformed within the next five years, 59 percent describe their current digital investments and activities as exploratory, and only 47 percent have a strategy for digital transformation that covers the entire value chain.

We believe the following key points must be taken into account when developing an integrated plan that balances short- and long-term goals:

### Build capabilities now to collect data and turn it into actionable insights



Respondents identified data and analytics as the most important component of their overall digital strategy. To compete successfully against traditional competitors now, and newer ones from outside the industry in due course, insurers have to understand better what their customers want, and put themselves in a position to meet those wants. **The Accenture 2013 Consumer-Driven Innovation Survey: Playing to win** highlights some of these. They include a growing use of digital (especially mobile) channels, a desire that insurers help to manage rather than just insure risk, and a preference for highly personalized solutions. To have their wants met, insurance customers will share personal data.

A primary concern for insurers has always been accessing data and then using it well. There is no question that the potential for data is growing. This includes the potential not only to price more accurately, but also to enhance the customer experience through personalized interactions and offers that are timed for optimal relevance and convenience.

Customer data is one part of the equation, but insurers also need to access other external data sources to enable them to provide a context for the customer data, and provide appropriate solutions. Examples would include combining telematics and weather data to provide value-added services to drivers; or weather and soil information, collected via the Industrial Internet of Things, to provide highly segmented crop insurance to farmers.

A "data advantage" can now be sought in other disciplines within the insurance value chain, among them marketing, sales, service, claims, product development, and finance and risk management. Insurers that can develop and use all types of data to create targeted services and relevant customer experiences, and to improve their internal operations, will gain the upper hand. To achieve this they will need to build and deepen consumer trust, develop robust enterprise-wide business models that are driven by data, and build entirely new data value chain management capabilities.

*Zurich is currently piloting its Blue Drive offering in Italy, which uses data from a telematics unit in a customer vehicle to help protect against theft and enhance passenger safety. The pilot solution has two main features: a call to the customer triggered by a certain level of acceleration, and a facility enabling the customer to request help. In the process, of course, Zurich will be collecting a great amount of valuable data that will help it refine and expand the service bouquet.*

### Adopt a solution-based approach to embed themselves in customers' lives



To be truly customer-centric, insurers will have to move from selling products to providing solutions. Understanding what the solutions are will depend on their ability to access and analyze customer and other data, as noted above.

A good example of this type of thinking is the collaboration between Allianz and BMW, which provides UK customers buying a new electric BMW car with seven days of free insurance—thus integrating insurance into the car-buying experience and giving customers peace of mind. At the end of the seven-day period, customers have the option of converting to a longer-term policy; several coverage options are offered including a usage-based product. The design of this product is fully aligned with BMW's "ultimate driving experience" brand: unlike most usage-based auto insurance products, the driver is not penalized for rapid acceleration and braking.

### Develop new partnerships



Moving from product-centered to customer-solution-centered thinking is only the first step; to deliver solutions, insurers will need to develop new partner ecosystems. These partnerships will go further than just finding new distribution channels. They will shift the focus beyond the sale to the customer journey, and beyond the insurance product to the ultimate customer need (such as, perhaps, financial security). It's heartening to note that almost two-thirds (61 percent) of insurers are already planning to offer non-insurance products and services, confirming that they see themselves becoming part of a more diversified, more relevant customer-lifestyle solution.

One example is offered by Discovery, a South African insurer, which has allied itself with a range of vendors of non-insurance products, among them fitness centers, supermarkets and airlines. Discovery customers who sign on to its Vitality scheme receive a range of benefits (discounted fitness-center membership, cashback on healthy-food purchases at the supermarket, discounted air fares and so on) that incentivize them to make healthy lifestyle choices—and in the process positioning Discovery as an insurance provider that is also a lifestyle partner.

## Aim for the sweet spot where customer value and business value intersect



As noted above, the Consumer-Driven Innovation Survey pinpointed the things that insurance customers want. The Digital Innovation Survey shows where insurers are expecting to achieve value. Accenture believes the big opportunity is to use these two kinds of data to prioritize investment in those areas that will help insurers meet customer needs while at the same time growing their revenue. This will enable them to craft a realistic road map for their desired future state, while balancing the need to continue meeting current financial expectations.

AXA France is collaborating with LinkedIn to give its HR, marketing, communications and sales teams the edge. AXA's distribution teams will leverage LinkedIn Sales Solutions

to collaborate better with their own networks, customers and prospects. This will enhance their effectiveness while providing customers with a more tailored and relevant service. AXA's marketing team will gain an advantage in content marketing, corporate branding and lead generation, and its HR teams will work with LinkedIn to promote the employer brand and to identify and engage with key talent.

## Create an outcomes-based digital business strategy

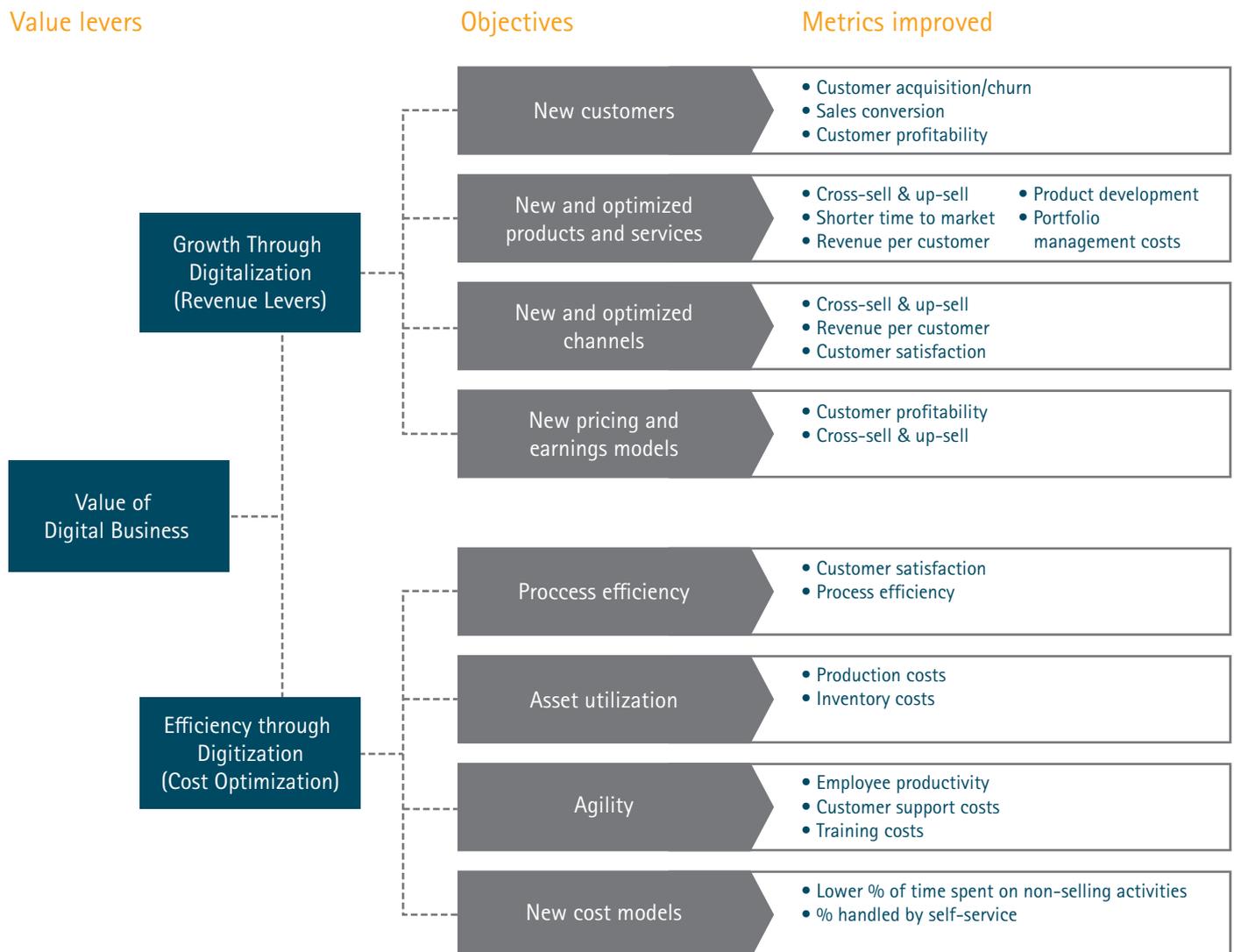


Building out from the previous point, it's critical that insurers should not fall into the temptation of simply digitizing existing channels and business models to reduce costs and/or increase current revenues. At one level, "doing things better" is an obvious short- to medium-term strategy. However, insurers should be making these investments now within the context of a long-term plan

to digitalize, to change fundamentally their business models in order to become digital businesses that are truly customer-centric and that provide solutions rather than just products (Figure 8).

A digital business strategy is an outcomes-based framework for working from the outside in – from the customer's experience inward to the insurer's operations – to iteratively explore options and generate the experience and information that are central to strategic agility. It is a strategy for a changing digital business model, one that guides growth decisions based on customers, outcomes, internal resources and ecosystem capabilities.

Figure 8: The digital business value tree



# Guiding principles

## Four things to bear in mind when implementing your digital strategy

All these insights inform any insurer's digital strategy, and should be used to assess each new iteration of the strategy. As mentioned earlier, it is clear that insurers do not lack awareness of their importance, but rather the ability to turn them into an integrated enterprise-wide plan of action that allows them to keep shareholders satisfied while embarking on a long-term investment strategy.

One reason for this could be that many underestimate the potential bottom-line impact of digital transformation. This survey found that insurers are looking for 5 to 7 percent growth in premiums. While this is substantial, recent pan-European research by Accenture into this question showed that it may dramatically understate the opportunity for increased profitability, which could be as high as 100 percent. Published in September 2014 as **Double the profits: How high-performance insurers can create business value from digital transformation**, this earlier research identifies all the digital value levers and their potential financial impact. It then links these value levers to the various types of digital model that insurers might adopt, thus allowing them to begin building a strong business case.

What is critical to note here is that some of these value levers can be implemented early on in the process to obtain quick wins. These will generate cash for the longer-term investments needed for full-scale transformation, and achieve buy-in from the C-suite and the business as a whole.

In other words, the incremental and/or exploratory initiatives currently underway are not in themselves wrong, so long as they form part of a cohesive, integrated and long-term digital strategy aimed at positioning the insurer for the future. Almost certainly, insurers will begin by digitizing existing channels and processes (as indicated by the key findings above), but these initiatives have to form part of a far-reaching digitalization strategy aimed at creating a new business model in line with new market realities.

Accenture recognizes that there is no one-size-fits-all approach. However, four guiding principles can help insurers take advantage of digital technologies now to enhance their competitiveness while working towards their desired end goal. These guiding principles are:

### 1. Get the basics right

Accenture believes there are certain basic capabilities that are required now, today, in order to continue competing successfully. Broadly speaking, these relate to multi-channel excellence, customer orientation and personalization, operational simplicity, and agility and superior execution. To a greater or lesser degree they apply to every stage of the insurance value chain. Insurers have to master them in order to compete in today's markets—and to prepare for a bolder future transformation that reconceptualizes the entire business.

### 2. Define a clear strategy and business model

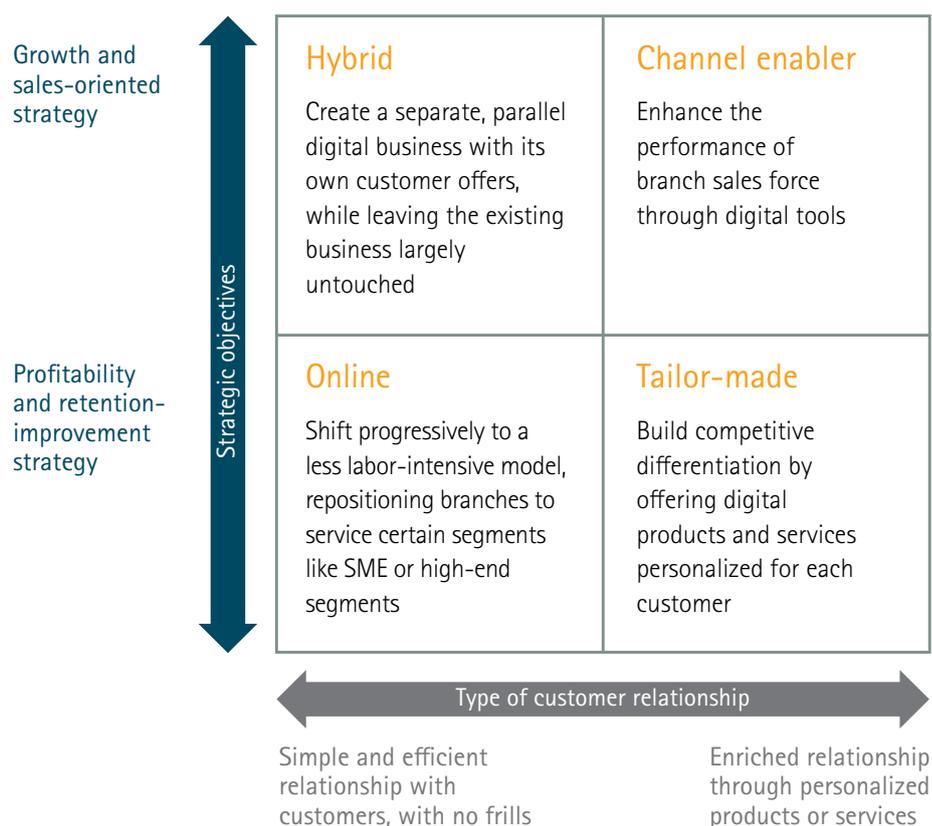
The way the insurer goes about tackling the basics should ideally be informed by where it wishes to go. This will involve assessing the disruption and deciding what broad business model it should work towards. Key to this will be redefining the nature of the partners

(intermediaries, distribution partners and other third parties) that it needs to deliver a holistic solution to the customer through an outside-in approach.

This may require the insurer to change the way it engages with these partners, and the way it leverages and scales its digital capabilities in support of them. In doing so, it will have to assess what its current digital capabilities are, as well as its existing business and operating models. Accenture has identified four digital models (Figure 9) that offer different orientations along two strategic axes (oriented toward growth or profitability, and simple, efficient or deeper customer relationships).

Insurers also need to be honest with themselves about their digital maturity and capabilities. An effective plan of action for developing these capabilities must be based on a detailed picture of the value chain and the state of digitization it needs to achieve in each component.

Figure 9: Choose the right digital business model



### 3. Develop and nurture a customer-first digital culture and organization

Change management and executive sponsorship will both play a huge role in developing a digital culture that is centered on the customer.

In this regard, respondents reported a wide range of barriers to digital strategy execution. The most common included legacy systems (42 percent), lack of the right skills (30 percent), lack of investment (28 percent), reluctance to upset traditional distribution channels (26 percent), and lack of internal agreement on the business case and priorities (26 percent). Strong leadership, talent, and organizational change management will be critical to overcoming these barriers.

### 4. Test and learn continuously to fine-tune all elements of the road map

While defining the right value-generation model and organization is vital, these must both be constantly recalibrated in line with experience and market shifts. Accenture believes that the best approach includes quick wins, and the use of prototypes to support a test-and-learn approach that

can then be scaled up (Figure 10). To do this requires that insurers focus on digital investments that will be noticed and valued by the customer, and will provide business outcomes that justify the investment.

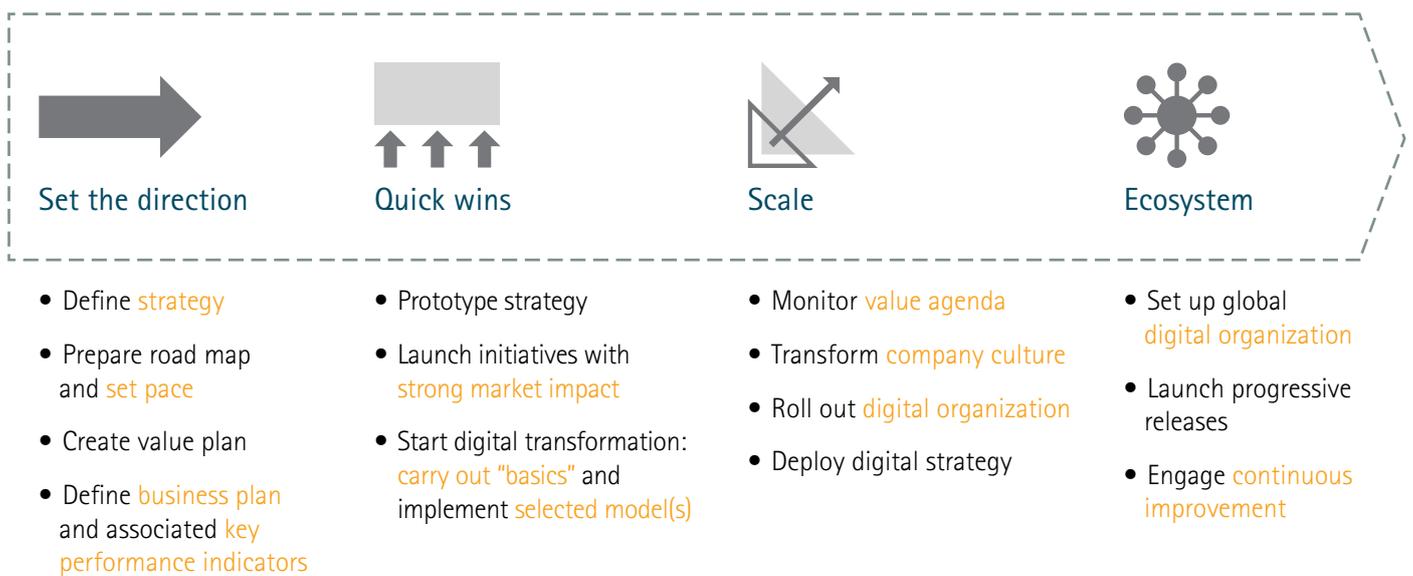
Innovations that enhance the customer experience, or more importantly, new business models, can be implemented in the form of pilots or limited-scope projects. They can then be fine-tuned and expanded in line with the outcomes they achieve. Just a few examples are mobile small-ticket insurance, peer-to-peer insurance and usage-based connected insurance.

This approach illustrated in Figure 10 is not prescriptive, but it does show how the use of quick wins within a broader framework of digital transformation could be used to allow insurers to improve current performance while working towards a long-term goal. This is essentially what the Digital Transformers are already doing.

In conclusion, it's important to emphasize that the key attributes of an effective digital strategy are agility and flexibility. By their very nature, the forces of disruption are unpredictable—insurers have to build business and operating models that can adapt.

For more detailed information about the financial impact of the digital value levers, the four digital business models and the guiding principles, please download [Double the profits: How high-performance insurers can create business value from digital transformation.](#)

Figure 10: The digital business journey



# How Accenture can help

Insurers need to achieve digital maturity in a number of important areas that underpin a resilient and agile digital business model. Accenture has thus developed its key offerings around these areas:



## Digital strategy and transformation

Ongoing capability in various elements of digital strategy is mandatory. Focus areas include the digitization of business processes, and the creation of a digital organization and culture.



## Customer experience and customer-centric operating models

Customers now demand a consistent and personalized experience across all channels; as a result, insurers must develop multi-channel capabilities informed by an operating model that is fully customer-centric. Enhanced customer analytics must be the basis for shaping timely responses to customer expectations in the right way.



## Mobility

Accenture has developed a methodology to help insurers redefine and redesign existing sales and services processes to enable agents, brokers and other intermediaries to deliver a better customer experience. It offers a holistic approach to developing and implementing a mobile-first strategy across B2B and B2C models to enhance customer retention and growth.



## Analytics

With customers increasingly calling the shots, understanding what they want and obtaining market intelligence are critical. Analytics is also invaluable in helping insurers understand which initiatives should be retained, amended or terminated—a vital capability given the constantly shifting customer and competitor landscape. Accenture's patented Customer Analytic Record (CAR) approach can help insurance companies rapidly acquire customer-segmentation capabilities as it is a combination of technology and people with analytical skills.



## Marketing and sales effectiveness

All channels need to be transformed to achieve greater effectiveness by taking advantage of digital technologies. These channels must continuously be adapted to customer expectations and behavior through in-depth analysis.

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## About the series

The Digital Insurer is an Accenture series that provides insights on how insurers can achieve high performance in the Digital Age. Digital is not simply a new distribution channel—it offers an entirely new way of doing business. Leading insurers are learning how to provide significantly easier access to a wider range of more relevant products and services at a lower cost. With these goals in mind, this series presents pragmatic and visionary discussions on analytics, back-office digitization, marketing, mobility, social media and more. For more information about this series, please visit

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## About Accenture Research

Accenture Research is Accenture's global business research team with over 180 professional researchers across 22 countries. The team has experts in industry, technology, financial, survey and economic research. For more information about this research, please contact André Schlieker ([andre.schlieker@accenture.com](mailto:andre.schlieker@accenture.com)) or Mélina Viglino ([melina.viglino@accenture.com](mailto:melina.viglino@accenture.com)).

## About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with more than 305,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$30.0 billion for the fiscal year ended Aug. 31, 2014. Its home page is [www.accenture.com](http://www.accenture.com)

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