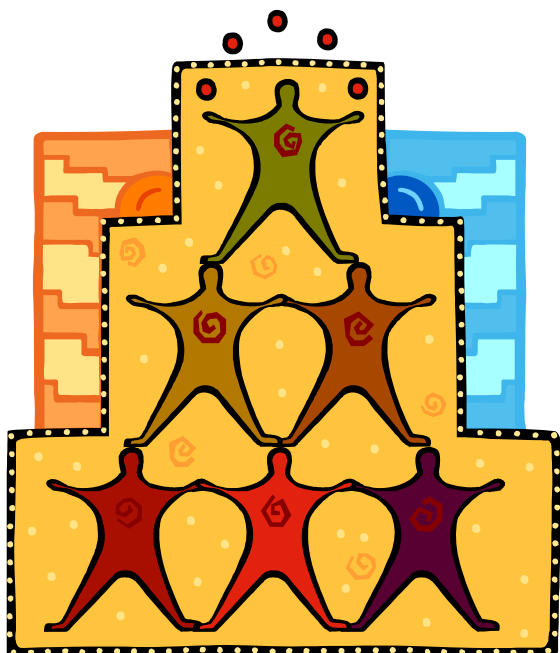


Gearing Up for Growth: Where Do We Start?



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Is Insurance at a Frontier – Or a Precipice?



- A recovery that doesn't feel like one.
- Household incomes down 4% since 2007; unemployment at 9.6%.
- Regulatory uncertainty/restrictions.
- Trust still lacking.
- The recession is over.
- Emerging customer segments with unique needs.
- FS and tech sectors post strong results.
- Dodging the regulatory bullet.
- Ways to rebuild trust.



What Didn't Kill Insurers Made (And will Make) Them Stronger

- Financial pressures  Operational effectiveness; **optimizing performance** – not discretionary.
- Risk reality checks  New levels of risk sophistication and **insight**.
- Changing markets  Re-imagined customer **relationships**, with tools to go beyond the theory.
- Trust fallout  **Collaboration** and interaction become natural ways of working, not imposed.



In a Changing Business, New Centers of Excellence



- **Channels** – multiple, simultaneous, customized (for prospects/policyholders and agents/distributors); taking “experience” beyond rhetoric.
- **Analytics** – increasingly pervasive, increasingly embraced, how much longer differentiating?
- **Social media** – immediacy, connection, influence, buzz; can insurers stay in control?
- **Infrastructure/platforms** – to support transactions, product development, underwriting ... & more.



Who Succeeds (and Grows) in This Brave New World?

- Data masters.
- Collaborators.
- Transaction innovators.
- Channel redefiners.
- Resource optimizers.
- Relentlessly focused on mission.
- Focused, fearless competitors.



What's Wrong With This Picture?



Gearing Up for Growth – Insurers at The Frontier of New Capabilities

- A new portfolio of management strategies, capabilities and priorities.
- A diverse workforce with new skills (and different attitudes, expectations).
- More channels and ways of building profitable customer relationships.
- Emerging and maturing technologies meet needs, create opportunities (and challenges).
- Potentially more restrictions and regulations, too.
- What's in your toolkit?

