

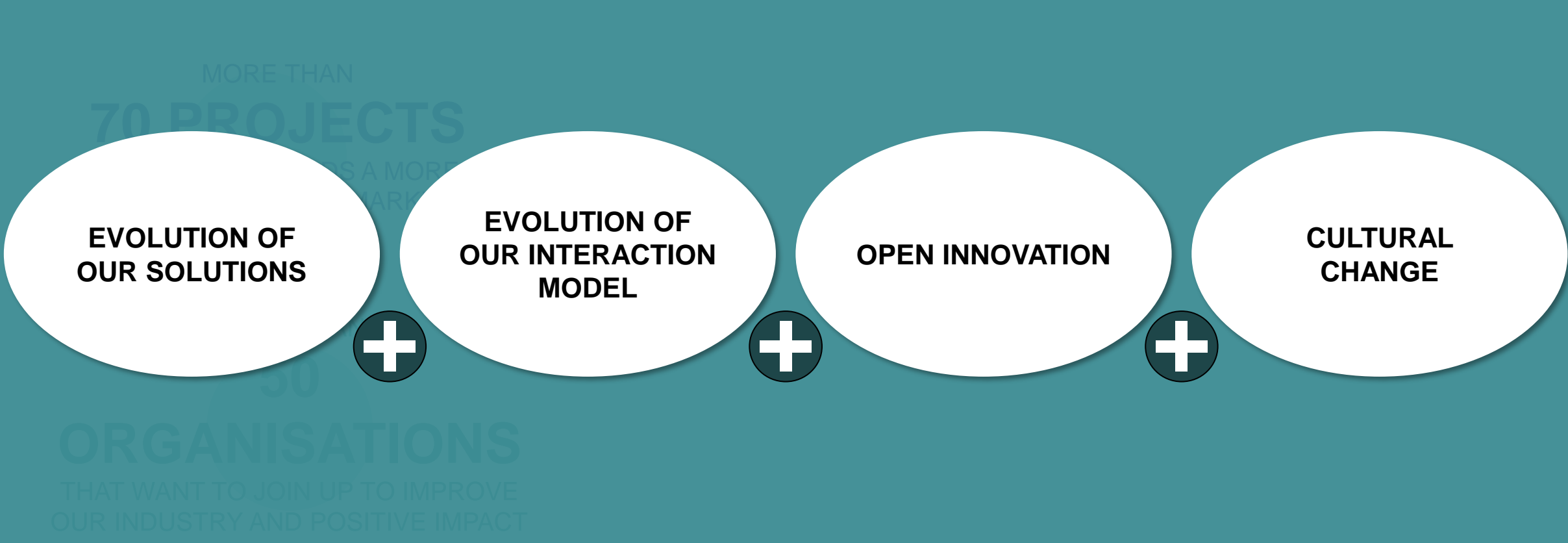
A photograph of three business professionals in a meeting. A man in a light blue shirt and glasses is pointing at a laptop screen. A woman in a dark blazer is looking at the screen. Another man in a light blue shirt is standing to the left, looking towards the laptop. The background is a bright, modern office with large windows.

New Business models for the future

Insurance as a service

Auckland ICMIF 2019
14 November

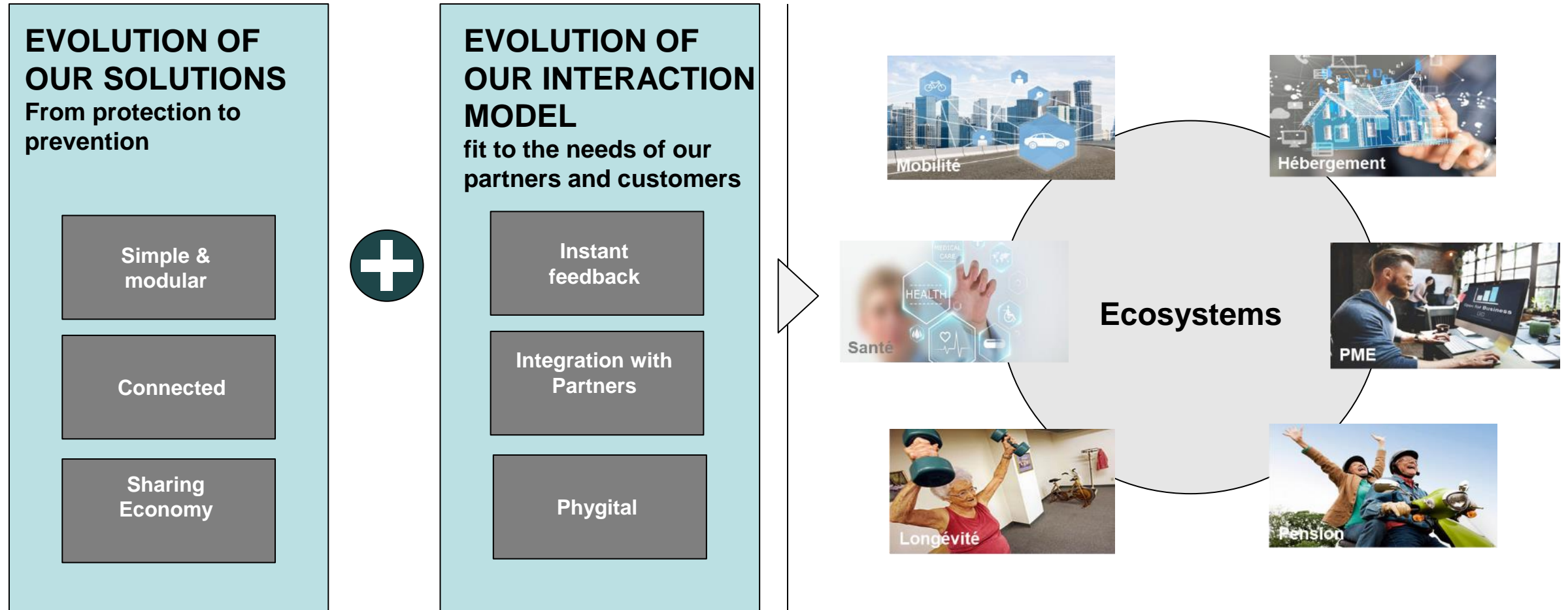
The total sum of our transformation strategy



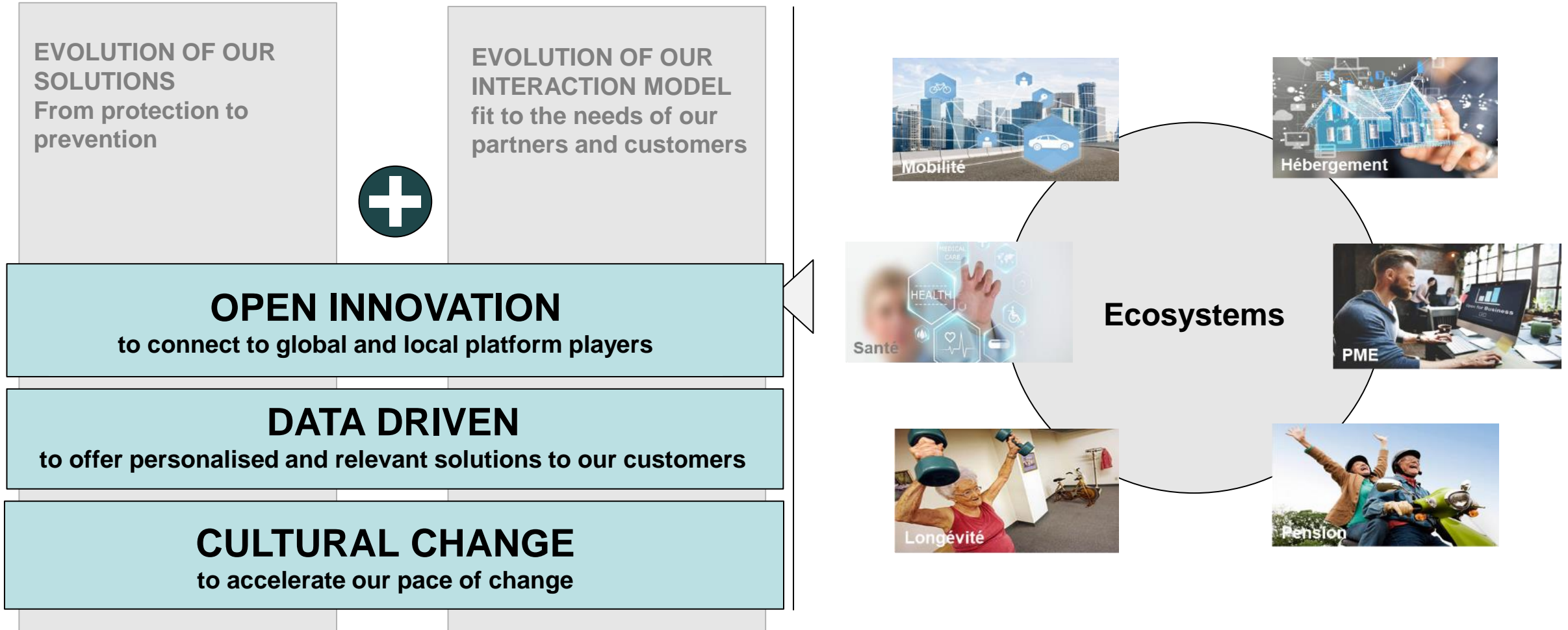


The challenge of touch point proliferation

Our license to operate in today's and tomorrow's ecosystems depends on our ability to evolve the way we provide insurance solutions and how we cater customer interactions in an digital world



...as well as on our ability to match the speed of change of the outside world in our operating model



We are preparing for these ecosystems through an adapted Offer and a new interaction model with brokers and customers, while encouraging prevention and sustainable services

My Mobility:

Ex: Fleet : reporting tool about driving behaviour, potential technical failures, weather forecast



My Home and Family

- Ex: Support & emergency services

Pension

Ex: Long-term absence reintegration



Health

Ex: Digital check up

Longevity

- Ex: Living as long as possible independent at home



My business

Ex: Well being at work

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**Translated into P&V's
transformation program**

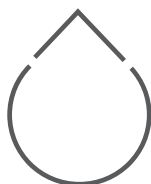
How do we want to change our interaction model?

Transition



Customer Orientation

Every customer conversation starts with the customer, rather than the transaction.



Optimal insurance

Not under nor over insured.



Omnichannel Communication

Leveraging the online Customer Zone, the Contact Center and minisites next to the agent interaction.



24/7 with the customer

Whenever the customer needs us.



Open Architecture

Connect with the customer and his ecosystem through API's

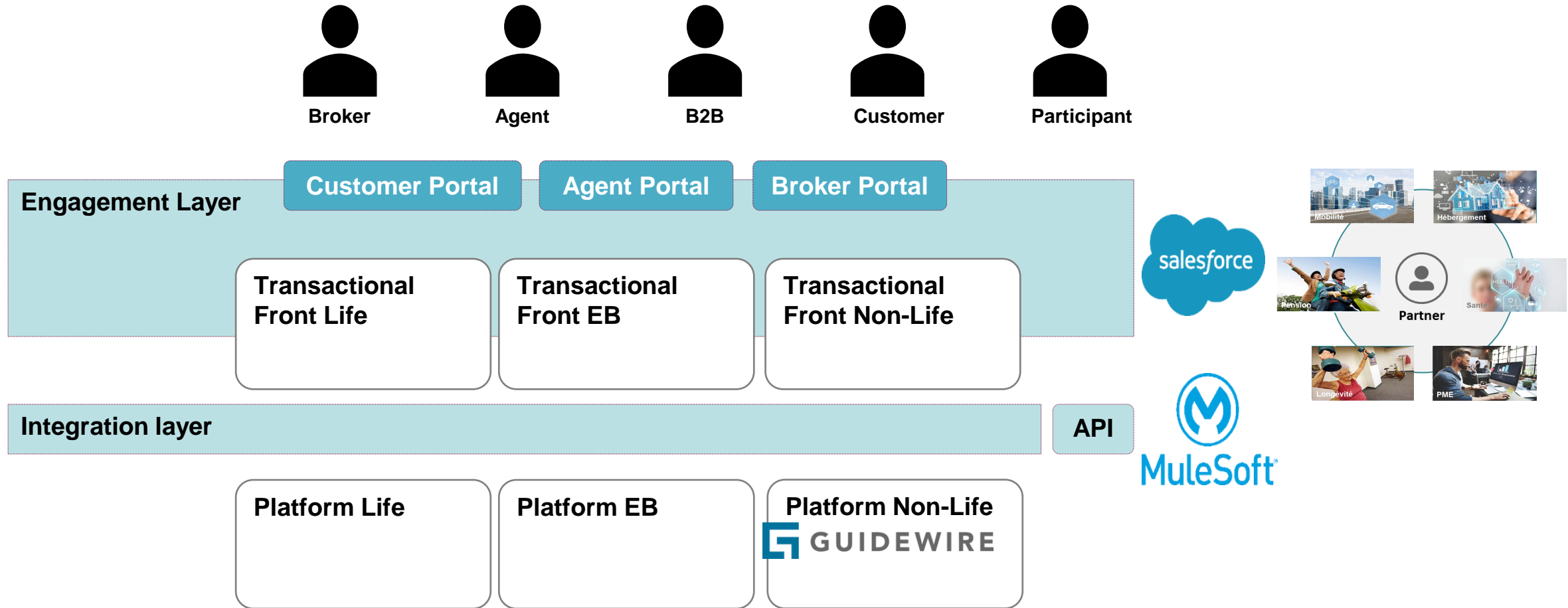


Integrated in ecosystems

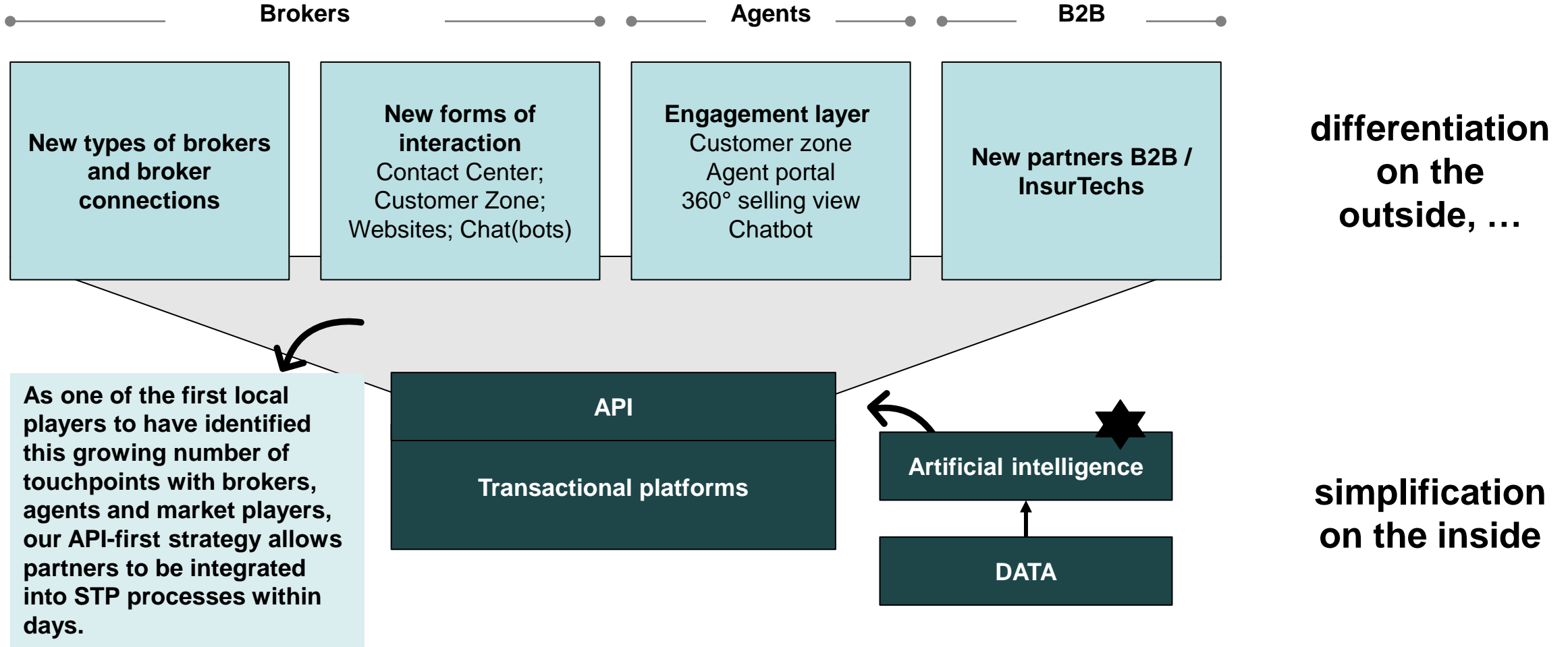
Where the customer needs us.

Competitive advantage

Our Engagement Layer creates the foundation for the evolution of our interaction model, using transactional building blocks in a decoupled architecture



One segment, one need, one process: we operate on a principle of "differentiation on the outside, simplification on the inside".



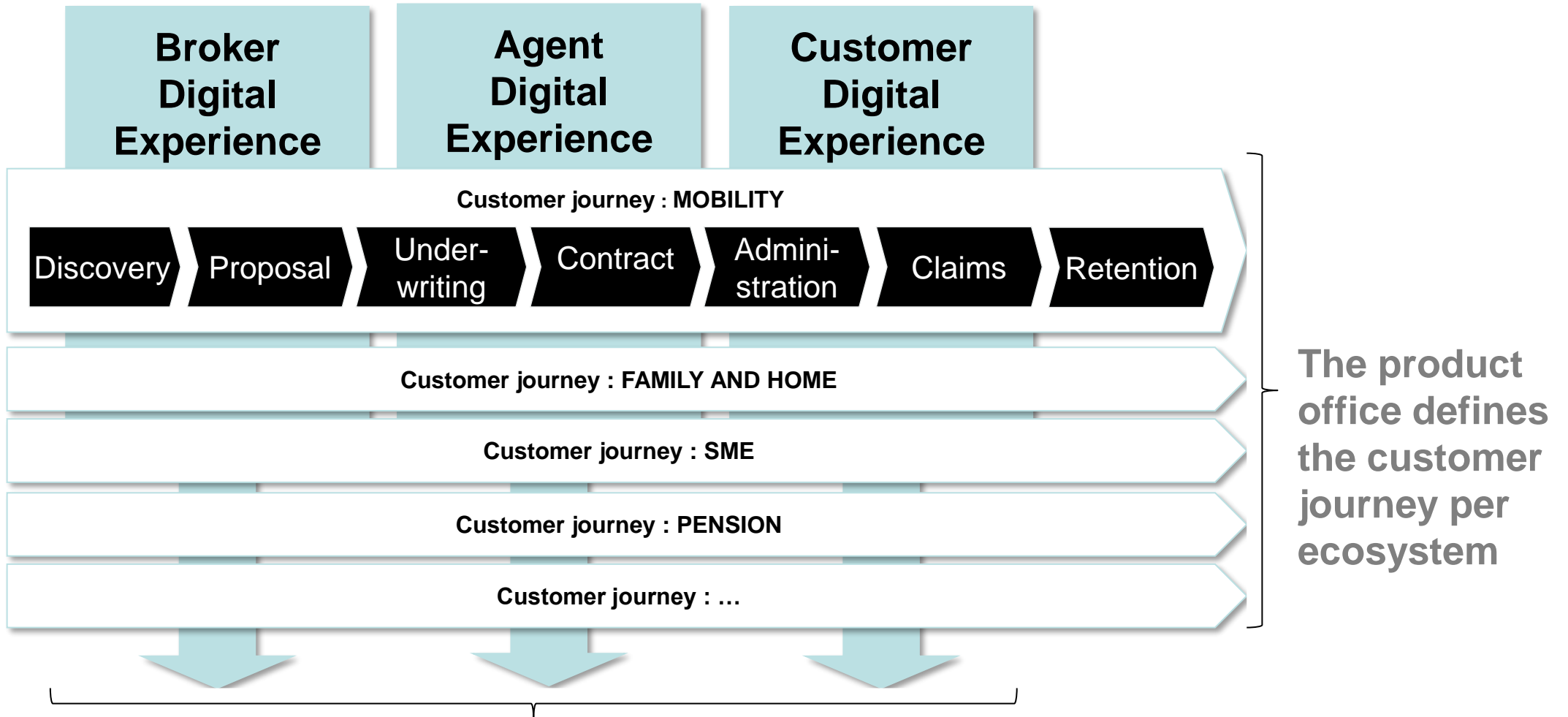
As a result, our internal processes remain standardized, while our distribution partners and customers benefit from differentiated experiences.

A photograph of three business professionals in a modern office setting. A man in a light blue shirt and glasses is pointing at a laptop screen held by a woman in a dark blazer. Another man in a light blue shirt is standing to the left, looking towards the laptop. The scene is brightly lit, likely from a window in the background, creating a warm and professional atmosphere.

**Enabling us to evolve to
Insurance as a service**

Combining the ecosystem-centric and user-centric perspective into our organization for growth

In a digital-first world



The digital office defines the digital user experience of brokers, agents and customers

We are able to develop new “Insurance as a Service Value” Propositions...



New ways of Hybrid interactions. Hybrid. Flexible and Modular offerings.



Highly Interested in advantages of new Insur techs

OPEN INNOVATION

Mobility

An Offer rewarding young responsible car drivers

The image shows a collection of mobile devices including a smartphone displaying a dashboard with a score of 73, a car repair device, and another smartphone showing a list of services. The text above the devices reads "An Offer rewarding young responsible car drivers".

Home

Finding in a quick and convenient way a trustworthy repairer for small reparations

The image shows a desktop monitor and a smartphone displaying a website for finding a repairer. The text above the devices reads "Finding in a quick and convenient way a trustworthy repairer for small reparations".

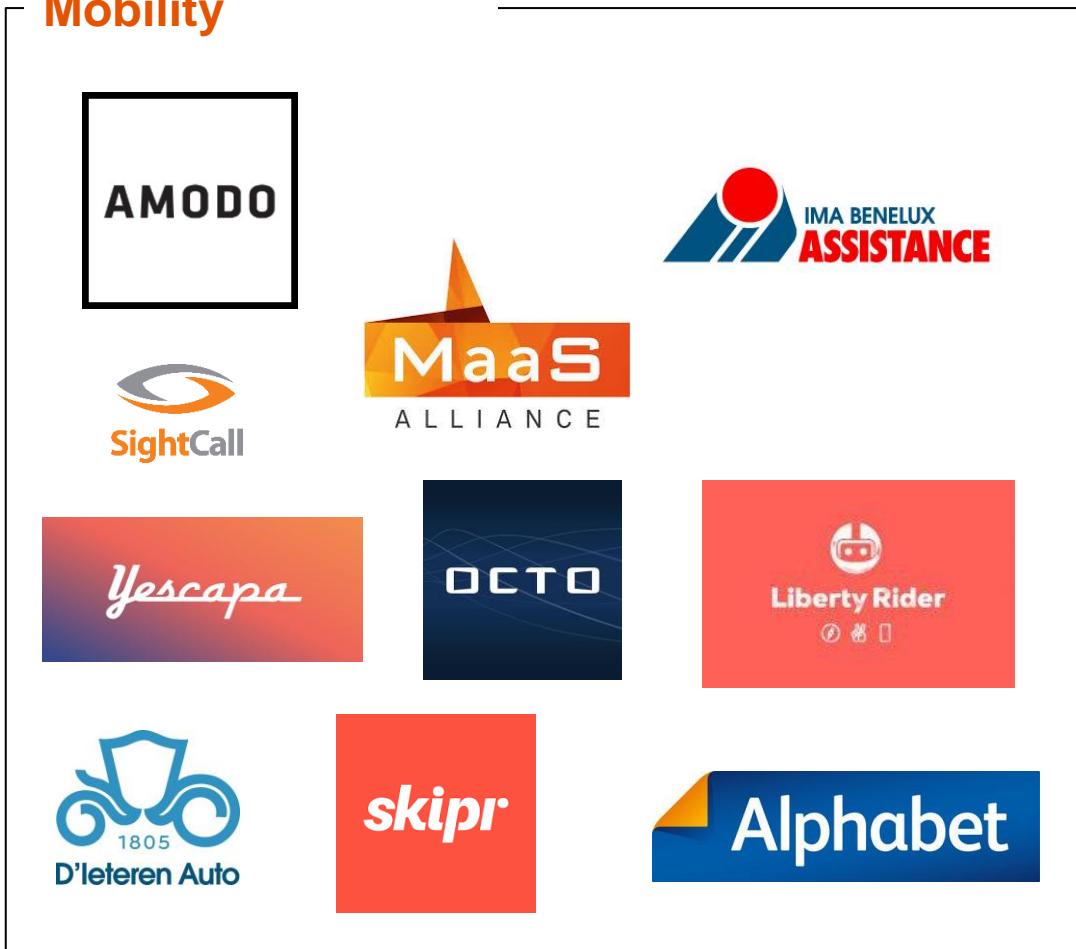


Personalised and customer oriented service

DATA - DRIVEN

... together with partners and Insurtechs

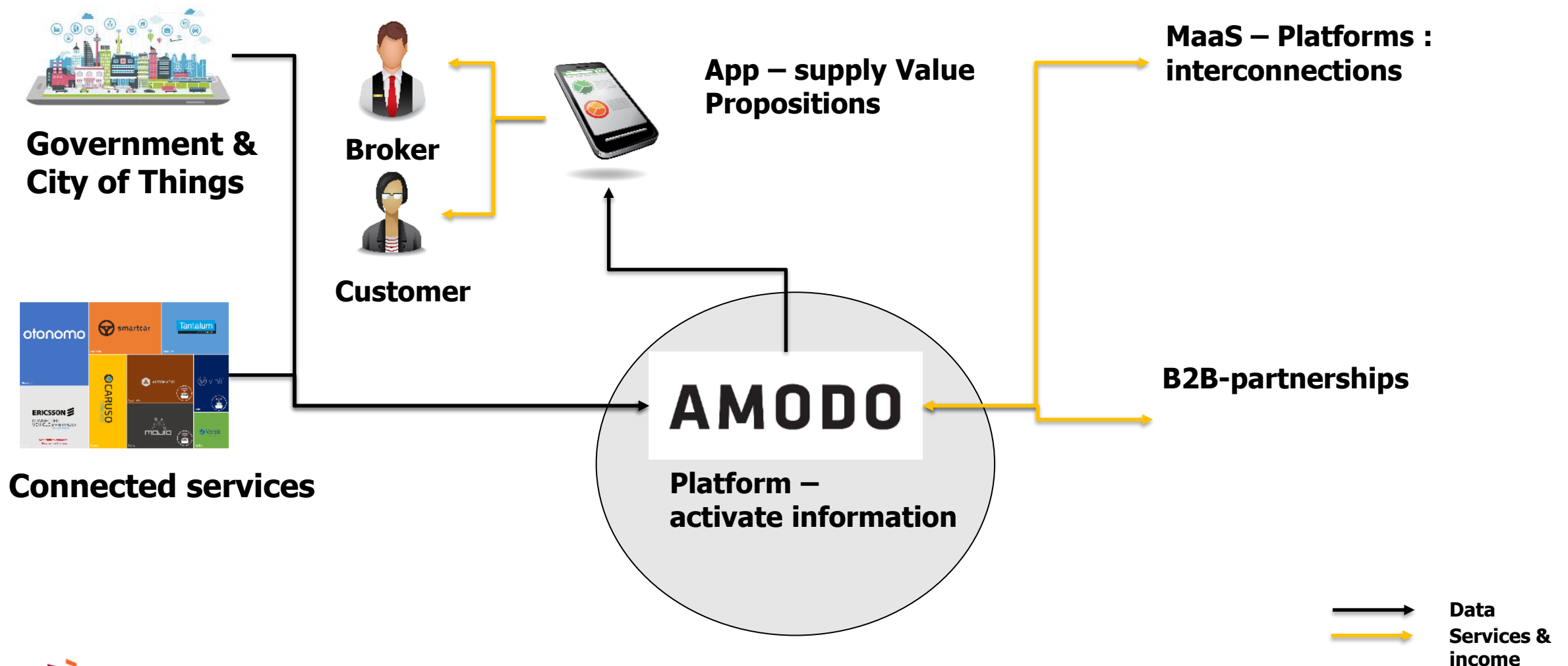
Mobility



Home & Family

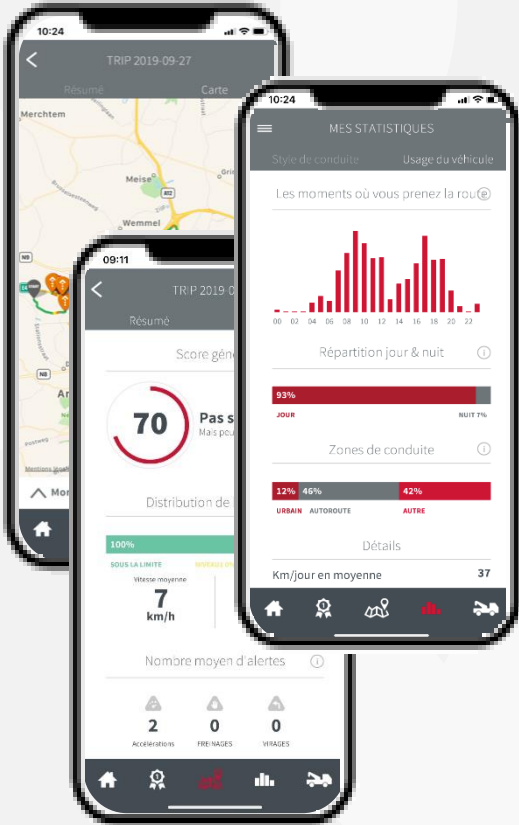


Mobility Ecosystem: an integrated Offer of Value Propositions, Services and Partnerships to create a virtual circle of Customer Engagement



Example weCover : a Usage Based insurance for young drivers

Powered by
WeCover



The insurance cost tailored to driving habits



Prevention and gamification tailored to driver behaviours



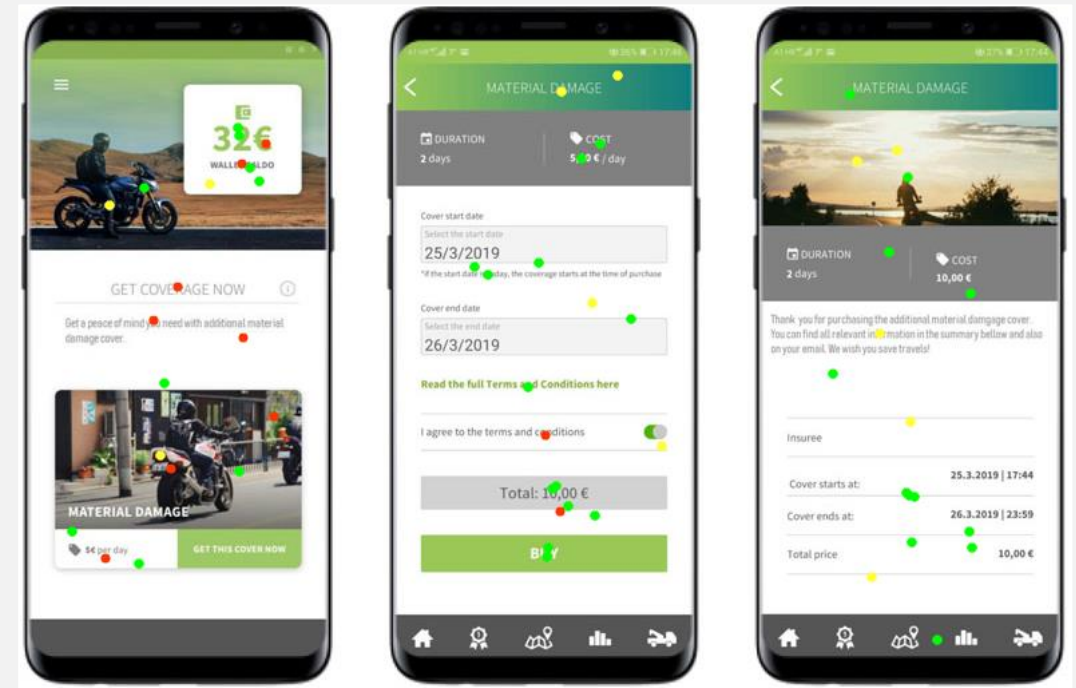
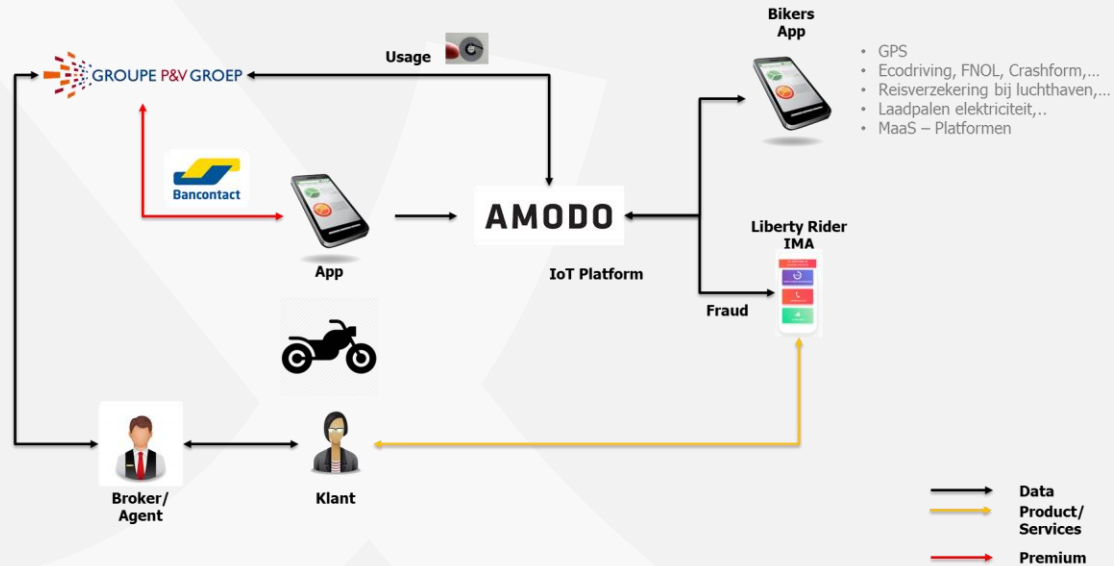
Additional services in case of loss



Example CliCover : an on demand Insurance for bikers In Test phase

The insurance on demand for leisure bikers

On a platform enabling us to develop new partnerships related to the bikers world



Culture eats strategy for breakfast

- ▶ From Process, Planning & Control to **Ability, Experiment & Networks**
- ▶ From Process oriented to **Customer** oriented
- ▶ From Product oriented to **Solution & Ecosystem** oriented
- ▶ From Protection to **Prevention**
- ▶ From Single channel to **Omnichannel**
- ▶ From complex products to **simple personalised data-driven solutions**
- ▶ From Closed architecture to **Open architecture**

A background image showing three business professionals in a meeting. A man with glasses is pointing at a laptop screen while a woman and another man look on. The scene is brightly lit, likely from a window.

Thank you

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