

REDEFINING BOUNDARIES

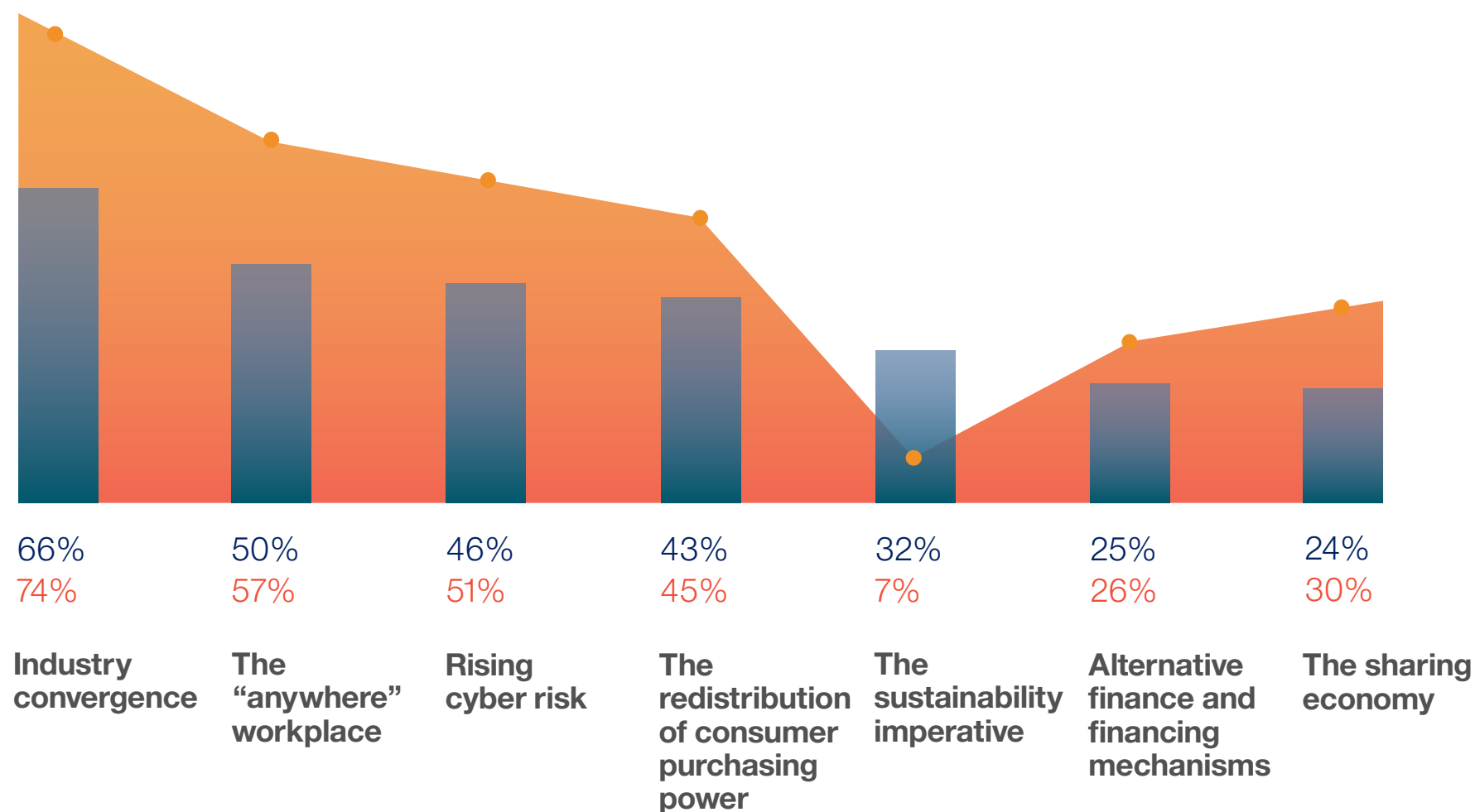
Insights from the Global C-suite Study

Insurance Industry



We surveyed 333 business leaders from the Insurance industry for our latest C-suite Study. So how do they differ from CxOs in other sectors?

Figure 1. Insurance CxOs emphatically concur on key trends



Convinced about convergence

Insurance CxOs are even more convinced than other CxOs that industry convergence is the single biggest trend reshaping the business landscape (see Figure 1). They also see the "anywhere" workplace and rising cyber risk as two major developments.

■ Global
■ Insurance



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Insurance – Industry Point of View

Insurance CxOs also anticipate more pressure from a wider range of external influences than their peers in other sectors. Technological advances feature prominently on their radar screens, but market factors and regulation loom larger still (see Figure 2).

Especially attuned to the tech revolution

That's not to say Insurance CxOs are ignoring the technological domain, though. On the contrary, they're more aware than other CxOs of just how revolutionary some new technologies could prove. They envisage that mobile solutions will have the greatest impact over the next three to five years, but they also have high expectations of cloud computing and the Internet of Things. More than half see huge potential in cognitive computing as well (see Figure 3).

Figure 3. Insurance CxOs see technology as transformational

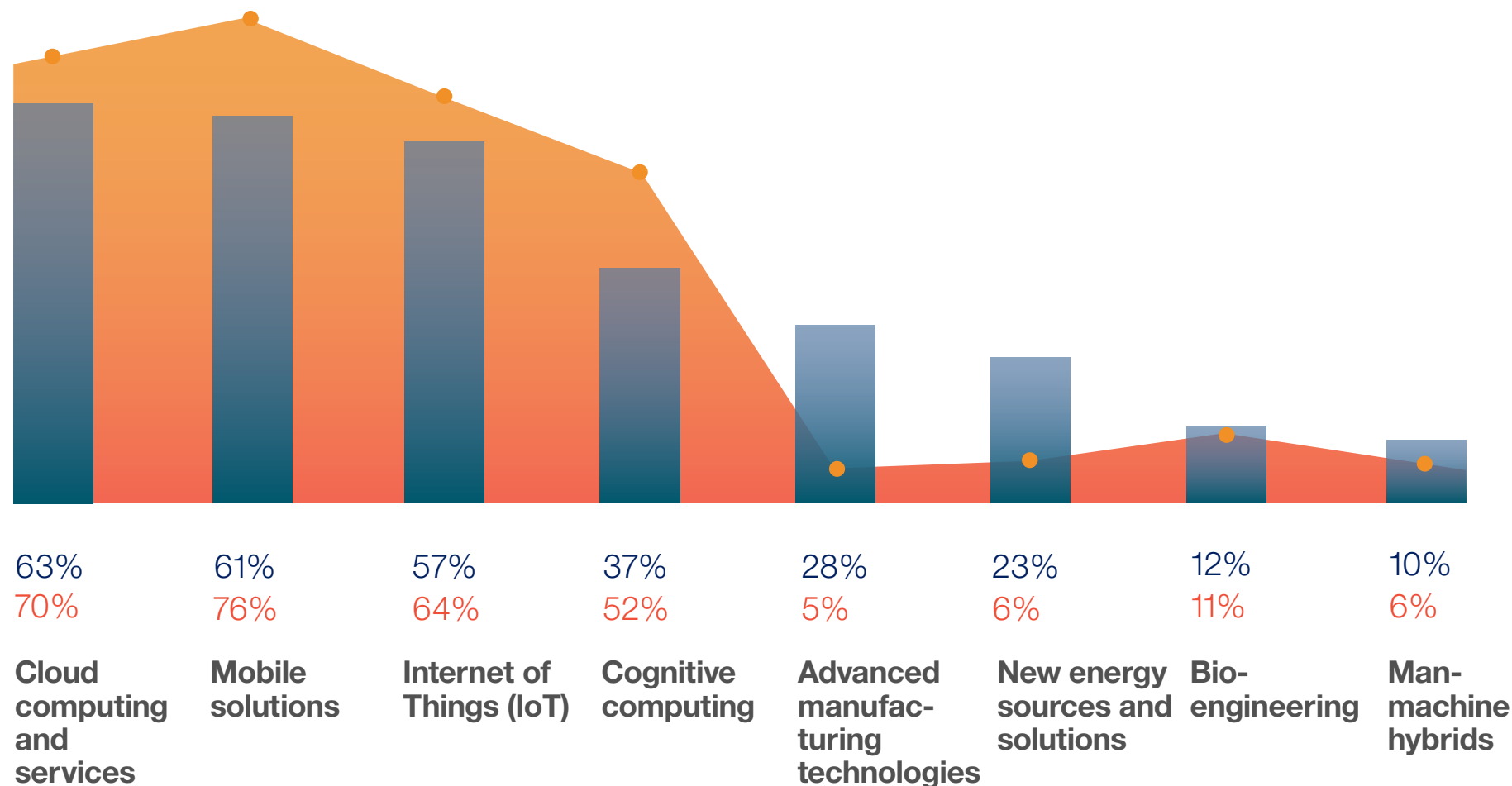
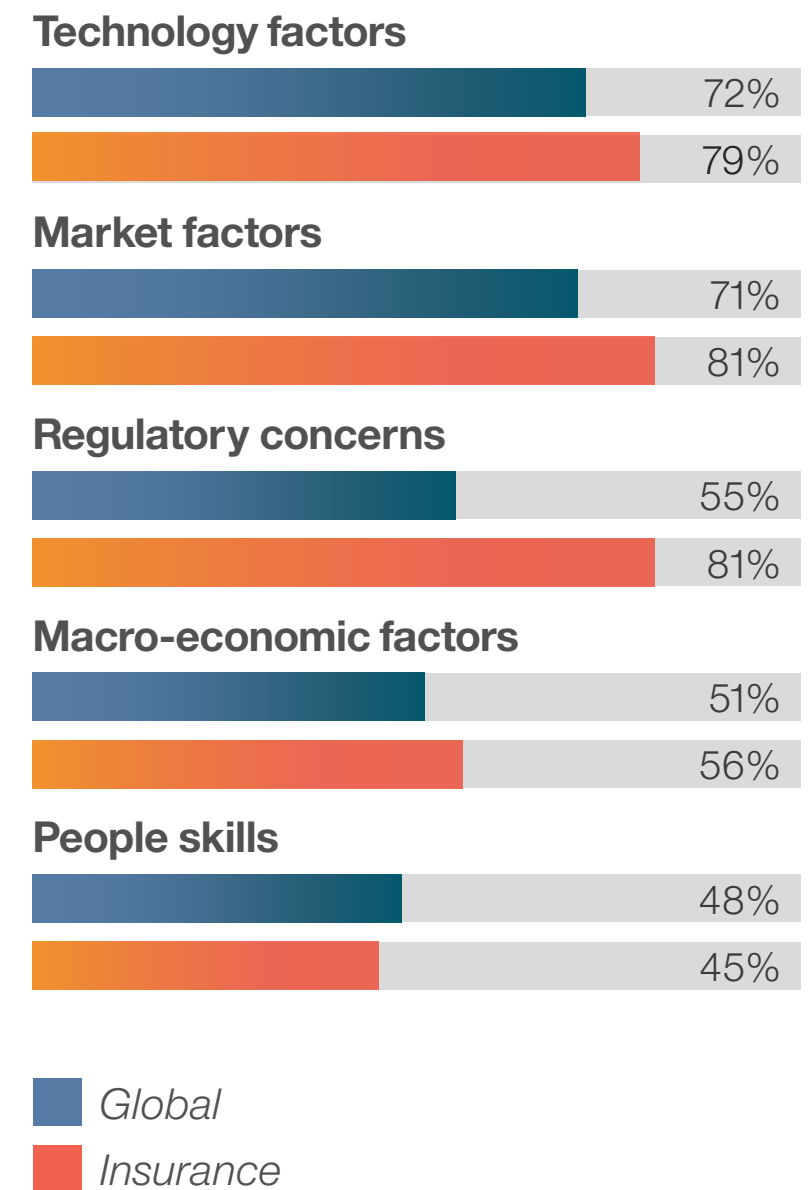


Figure 2. Insurance CxOs expect more pressure from external forces

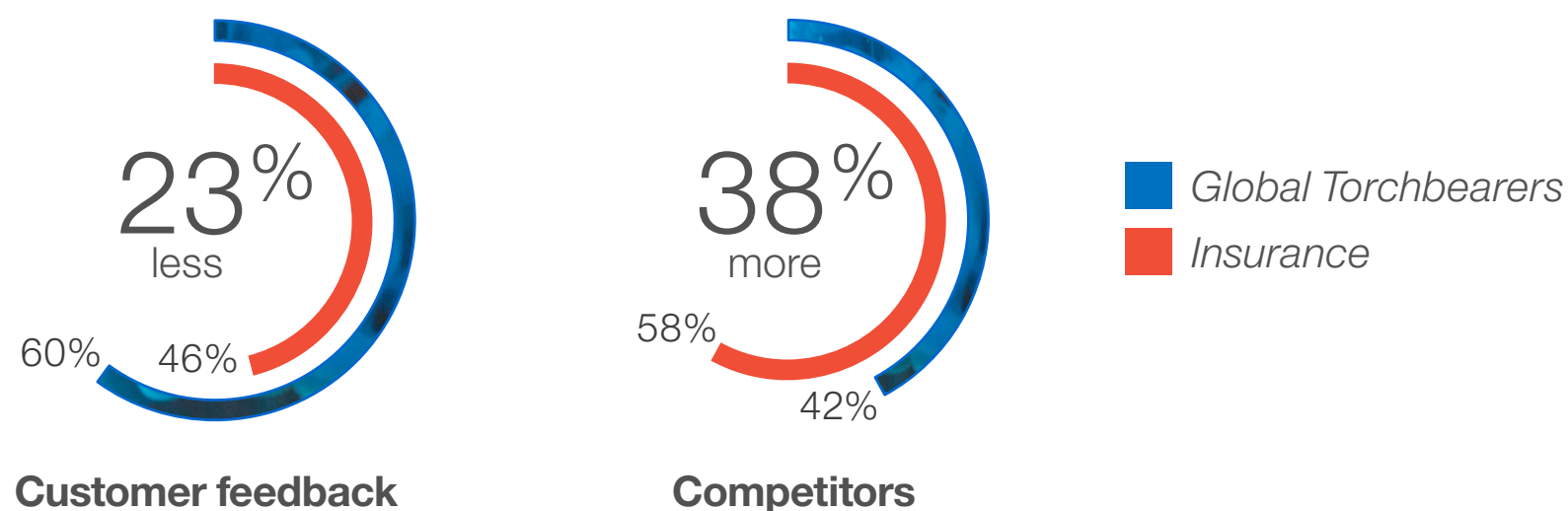


However, new technologies bring new challenges, and Insurance CxOs are especially apprehensive about IT security risks. A full 79 percent of respondents – markedly more than the overall average of 68 percent – told us this was one of their main fears.

Missing piece in the puzzle

When it comes to predicting new trends and technological developments, Insurance CxOs are more likely to use predictive analytics than CxOs in other sectors (73 percent versus 63 percent). But they're still relying on traditional sources for insight. We identified a small group of highly successful enterprises in our global sample. Torchbearers – as we call them – pay more attention to their customers than their competitors. Insurance CxOs look the other way (see Figure 4).

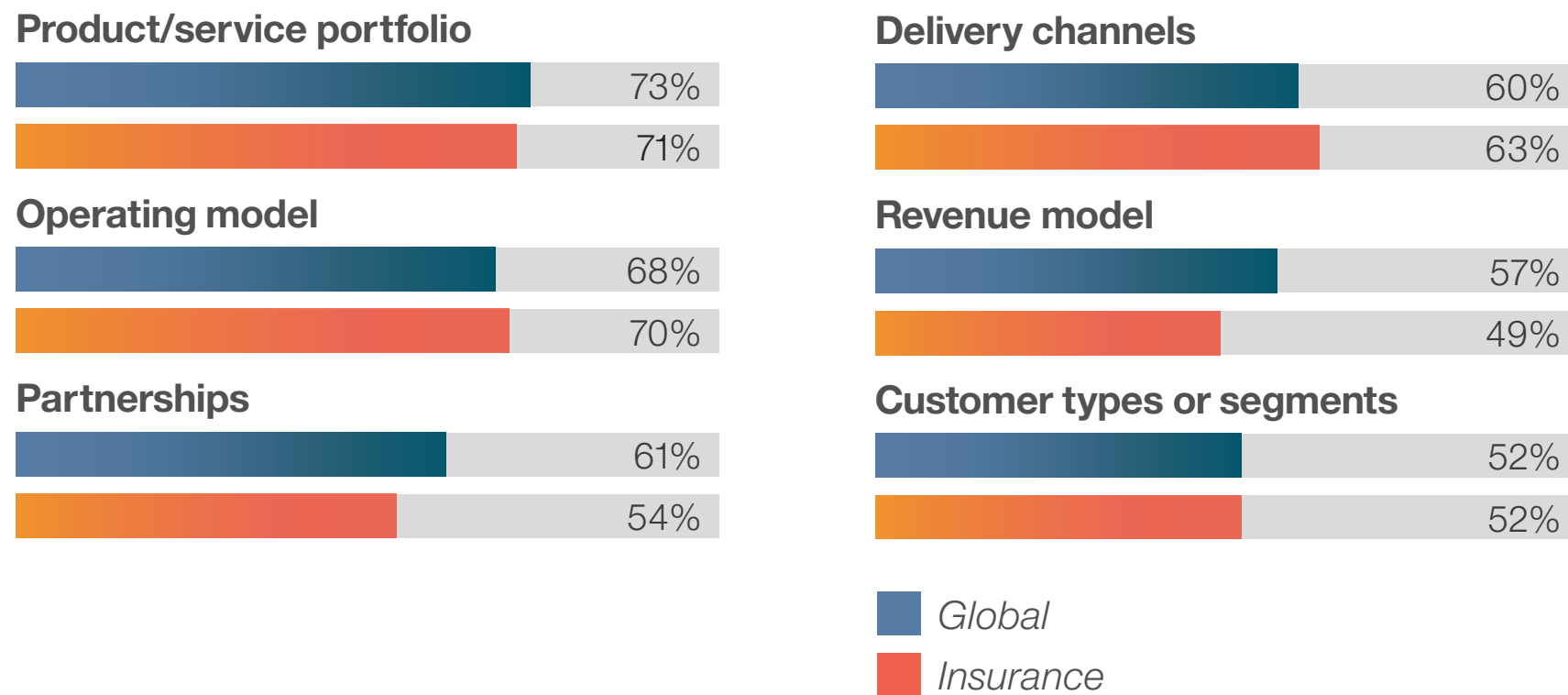
Figure 4. Insurance CxOs heed competitors more than customers



Wary of leading the way

Like other CxOs, Insurance CxOs plan to review the core elements of their businesses in light of the technological advances they envisage. And their two top priorities – the product/service portfolio and operating model – are the same as those of their peers in different sectors (see Figure 5). But they’re less concerned about revisiting the partnerships they’ve formed. They’re also less preoccupied with changing their revenue models, although this is an area on which Torchbearers tend to focus.

Figure 5. Insurance CxOs are less likely to explore new revenue models



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