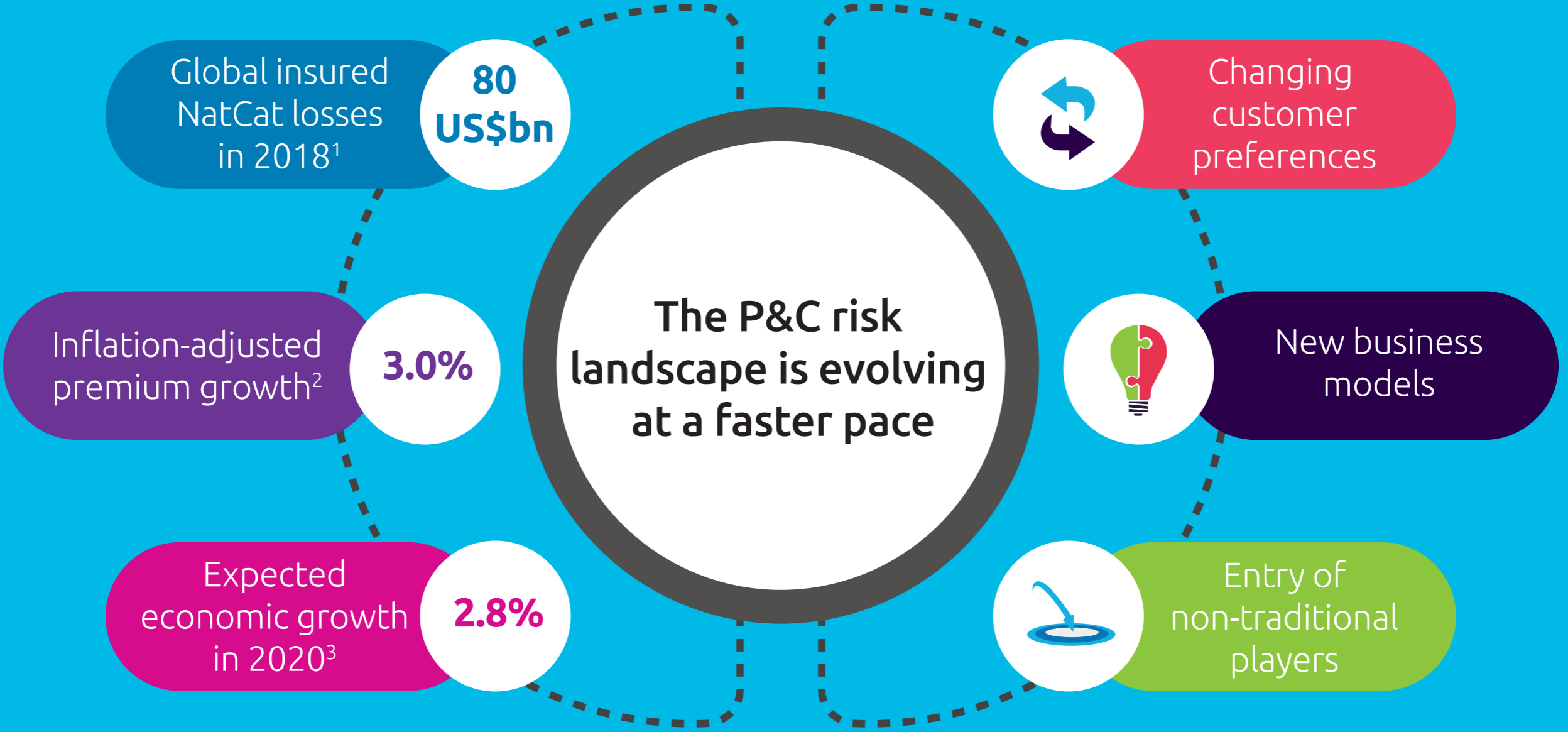


CHALLENGING BUSINESS ENVIRONMENT

CHANGING INDUSTRY DYNAMICS



Insurers adopt innovative strategies to navigate the challenges

Emerging Risk Landscape

- Insurers are updating risk assessment models as NatCat losses increase
- Insurers are leveraging AI-based solutions to improve risk management capabilities

Evolving Customer Preferences

- Regulations, customer concerns necessitate insurer focus on data privacy
- Insurers offer direct-engagement channels to small and micro-commercial businesses

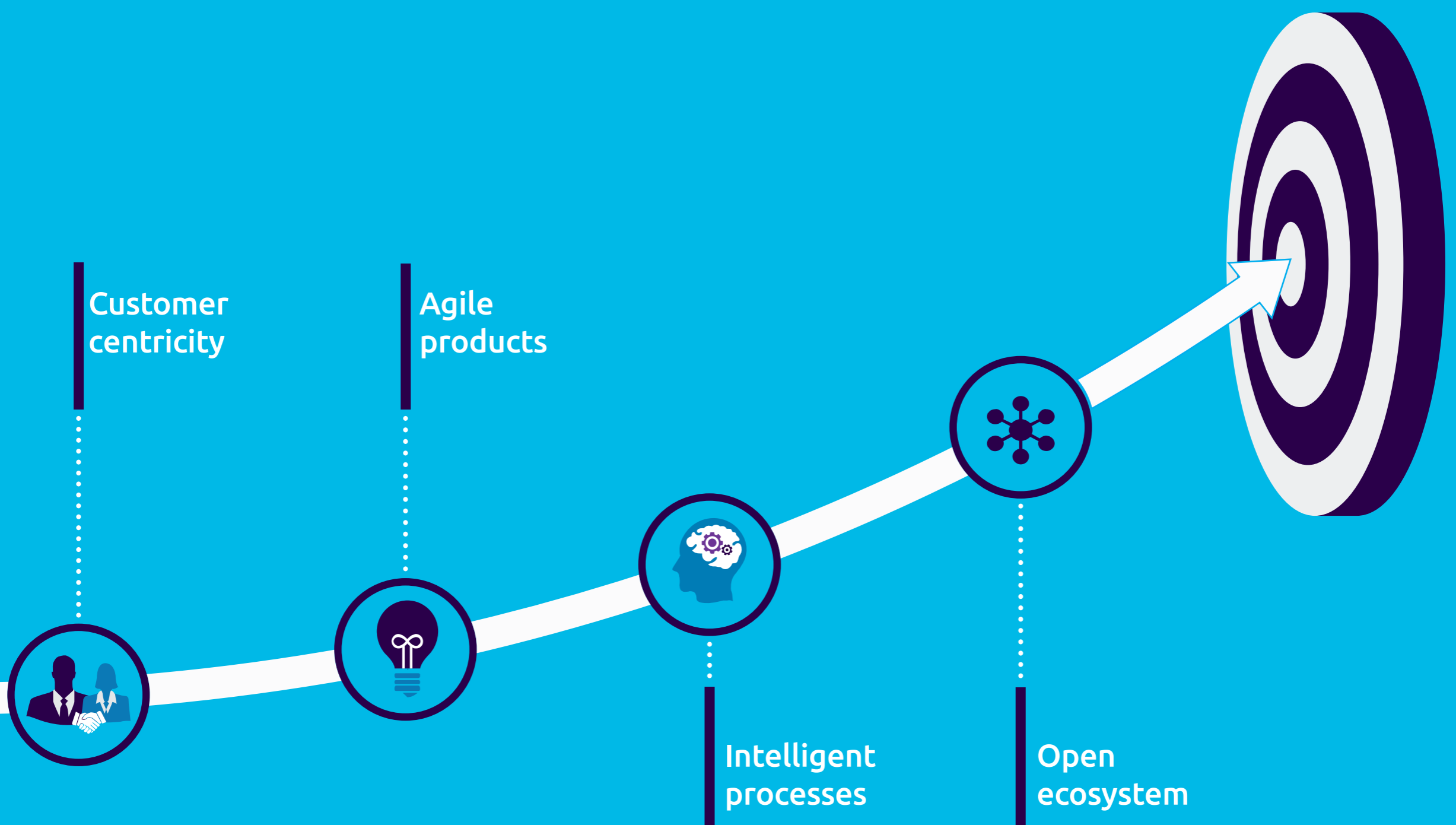
Changing Business Environment

- Insurers launch new offerings suited to the sharing economy
- Investment in mature InsurTech firms is on the rise
- Non-traditional firms are becoming a new threat to established insurers

Enhancing Operational Efficiency

- More insurers use the cloud to deploy core systems
- Insurers explore auto-adjudication of more complex claims
- Blockchain paves the way for a more integrated insurance ecosystem

To thrive over the long term, firms must adopt **Inventive Insurer** competencies:



1. <https://natcatservice.munichre.com/>, accessed Nov 2019.
 2. <http://www.sigma-explorer.com/index.html>, accessed Nov 2019.
 3. Swiss Re Institute, "World insurance: the great pivot east continues," July 4, 2019, <https://www.swissre.com/institute/research/sigma-research/sigma-2019-03.html>.