The Post-Digital Era Is Upon Us
GET READY FOR WHAT’S NEXT IN INSURANCE

Accenture Technology Vision for Insurance 2019
Insurance organizations are taking bold steps into a new age—one that tailors itself to fit every moment. It's an era when insurance products and services evolve and adapt according to customer behaviors and context—from hyper-personalized marketing to telematics-driven auto insurance that rewards safe driving, to parametric travel policies that instantly pay compensation when a flight is delayed for more than two hours.

Leading insurers around the world are weaving real-time risk protection and mitigation services into the customer’s everyday life. North American life insurance company, John Hancock, offers life policies that track customers’ fitness and health data through wearable devices. Policyholders earn rewards and premium discounts for hitting exercise targets, and use the carrier’s app to earn gift cards for logging workouts and healthy food purchases.

The results are impressive: the average customer with a traditional insurance plan engages with their life insurance company once or twice per year. Policyholders on the Vitality program engage with John Hancock nearly 600 times per year. John Hancock claims Vitality customers generate 30 percent lower hospitalization costs than the rest of the insured population.

The intense engagement builds customer loyalty and satisfaction. The wealth of data that Vitality provides also allows the insurer to assess risks and price insurance with more precision than carriers using coarser aggregate data, therefore potentially becoming more competitive and profitable. John Hancock has now integrated Vitality into all of its life insurance policies.1
Farmers Insurance, also in the US, is reimagining renters’ insurance for millennials through its new brand, Toggle. Toggle offers customizable insurance subscriptions that give customers the freedom to toggle different elements of coverage up, down, on or off at any time. It’s a significant step beyond the one-size-fits-all policies of the past.²

ArgoGlobal Assicurazioni, meanwhile, is working with gig work platform Jobby, and insurtech startup Axieme, to offer on-demand, pay-as-you-go insurance for temporary and short-term workers in Italy. Users can get liability, illness and injury cover—underwritten by ArgoGlobal—for the duration of a gig and extend it with a click if they need to.³

And in auto insurance, Nationwide in the US has launched SmartMiles for those who work from home, carpool frequently or use public transit more than they drive. The product allows Nationwide members to pay only for the miles they drive and how safely they drive. SmartMiles uses a small device to track the miles driven by that vehicle.⁴

Insurance companies like these are figuring out how they can shape the world around people and pick the right moments to offer their products and services. Looking at these companies individually, there is an emerging story of hyper-personalization and on-demand digital services.

But the collective enterprise efforts reveal a shift in how people will experience the world for generations to come. Soon, each individual will seek their own digital experiences, and every moment will represent an opportunity for insurance companies to play a role in shaping it.

Building on digital foundations

What is enabling—and driving—this reality-shaping shift?

The emergence of a post-digital world. In the “post-digital” era, companies are moving beyond the foundational adoption of digital tools and concepts to a new generation of technologies and innovations that businesses will be able apply to differentiate themselves in the marketplace.

Digital-born companies such as Google, Amazon, Facebook and Apple have showered consumers with digital products and services. However, we’re nearing a point in digital enterprise where more incumbent businesses will have completed their digital transformations than have not.

The post-digital era doesn’t mean that digital is over just the opposite, because most of the digital journey still lies ahead. In a world in which every insurance company is driving its business with digital technology, it will be about which digital technologies are deployed—and how.

The digital saturation of our world has granted companies exceptional capabilities. They can understand their customers with a new level of granularity. They have more channels than ever to reach those consumers. With every company finally converging on the same digital footing—though more slowly in insurance than some other sectors—there are more digital ecosystems and more potential partners to help insurance companies create holistic experiences.

But as we move collectively into the post-digital era, these capabilities and advantages are now available to every organization. Digital-era technology, which began as a differentiating advantage several years ago, is now expected from every business, including insurers. Digital itself is no longer differentiating, but its impact is still changing.

According to our Technology Vision 2019 survey of 577 business and IT executives in the insurance industry, 96 percent report the pace of innovation in their organizations has accelerated over the past three years due to emerging technologies.*

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*All data points referred to in this report are from this survey, except when otherwise noted.
As the playing field evens out, insurers will need to acknowledge a shift in their reality too—around the level of expectations they face from digitally mature customers, employees, and business partners. Industries that are more advanced in digital transformation have set high consumer experience benchmarks and expectations for insurers to meet. To meet these expectations, insurance organizations will need to understand the people, assets and businesses they insure at a holistic level and recognize that their outlooks and needs change at a moment’s notice.

In the post-digital world, every moment will represent a potential new market of one—demand is communicated instantly, and gratification is expected immediately. The post-digital world is one where technology is a key part of the fabric of reality, and insurance companies can use it to meet people wherever they are, at any moment in time—if they rise to the challenge.

60 percent of insurance respondents are already using technology to build products or services that boost the frequency and quality of customer engagement; 35 percent are not doing so yet, but plan to.
GETTING TO THE NEW ‘MOMENT’

Post-digital companies are out to bypass the competition by changing the way the market itself works. From one market to many custom markets—on-demand, in the moment. Industry lines are no longer a boundary to growth, and the disruption that came in waves as technology matured in the digital era is now ever-present.

Any company can compete with any other or carve out a new market. Take Amazon partnering with Berkshire Hathaway, an insurance and holding company, and with JPMorgan Chase, a global financial services firm, to tackle challenges in healthcare spending—three companies in different industries pooling resources to prepare for foundational disruption.5

‘Keeping up with the digitals’ and the insurtechs won’t cut it for what’s coming next. Insurance leaders looking to do more than just digitize their core businesses must set new goals in their sights, including:

• Move your focus to the end. As insurance companies begin to understand instant demand and supply options, they will have more opportunities than they can pursue. Success will mean carefully choosing the specific opportunities companies want to target—and just as important, the ones not to target—then working backward to determine how they will get there.

• Define what it means for your business to be post-digital as the world moves into a new phase of cooperation. As insurance companies settle on their new goals and the pathways they will take to reach them, they must also determine which ecosystem partners they need and where their own place in the ecosystem should be.

• Evolve from SMAC to the next set of disruptive technologies. When sets of powerful emerging technologies converge over a short period of time, they can spark a step change, letting businesses reimagine entire industries. We saw this most recently with social, mobile, analytics and cloud (SMAC) technologies, the foundational technologies of the digital era. Mastering SMAC will position insurance companies to harness the combinatorial power of disruptive technologies that will define the post-digital era—Distributed ledger technology, Artificial intelligence (AI), extended Reality, and Quantum computing (DARQ). Failure to hone their expertise in SMAC will leave businesses unable to meet even the most basic demands of a post-digital world.
of insurance executives agree SMAC has moved beyond adoption silos to become part of the core technology foundation for their organizations.

As insurers move to meet these goals, they must accept a new level of responsibility. As they use technologies to embed their services more deeply into the lives, assets and businesses they insure, they must address the privacy, safety, ethics, and governance questions that come along with that level of access.

With limitless opportunities, how do you pick the opportunities to target? How do you measure the potential impact of new insurance products and services on society? And how do you avoid crossing ethical boundaries when there are different lines for every reality and moment?

Look at the potential use of AI and big data to price risk on an individualized basis. Is it fair, for example, to penalize a person under treatment for clinical depression through higher prices for life cover because their Fitbit data reflects less physical activity each day than is considered optimal for a healthy person of their age?

What about rewarding those whose shopping baskets—monitored by a retail ecosystem partner—overflow with healthy food? They are more likely to be able to afford a high-quality, nutritious diet than someone struggling to get by on a minimum wage. There is a fine line between nudging customer behavior in the right direction and discriminating against people for factors beyond their control.

When one reaches the point of being able to deliver nearly anything instantly, it is critical to remember that ‘can’ doesn’t always mean ‘should.’ It’s every insurance company’s responsibility to understand the impact of its moments at scale. Society may not accept an insurance business model that prices products beyond the reach of those who may need cover most or that penalizes people for unfair systemic reasons.
2019 TECH TRENDS

This year’s Accenture Technology Vision highlights five emerging trends that will shape insurance over the next three years. In each trend, you will see how digital saturation is raising expectations, abilities, and risks across industries, and how insurance organizations are seeking new ways to differentiate themselves as the world moves into the post-digital era.

**DARQ Power**
Understand the DNA of DARQ
Distributed ledger technology, AI, extended reality, and quantum computing will be the next set of new technologies to spark a step change, letting insurers reimagine the entire industry and its role in the world.

**Get to Know Me**
Unlock unique customers and unique opportunities
Tech-driven interactions create a tech identity for every insurance customer—key to understanding the next generation of consumers, and delivering individualized, experience-based relationships.
**Human+ Worker**

*Change the workplace or hinder the workforce*

Insurance workforces are becoming Human+: each worker is empowered by their skills and knowledge plus a new set of tech-driven capabilities. Now, insurers must adapt technology strategies to support a new way of working in the post-digital age.

**Secure US to Secure ME**

*Enterprises are not victims, they’re vectors*

Ecosystem-driven business connections increase insurers’ exposure to risks. Leaders recognize that just as they collaborate with entire ecosystems to deliver best-in-class products, services, and experiences, security must join that effort as well.

**MyMarkets**

*Meet consumers’ needs at the speed of now*

Technology is creating a world of intensely customized and on-demand experiences, and insurance companies must reinvent their organizations to find and capture those opportunities as they come.
TREND 1
DARQ POWER
Understanding the DNA of DARQ
New technologies are catalysts for change, offering insurers extraordinary new capabilities. Distributed ledger technology, artificial intelligence, extended reality, and quantum computing will be the next set of new technologies to bring about a step change, letting insurers reimagine their industry.

As the world moves into the post-digital era, insurance companies are looking beyond their organization’s digital transformation and towards shaping how governments, business partners, employees and individuals interact with the world through technology. They will need every digital tool in their current arsenal to succeed, and they’ll need new ones.

The next set of technologies every company will need to master: Distributed ledger technology (DLT), artificial intelligence (AI), extended reality (XR) and quantum computing. Each of these four technologies on its own represents opportunities for insurance businesses to differentiate their products and services. Collectively, they will open unimagined pathways into the future.
AI already plays a critical role in optimizing processes and influencing strategic decision-making. Extended reality—immersive technologies like augmented and virtual reality (AR/VR)—creates entirely new ways for people to experience and engage with the world around them. Distributed ledgers will expand networks by eliminating the need for trusted third parties.

And quantum technology—the least mature of the four technologies—could offer game-changing ways to approach and solve the hardest computational problems. From running more sophisticated actuarial simulations for more real-time and precise pricing and risk pooling, to driving more powerful applications of AI and machine learning, quantum computing could open new possibilities for the industry.

Ninety-three percent of insurance businesses are already experimenting with one or more DARQ technologies, expecting them to be key differentiators. Each technology is at a different point on the adoption curve, but the first wave of insurance companies using DARQ technologies to drive differentiation is already here.
Sompo Japan Nipponkoa Insurance in Japan, for instance, plans to use AI to recreate vehicle collisions from GPS, dashcam and historical accident data to shorten the gap between an auto accident and an insurance payout from about two months to two weeks or less. AI will analyze vehicle speeds, the positions of related objects, and the surrounding environment at the time of an accident to assign fault.⁶
AXA XL, meanwhile, is piloting AI and natural language processing software to help populate and process information on commercial business properties in an effort to free underwriters from a tedious, manual chore. The solution automates the production of the engineering survey reports used for providing appropriate insurance coverage and accurate pricing.7

Other carriers are already creating new value with distributed ledger technology. Accenture and Zurich Benelux last year debuted a blockchain-based solution that helps the insurer’s customers manage surety bonds. They can check the status of their bonds, get bond history records, complete new bond requests and view bond forecasts.8

A cumbersome process traditionally done via phone or e-mail can now be done online.9

The Institutes RiskBlock Alliance, a consortium representing more than 40 leading risk management and insurance companies, offers another example. The Alliance has built a production-grade distributed ledger technology platform and is taking its first P&C use cases into production.

Development is underway for reinsurance, life, annuity, and retirement use cases. The goal is to create an enhanced customer experience while significantly reducing industry and consumer costs by eliminating reconciliations, automating interactions, reducing fraud and shortening cycle times9.

As insurance businesses explore new capabilities, some of the DARQ technologies will be more immediately relevant than others. Around 42 percent of insurance leaders in our survey reported that AI will have the greatest impact on their organizations over the next three years, while 20 percent said distributed ledgers will have the most impact in the same timeframe.

But to use the technologies to their greatest potential—now and when all four have matured—businesses need to think about the value to be gained by combining them.71% percent of insurers agree that the combination of all four DARQ technologies will be transformational or bring extensive change to their business.

Trend 1 DARQ POWER

EXECUTIVES RANK DARQ TECHNOLOGIES BY EXPECTED IMPACT ON THEIR BUSINESS OVER THE NEXT THREE YEARS

- Greatest impact
- Second greatest impact
- Third greatest impact
- Fourth greatest impact

Distributed Ledgers/Blockchain: 27%
Artificial Intelligence: 16%
Extended Reality: 26%
Quantum Computing: 14%
93% of insurance executives are currently experimenting with one or more DARQ technologies.

Please indicate your organization’s stage of adoption for each of the following emerging technologies today:

- Adopted across multiple business units
- Adopted in one business unit
- Piloting
- Evaluating or planning to pilot
- Not planning or evaluating for adoption
- Don’t know

Artificial Intelligence

Distributed Ledgers/Blockchain

Extended Reality

- 28% 20% 26%
- 23% 28% 28%
- 27% 28% 28%
- 21% 17% 20%
- 2% 2% 3%
- 6% 8% 11%
GAINING COMBINATORIAL EFFECTS

The blend of AI and XR is helping to solve one of the biggest barriers to widespread impact for immersive experiences: VR sickness. Businesses have identified numerous potential applications of XR—like virtual training, ‘hands-on’ education, and even realistic online shopping—but have been stymied by the symptoms of motion sickness that many VR users experience.

To address this, LG Display is partnering with Sogang University in South Korea, where researchers are using a deep learning AI algorithm to lower latency and motion blur. The solution shortens the time lag between a person moving and the display image updating to reflect that movement.

Ping An Insurance, the Chinese financial services giant, is one example of an insurance organization with a vision for using the combinatorial effect of several emerging technologies to transform its industry and business. The group is using AI, blockchain, cloud, big data, and security to drive its ‘finance + technology’ and ‘finance + ecosystem’ strategies.

In addition to using AI and blockchain to transform its core business, some of Ping An’s platform-driven ventures blur the lines between multiple industries. For example, the Smart City ‘1+N’ platform—built on intelligent cognition, AI, blockchain and cloud technology—supports medical insurance, finance, education, elder care, and real estate services.
DARQ technologies are poised to become the foundation for next-generation products and services. Already, AI and XR offer major competitive advantage in multiple areas, and distributed ledgers and quantum computing are expected to drive new innovations in the coming years. When all four technologies are viable at scale, their impact will grow significantly.

To take advantage of the transformational capabilities that DARQ technologies will offer, insurance businesses must start to explore the possibilities all along the spectrum. From the growing pervasiveness of AI in insurance today to the potential of quantum computing in the future, businesses should continue experimenting with and applying these technologies to transform their businesses.

DARQ will enable the post-digital era of business and technology, and those looking to lead in that era must start now. For some, this means launching pilots or new ventures. For others, it means building relationships with technology companies and insurtechs, or acquiring startups with innovative technology.

The insurance companies that recognize the opportunity—and begin to explore possibilities and investments with strategic focus—will be leaders in a brand-new competitive landscape.
DECISION POINTS

1. Is your digital foundation ready for DARQ?
   • Early DARQ pilots will rely on SMAC practices. Make it a priority to complete your ongoing digital transformation efforts.
   • Learn from the pitfalls your industry and business encountered in SMAC adoption. This will help you build roadmaps for the growth of DARQ technologies.

2. Determine how your organization will access the DARQ technologies that are relevant for your business, keeping in mind their different levels of maturity.
   • Decide whether you will buy or build your own AI tools, taking AI training and security requirements into account.
   • Explore different XR use cases in the enterprise. Decide whether to begin building an in-house team to design XR experiences or establish vendor contracts.
   • Identify the best use cases for distributed ledger technology in your industry. Will you use it internally or to pivot quickly between many business partnerships?
   • Establish relationships with leading quantum cloud vendors and explore new quantum computing capabilities as they are made available.
How are you adding DARQ skills to your current workforce?

- Approach hiring, training, and employee retention with DARQ in mind. As recruiting DARQ talent becomes more competitive, consider training programs to reskill your current employees and incentivize them to stay.

How can you use DARQ to shape the future of your industry?

- Start a future-looking program dedicated to scenario planning. Task the team with exploring different possible futures for your organization, driven by the industry-level impact of DARQ.

- Evaluate each combination of DARQ technologies, taking into account what can be implemented today and what capabilities they will enable as they mature. Use this information as you build your overall DARQ strategy.
TREND 2
GET TO KNOW ME
Unlock unique consumers and unique opportunities
Technology-driven interactions are creating an expanding technology identity for every consumer. This living foundation of knowledge will be key not only to understanding the next generation of insurance customers, but also to delivering rich, individualized, experience-based relationships in the post-digital age.

Digital technologies are now so integrated into people's lives that they have become a part of consumers' identities, and insurance leaders are using those identities to create a new generation of offerings. Technology identities are part of an emerging feedback loop that began to show its potential with the personalization efforts of the digital era.

Through digital technologies, insurance companies gained new, direct touchpoints with customers, from mobile apps to vehicle telematics. The leaders are already using the resulting ‘snapshots’ of insight into customer needs and goals to deliver personalized products and services which, in turn, give them more insight into their customers and allow them to price risk more accurately and offer more tailored solutions.

Now, that technology-driven feedback loop is about to kick into overdrive. As the world moves into the post-digital era, insurance companies are beginning to build new products, services and experiences that shift the transactional exchange of premiums and claims to an ongoing, customized relationship.

They are moving beyond personalized products to individualized experiences, creating a one-to-one relationship with each customer where technology plays the starring role. The key opportunity for insurers? To play an expanded part in customers’ lives, as a risk coach or lifestyle advisor that not only provides insurance cover but helps customers to reduce their exposure to risk.

Insurance companies will achieve this by understanding the technology people use and how they use it, creating the insights needed to integrate seamlessly into the person’s life or business. Eighty-four percent of insurance executives believe that consumers’ ‘digital demographics’ are becoming a more powerful way to understand their organization's customers.

Digital demographics are not about the online world alone. Today, an array of sensors, wearables, telematics devices and Internet of Things technologies provide insurance businesses with a wealth of data about the offline behavior of consumers and commercial customers. That gives insurers the ability to unlock richer insight into consumers’ and businesses’ daily risks, needs and behavior.
Forward-looking insurers are taking their first steps with technology identities to personalize their existing product and service offerings. Leaders can push even further to craft new individualized, experiential business models entirely around the technology identities of their customers.
Those that don’t risk falling behind the demands of their customer base: in the 2019 Accenture Global Financial Services Survey of 47,000 consumers, nearly two-thirds said they are confident users of new tech and online services; 31 percent would like their bank or insurer to offer new channels such as wearable devices or bots; and 44 percent would be willing to buy insurance from an online service provider such as Amazon or Google.\(^\text{13}\)

South African multiline insurance group, Discovery, is an example of an insurer that is already leveraging technology identities. The group—which developed the Vitality behavioral tracking and incentive program used by John Hancock and other carriers around the world—has developed a set of smart life and auto insurance products for young adults.\(^\text{14}\)

Its Young Adult benefit is a hybrid pay-as-you-drive and traditional comprehensive motor insurance product for drivers under 26 years old. The driver receives comprehensive daytime driving cover as well 24-hour cover for non-accident perils. Those who drive at night—which is far riskier—are charged an additional per-kilometer premium for trips taken between 9:30 pm and 5:00 am.

A second product, the Smart Life Plan, gives policyholders up to 100 percent of premiums back for driving safely—tracked though a telematics device—and for leading an active lifestyle monitored by the Vitality Active program. This approach encourages the formation of positive health and driving habits, vastly reducing mortality and morbidity risk among young insurance customers.

Similarly, SCOR Global Life has partnered with Garmin Health to improve its underwriting in the Asia-Pacific region. It will use data from Garmin’s wearables to assess an individual’s biological age and incentivize healthy living.\(^\text{15}\) Policyholders whose biological age is lower than their chronological age receive rewards including premium discounts and health and wellness coaching, among other incentives.
UNDERSTAND CHOICE TO BUILD TRUST

With such a wealth of personal data at their disposal, insurers walk a fine line between creating a tailored experience that neatly integrates into a specific customer’s life and losing a consumer’s trust and the customer relationship by creating an experience that is out of sync with their needs and expectations, or which they believe violates their privacy. Leading insurers are already looking at how they can get the right balance.

The ReMoto insurance product from Spain’s Caser Seguros features a custom device that geolocates an insured motorcyclist only at the time of an accident. Some motorcyclists are reluctant to share journey information with insurers in real-time, but fear being stranded after an accident on a solo run. The technology gives customers personalized, life-saving help when they need it, while addressing their privacy concerns.

Fortunately for insurers, the very technologies that make individualized experiences possible can also help them determine consumers’ and commercial clients’ preferences for how tailored those experiences should be. Whether they are using data for marketing, usage-based insurance or risk assessment, insurers can build and maintain trust by being transparent about which information they are collecting and for which purposes.

More than 80 percent of financial services consumers are willing to share more personal information with their bank or insurer in return for benefits such as lower pricing, priority service, or more personalized service.
WHERE’S THE LINE?

Carriers must understand where each customer draws the line between privacy and individualization

**Persona 1**

“I am concerned about my privacy and prefer very little personalization”

- Personalized playlists help me expand my musical horizons
- My navigation app works with my calendar and the location services on my phone to suggest departure times
- My fitness-tracking app only knows my location when the app is open
- I’m letting this online retailer know this item is a gift
- I like it when sites help me understand why I see certain ads
- I actively manage the kinds of notifications I receive

**Persona 2**

“Personalization is helpful, but I still weigh it against my privacy”

- Personalized playlists help me expand my musical horizons
- My navigation app works with my calendar and the location services on my phone to suggest departure times
- My fitness-tracking app only knows my location when the app is open
- I’m letting this online retailer know this item is a gift
- I like it when sites help me understand why I see certain ads
- I actively manage the kinds of notifications I receive

**Persona 3**

“Personalization always adds value to my digital experiences”

- Personalized playlists help me expand my musical horizons
- My navigation app works with my calendar and the location services on my phone to suggest departure times
- My fitness-tracking app only knows my location when the app is open
- I’m letting this online retailer know this item is a gift
- I like it when sites help me understand why I see certain ads
- I actively manage the kinds of notifications I receive
The trade-off between privacy and individualization is the most pressing challenge of the consumer technological identity, but not the only one. As insurers’ businesses look to deliver rich, technology-driven individualized experiences, they must in the first place understand the complexities around the technology each consumer has access to.

Around 82 percent of insurance executives agree consumer digital demographic information is expanding the number of ways their organization delivers products and services to its customers. Serving the emerging ‘markets of one’ demands that insurers have a clear and constantly updated picture of the technologies that consumers are willing and able to incorporate into their lives.

Look at Bajaj Allianz General Insurance in India, which last year introduced a group personal accident cover product, driven by the Internet of Things, for children travelling by school bus. Parents can use a mobile app to track their schoolchildren’s GPS location via beacons in buses and in the children’s school identity cards.

Integrating such experiences into customers’ lives requires an ongoing, intimate level of understanding; these insights rely on a strong foundation of trust, which insurers must maintain through every consumer interaction. Those that take on this challenge today will achieve a level of continuous insight and understanding that will enable them to lead in the post-digital world.
How is technology an inextricable component of your customers’ identities?

- Identify the consumer technology choices that are most relevant to your business and develop a plan to both capture and build on these data points to deliver individualized experiences.

Is your company using customer technology histories to build and evolve your understanding of individual customers?

- Ensure that your business is equipped to understand how technologies are used across a variety of contexts, not just which technologies are used.
- With every new product you build or service you explore, pay attention to consumer access to technology: basic network connectivity, technology ecosystems they participate in, and how these variables affect your offering’s reach and impact.

How is your business determining the limits of personalization?

- Build a plan to combine your existing customer knowledge (from marketing, support, and other teams) with data gleaned from technology identities, to determine the relevant ‘creepiness quotients’ for your customers.
TREND 3

HUMAN+ WORKER

Change the workplace or hinder the workforce
Workforces are becoming human+: each individual is empowered by their skillsets and knowledge plus a new, constantly growing set of capabilities made possible through technology. Now, insurance companies must adapt the technology strategies that successfully created this next-generation workforce to support a new way of working in the post-digital age.

Insurance carriers are not going through their digital transformations alone. Their employees and agents are equipped with technology that they are using to perform existing roles in new ways and, in some cases, to adapt for roles that did not exist in the pre-digital era. The workforce is becoming ‘human+’, with each individual empowered by their skills and knowledge plus a growing set of capabilities made possible through technology.

Even as the workforce evolves at a rapid pace, most insurance enterprises are optimized for the workforce of the past. Seventy-six percent of insurance executives agree that their employees are more digitally mature than their organization, resulting in a workforce ‘waiting’ for the organization to catch up.

Technology innovation has created a wider range of potential paths for workers to explore. But that also means an increasing number of career paths for businesses to identify, manage, and support—and so far, companies in most industries have not kept up.

Talent-finding strategies are out of sync with the capabilities of human+ workers, and investments in learning and reskilling are far short of where they need to be for the high rate of employee transitions to different roles or companies. Knowledge management and access strategies haven’t kept pace either.

Facing an ageing workforce and struggling to attract top young talent, insurance organizations must launch a number of initiatives. Firstly, they need innovative strategies to position themselves as interesting and worthy places to work. Secondly, they must ensure that they retain the people they attract. This entails recognizing that millennial and centennial employees are not just looking for financial benefit from their work—they want to be part of an organization that has purpose and that enables them to lead a balanced lifestyle. Finally, they will have to leverage technology in the workplace to create engaging employee experiences, drive opportunities for training and advancement, and augment the workforce with intelligent machines.
The constantly changing nature of human+ career journeys is making it harder for insurers to add specific skills to their workforce through traditional hiring approaches. Insurance companies are starting to rethink the way they hire, using technology to assess candidates based on capabilities and potential. The leaders are moving away from reactive, skills-based hiring and looking toward an optimized mix of people.

Insurance companies such as GEICO\(^\text{19}\) and Bajaj Allianz\(^\text{20}\) are using automated video interviewing solutions to screen talent and identify good potential matches, for instance. The AI powering these solutions can analyze a candidate’s speech patterns, facial expressions and mannerisms to build a behavioral and cognitive profile. This enables recruiters to spend more time with the candidates with the best potential fit for the business and less on initial screening.

Leaders are recognizing that the most important thing about employees is not where they come from, but how far they can go. By adapting their technology strategies, insurance companies can identify strong candidates for open roles, and later, match employees with the training needed to prepare for a role switch.
In an era of high employee velocity and shifting skills requirements, training and continuous learning are more important than ever. Around 81 percent of insurance executives agree that greater employee velocity has increased the need for reskilling in their organization. To lead in the human+ era, insurance companies must invest in their workforces to prepare employees for changing roles.
Spain’s Mapfre has piloted the use of VR to reduce the cost of training loss adjusters in assessments of electric vehicles, since it no longer needs to have a physical car on site for them to interact with. VR makes it affordable to train adjusters on a wide range of vehicle models. Inexperienced adjusters can also learn without exposing themselves to electrical hazards.

In addition, the company is experimenting with AR-powered video assistance. Its solution for digital supervision of property repairs allows repairers and supervisors to make immediate repair decisions over a video call. A technician can instantly connect with a supervisor or specialist when he or she needs assistance in resolving complex repairs.21

By incorporating training and learning needs into their technology strategies, leading insurers are matching human+ capabilities and potential with both current and future enterprise skills needs. What’s more, this approach drives engagement, ensuring that people have continuous access to opportunities for learning and growth.

Though human+ workers are willing and able to learn and adopt new tools quickly, organizations have traditionally limited training to employees who have been selected to fill specific enterprise needs. Leading insurers, however, are investing in learning platforms and strategies that better prepare workers for tomorrow.
As human+ workers continue to move more rapidly throughout and across organizations—and as baby boomers continue to retire—insurance companies must address the reality of increasingly distributed knowledge and loss of institutional memory. The workforce and the organization rely on quick access to information to be agile and efficient.

Leading insurers are embracing technology strategies that bring knowledge management into the human+ era. With the right approach, companies can redefine the phrase ‘institutional knowledge,’ making it a true responsibility of the organization itself. Consider the example of North American life insurer, Sun Life.

The company is using Facebook’s Workplace to provide employees with a collaborative space to share news and updates on company strategy, highlight articles of interest related to the business including its commitment to community and sustainable practices, reward and recognize employees, and celebrate key project milestones. The goal is to create a company community spanning 26 countries.22
EQUALIZING THE INVESTMENT

Becoming human+ has expanded the capabilities of the workforce beyond what insurance companies could have imagined just a decade ago. But supporting and engaging that workforce requires them to invest in their workforce with the same level of commitment as they invest in technology.

Investing in training and reskilling will better prepare workers for changing roles. Innovations in AI and XR, coupled with integrated knowledge sharing platforms, will empower people to participate in self-directed learning, while also giving businesses better insight into the needs and goals of their workforce.

Along with new approaches to talent-finding and knowledge management, these changes will let companies capture the full potential of their human+ workers.

Through the innovative technologies they’ve used to drive new products and services, companies will find new heights of success: empowering the human+ workforce will drive the organization into the post-digital era.
DECISION POINTS

1. What areas of your business have the biggest digital divide between the company and your human+ workforce?
   - Identify practices that are still optimized for pre-digital workers—for example, knowledge management, employee learning, or talent-finding and hiring practices. Make a list of the areas where the divide is creating the most pain. These may include attrition, difficulty meeting talent goals, and low employee engagement.
   - Select one or more areas for pilot programs that explore how AI, sentiment analysis, and extended reality can help close these gaps. For those already completing pilot programs, select a key focus area in which to industrialize successful efforts.

2. With in-demand technology skills constantly changing, is your approach to talent-finding and acquisition ready for the post-digital era?
   - Review your current approach to talent forecasting. Identify areas of the business where talent gaps have persisted or grown. For the areas with the largest talent gaps, rethink hiring methods. Select one or more areas for pilot programs that focus on employees who will grow with the company. Rather than ‘reactive’ and skills-based hiring, look for ways to assess candidates by their capabilities and potential.
   - Identify areas of the business where AI tools can assist in finding talent. These tools can offer value for both internal and external talent-finding; you may wish to begin by prioritizing one of these for initial experiments and pilots.
TREND 4

SECURE US TO SECURE ME

Enterprises are not victims, they’re vectors
While ecosystem-driven businesses depend on interconnectedness, those connections increase companies’ exposure to risks. Since leading insurers already collaborate with digital ecosystems to deliver best-in-class products, services, and experiences, their security groups must help to manage these risks.

As insurance carriers join interconnected digital ecosystems—spanning connected homes, healthcare, workplaces and more—they are at once extending, and absorbing, the risks and vulnerabilities of their ecosystem partners. An incident that cripples one enterprise can rapidly expand to threaten a company’s ecosystem, industry, and beyond.

The WannaCry cryptoworm in 2017, for example, did not stop at ransoming the data of individual businesses, but in a matter of days spread across the globe, infecting 300,000 computers spanning 150 countries. Some 90 percent of tech, security and insurance respondents to an AIG survey published in 2017 said they believe that cyber-risk is systemic—capable of impacting many companies at the same time.

Since threat actors see ecosystems as an ever-widening attack surface, insurance companies should no longer look at cyber-risk and cyber-security in isolation from their ecosystem partners. Yet only 26 percent of insurance executives report that they know their ecosystem partners are working diligently, like they are, to be compliant and resilient with regard to security.

**MOST INSURERS ARE NOT CERTAIN THAT THEIR ECOSYSTEM PARTNERS ARE WORKING HARD TO REDUCE SECURITY RISKS AND ENSURE COMPLIANCE.**

- Know: 26%
- Trust: 60%
- Hope: 12%
- Doubt: 2%
- Do not know: 1%
If enterprises are to collaborate on security across their ecosystem, the first step is to reframe their understanding of the threats and risks they face. If insurance leaders cannot assess the impact of an attack on their own organization, how can they understand the risk it poses for their ecosystem partners—or the risks they are accepting through partnerships?
One way they can better comprehend the risk they and their ecosystems face is by expanding their approach to threat modeling to span the entire ecosystem.

Ecosystem partners are changing constantly, bringing with them new business ambitions, priorities, and operational maturity—yet assessing security risks is a step that is frequently bypassed when these business relationships change or grow. Only 38 percent of businesses report including the chief information security officer (CISO) when considering new business opportunities.25

In ecosystem-driven business, enterprises must understand the challenges faced by every participating company. Eighty-eight percent of insurance executives agree that to be truly resilient, organizations must rethink their approach to security in a way that defends not just themselves, but their ecosystems. Making security a part of ecosystem discussions will help insurers to view their business the way attackers do, leading to better preparation.
DISTRIBUTING RESPONSIBILITY: SECURITY FROM THE INSIDE OUT
To combat the growing challenge, insurers will need to spread responsibility for and ownership of security throughout their organization, giving security teams the agility to respond to a fast-changing environment. By being more strategic with how they position security internally, insurance companies can make it a business enabler rather than an inhibitor.

Ensuring that security is integrated into each part of the business is especially critical with emerging technology. For example, DevOps is the agile approach to code development where design, analysis, and testing are continuous processes. But without the right security tooling, this approach can result in bad code much faster.

Embracing DevSecOps should be a priority for any company operating in an ecosystem-driven enterprise. The technology products and applications that businesses build to enable partnerships can introduce a significant amount of risk. Addressing security early in the development lifecycle is 30 times cheaper than doing so in production, and integrating security teams into DevOps teams allows for continuous improvements to security.26
In concert with their technology efforts, insurance companies must evolve their approach to governance as ecosystem-driven business expands. Ecosystems are inherently in flux; companies never know who they will be partnering with tomorrow—or whose vulnerabilities will be putting them at risk.

To begin creating ecosystem-level standards and governance, insurers should look not just to their partners but also to their broader industry to collaborate. Other companies, even competitors, are likely to be facing the same challenges, and have opportunities to build solutions that make it safer for every company to conduct business.

The Institutes RiskBlock Alliance, for instance, aims to develop an open, secure ecosystem that any insurance and risk management company can plug into. Private data-storage will ensure that a company’s node will store only the data with which it is involved. The technology will enable consortium members to hold partners accountable without first needing to establish trust.
Beyond working with partners to ensure the integrity of data and services within their own ecosystems, commercial insurers have a key role to play in helping other organizations mitigate the risks of cyber-events that span the boundaries of multiple enterprises. Insurers have seized upon cyber-insurance as a significant growth opportunity—25 percent of insurance respondents to our survey this year indicated their company has already entered this market.
A growing list of insurtech companies—including the likes of Coalition, At-Bay, and Paladin—are also eyeing the sector. Many of them look at cyber-insurance through a different lens to industry incumbents, offering a blend of cyber-security monitoring and protection services, along with insurance coverage.28

According to Fitch, stand-alone and package cyber-insurance premiums in the US grew 54 percent to $2 billion in 2017.29 Ecosystem security concerns are helping to fuel the growth of the market: ‘Because it was required by a third party’ is one of the top three reasons for buying cyber-cover, according to respondents in a PartnerRe & Advisen survey.30

Yet quantifying cyber-risks using traditional actuarial pricing models remains complex because of the lack of a substantial loss history, the difficulty of measuring damage, and the speed at which the threat landscape is changing. Carriers are looking to address this complex challenge through new partnerships and ecosystems spanning technology and risk management services.

Cisco, Apple, Aon and Allianz, for example, last year announced plans to introduce a cyber-risk management solution, comprised of cyber-resilience evaluation services from Aon, secure technology from Cisco and Apple, and enhanced cyber-insurance coverage from Allianz.31 AIG, meanwhile, has partnered with cyber-security companies CrowdStrike and Darktrace to assess customers’ cyber-maturity and recommend improvements.32

Global insurance broker, Marsh, has announced a cyber-risk management program that brings together insurers such as Allianz, AXIS, AXA XL, Beazley, CFC, Munich Re, Sompo International, and Zurich North America. Microsoft will act as a technical adviser. Under the Cyber Catalyst program, the insurers will identify and consider solutions that will help customers to reduce cyber-risks such as data breach, business interruption, and corruption.33

Which of these statements most accurately describes your insurance organization’s position on cyber-insurance?

- 1 - We believe it has good potential and have already entered this market
- 2 - We believe it has good potential and plan to enter this market soon
- 3 - We think it has some potential and are considering entering this market
- 4 - We think it has some potential but are not considering entering this market
- 5 - We don’t believe it has potential
WIDER PERSPECTIVE

By widening their perspective, leaders will gain a better understanding of their real attack surface, and better prepare themselves for the ecosystem-driven threats that will only grow in the post-digital world. By differentiating themselves as trustworthy defenders, insurance companies will become more attractive partners for other businesses, governments, and consumers alike.
DECISION POINTS

1. How has your company’s exposure to risk changed in light of the push toward ecosystem-driven business?
   - Look beyond your company’s own infrastructure to identify areas where ecosystem connections could expose you to new vulnerabilities. Conversely, consider areas where your connections to other companies have changed those companies’ exposure to risk.
   - Develop a security strategy to continuously assess and address these vulnerabilities while ensuring the appropriate groups inside your organization are aware of these threats.

2. Is your company considering the security implications of business-driven ecosystem moves?
   - As you look to form new business partnerships, position security as a cardinal component of those relationships. Ensure that ecosystem partners can meet your company’s security standards and are auditing their own practices.
How is your business reconsidering the relationship between DevOps and security?

- If you are not already integrating security teams into your DevOps teams, explore ways to support such integrations and enable continuous improvements to security.

How could your business participate in security alliances and other ecosystem ventures around cyber-security standards and governance models?

- Seek out industry partners and competitors to find common goals for addressing security challenges. Perform a security audit of your vendors and provide relevant findings to ecosystem or industry partners who are also using those vendors’ services. If applicable, open-source the security tools your business has developed to get input from a larger community and make these protections more broadly available to others.
TREND 5

MYMARKETS

Meet consumers’ and organizations’ needs at the speed of now
Technology is creating a world of intensely customized and on-demand experiences. Each is an opportunity, and insurance companies must reinvent their organizations to find and capture them as they come. That means viewing each opportunity as if it’s an individual market—a momentary market.

Being digital is no longer enough for an insurance business to differentiate itself. But it does give insurers a foothold for their next big opportunity: offering real-time protection and capturing moments with innovative solutions such as small-ticket, usage-based, just-in-time and parametric insurance.
With direct digital access to customers and increasingly powerful analytics capabilities, insurance companies can understand their current and potential markets better than ever before. And with agile back-end technology that can reorient the business quickly, they can deliver for those momentary markets faster than ever before.

Put those capabilities together and every moment is a chance to deliver a new product or service designed not just for a specific customer, but for their needs at a specific point in time. Miss the moment, and there is no second chance; 76 percent of customers believe it is easier than ever to simply take their business elsewhere, according to Accenture's Living Business research.

Opportunity awaits the insurers that are ready to capture the moments when they come. Their ability to remain continuously relevant—a living business in the face of constantly changing customer, partner, or employee needs—will set them apart in ways that were not possible before.34

Examples abound of new, on-demand products in insurance, many of them from insurtech players. Yolo—an Italian startup that raised a €5 million Series A investment early this year—has created a platform and app that allows people to buy instant and pay-per-use products on a daily or monthly basis. Its offerings include travel, sports, device and flight insurance.35

Trōv, meanwhile, has rapidly expanded its business from Australia and the UK to most states in the US. Its initial product allows customers to use an app to purchase insurance for specific items—such as laptops, mobile devices and cameras—for tailored lengths of time. Coverage is activated and deactivated with a swipe. It has since branched out into on-demand mobility, renter’s and small business insurance.36

Which of these statements most accurately describes your organization’s position on small-ticket / micro / just-in-time / parametric insurance?

- 25%
- 32%
- 28%
- 12%
- 3%

Which of these statements most accurately describes your organization’s position on usage-based insurance (auto or property)?

- 28%
- 33%
- 25%
- 11%
- 2%

1 - We believe it has good potential and have already entered this market
2 - We believe it has good potential and plan to enter this market soon
3 - We think it has some potential and are considering entering this market
4 - We think it has some potential but are not considering entering this market
5 - We don’t believe it has potential
These businesses—and examples such as Farmers’ Toggle brand; Cuvva, which offers by-the-hour auto cover; Verifly, with an on-the-fly drone liability product; and Legal & General’s on-demand, pay-per-use home-share insurance—highlight that integration of customization and real-time delivery is the next big wave of competitive advantage for insurance. But to deliver for a given moment, insurers need to know when an opportunity exists.
While insurance companies already do demand planning and forecasting on a large scale, in the era of momentary markets, forecasts and predictive models won’t be limited to long-range planning or major trends; they will be used for everything to anticipate key opportunities.

To anticipate these moments of opportunity, insurers must improve the granularity of their forecasting, and the first step is turning to AI. It is not a question of collecting more data; insurers already have information about insured lives and assets, historical risks, and even the weather. But no human team can tackle this deluge of information alone.

Metromile, one of the pioneers in pay-per-mile auto insurance in the US, used machine learning to identify fraud more rapidly. Its data science team crashed cars at roughly five miles per hour to recreate a variety of slow-speed events like fender benders and hit-and-run collisions.

The team then used the data captured by the Pulse sensor in each vehicle to teach AVA, Metromile’s AI claims system, to detect and analyze crash events. This work will enable Metromile to streamline the claims verification process and pay valid claims faster while still fighting fraud.39
Identifying moments of opportunity or customer need is just the first step. The next is to be ready for those moments when they come. To do that, insurance organizations must deliver precisely what people want with increasingly specific customization for the circumstances of the moment—whether that is a requirement for instant cover for a borrowed vehicle or roadside assistance and expedited claims assessment for an insured who has just had an accident.

The insights made possible through digital twins will be one key element of this capability. These are digital models of equipment, machines and a variety of other items that exist in the physical world, built on real-time sensor data and contextual information like service operating runtimes, vehicle status and weather data. By adopting digital twins, insurance companies can retain a granular digital model of customer lives, assets and risks.

AXA XL has announced plans to place Internet of Things sensors alongside sensitive marine cargo to gain insights into the travel of a product through the entire supply chain. Using these sensors and a data platform from Parsyl, AXA XL will track and analyze data such as location, temperature, light, humidity and movement impact. It will use the insights to make practical recommendations for customers to avoid losses or to lessen their impact.

As insurance companies expand their use of digital twins across the value chain, they will improve their ability to respond to momentary opportunities at scale. Eventually, the level of insights that these approaches enable will also drive the company’s ability to see those moments coming.
The momentary world will be built on the Internet of Things. By 2020, there will be 31 billion connected devices in the world, and that number will more than double to 75 billion by 2025. Each device is a new channel, a new source of data, and a new way to identify and reach a momentary market.

The development that could boost the Internet of Things to its full potential is the 5G network. Sixty-three percent of insurance executives believe 5G will have a significant impact on their industry within the next three years. The standard was completed in June 2018, with mobile providers expected to rapidly grow their networks in 2019 and 2020.

The speed, reach, and decreased latency of 5G will put long-standing concerns around connectivity and bandwidth for Internet of Things devices to rest. The mobile networking standard will provide the basis for a truly intelligent network of cars, robots, drones, and more—all of which will be able to communicate and react in real time, wherever people need them.

With 5G making pervasive, real-time intelligence a possibility everywhere, companies will have the technological capabilities to spot moments of opportunity before they come—and capture them before they go. Significantly for insurance, 5G could help accelerate the commercial deployment of autonomous vehicles, and a trend towards on-demand ridesharing and away from personal vehicle ownership.

Insurance executives anticipate that auto insurance could, by 2025, look very different to today due to the rise of the self-driving car. Nearly two-thirds (64 percent) agree that vehicle manufacturers will—via product liability coverage—assume a bigger share of the auto insurance market. Sixty-nine percent are optimistic that autonomous vehicles will bring new premiums to the auto insurance industry by 2025.
With every business embracing the importance of digital transformation, insurance companies need to look toward their next opportunity for differentiation—momentary markets. With the right granularity of understanding, insurers will be able to meet people in their moment of need in a post-digital world—to in fact become a different business to every single customer. It is all about choosing the right moments. How will your company choose them?
How is your company moving closer to delivering on-demand experiences?

- Identify the forecast areas your business could improve with the assistance of AI. This will help your business adopt more granular forecasting techniques that are better suited for on-demand and momentary markets.

How is your business uncovering discrete moments of opportunity?

- Evaluate the ways you solicit feedback from individual consumers and determine the effectiveness of each for driving product development. Explore ways of bringing these insights to more groups within your organization.

How can your business prepare today to deliver for the momentary markets of tomorrow?

- Consider how the data generated by sensors could help build digital twins. Use these models to monitor, analyze, and simulate customer risks and requirements.
- Examine your current product and service development approaches and identify areas that may prevent your business from being able to quickly respond to moments of opportunity. Look for areas to incorporate agile development approaches.
CONCLUSION: THE POST-DIGITAL ERA IS UPON US

Just as people no longer say they live in the ‘age of electricity,’ the days of calling something digital to mean that it is new and innovative are numbered. This is as true of insurance as any other industry, even if the pace of digital transformation has not been as rapid in this sector as it has in media, retail, or banking. The time for pilots and experimentation is long past, and insurance leaders must begin to strategize for what’s next.

How should insurance companies get ready for the ‘post-digital’ environment? By doubling down on using digital technology to simplify core insurance processes and drive efficiencies—and at the same time, turning a strategic eye toward the future. A digitized organization will be the foundation from which insurance companies will drive all future innovation.

Tomorrow’s insurance leaders are already today finding a place among the digital ecosystems of the future and investing in the next wave of emerging technologies. This will give them a head start in the post-digital era—an age with massive customer, employee, and societal expectations, and a time when digital saturation of reality has granted companies the capabilities to meet people wherever they are and at any moment in time.

Are you ready to position your insurance organization as a leader in the post-digital era? Contact our authoring team to find out how Accenture can help you to get ready for what’s next in insurance.
ABOUT THE TECHNOLOGY VISION FOR INSURANCE
The current three-year set of technology trends relating to Accenture’s Technology Vision includes our reports from 2018 and 2017.

Accenture’s Technology Vision comprises a three-year set of technology trends, and it’s important to recognize that this year’s trends are part of a bigger picture. As companies continue to grow as digital businesses, they will need to keep up with the latest technologies, as well as continue to master those that have been maturing. These technologies will collectively inform how enterprises build the next generation of business and create paths toward future growth.

Read more:
Technology Vision for Insurance 2018
Technology Vision for Insurance 2017
RESEARCH METHODOLOGY

Every year, the Technology Vision team partners with Accenture Research to pinpoint the emerging IT developments that will have the greatest impact on companies, government agencies, and other organizations in the next three to five years. These trends have significant impact across industries, and are actionable for businesses today.

The research process begins by gathering input from the Technology Vision External Advisory Board, a group of more than two dozen individuals from the public and private sectors, academia, venture capital, and entrepreneurial companies. In addition, the Technology Vision team conducts interviews with technology luminaries and industry experts, as well as nearly 100 Accenture business leaders from across the organization.

Each year, the research process also includes a global survey of thousands of business and IT executives from around the world, to understand their perspectives on the impact of technology in business. Survey responses help to identify the technology strategies and priority investments of companies from across industries and geographies.

As a shortlist of themes emerges from the research process, the Technology Vision team reconvenes its advisory board. The board’s workshop, a series of ‘deep-dive’ sessions with Accenture leadership and external subject-matter experts, validates and further refines the themes. These processes weigh the themes for their relevance to real-world business challenges.
For the fifth year, we conducted a global survey of thousands of business and IT executives to understand their perspectives on the impact of technology on their organizations, and to identify their priority technology investments over the next few years. We surveyed 6,672 executives from 27 countries between October and December 2018. This year, 577 insurance executives participated in the survey. The percentage of insurance respondents is listed below.

**Job:**
1. Business 57%
2. IT 43%

**Revenues (USD):**
1. $1-$5.9 billion 41%
2. $6-9.9 billion 18%
3. $10-$19.9 billion 16%
4. $20-$49.9 billion 19%
5. $50 billion or more 3%
6. $250-$500 million 2%
7. $500 million-$999 million 1%

**Roles:**
1. Chief Finance Officer 16%
2. Chief Operating Officer 16%
3. Chief Information Officer 13%
4. Director, IT 11%
5. Chief Marketing Officer 9%
6. Chief Technology Officer 9%
7. Director of Business Function (Non IT-related) 7%
8. Director, Line of Business (Non IT-related) 6%
9. Director of Technology 3%
10. Chief Security Officer 3%
11. Chief Strategy Officer 2%
12. Chief Information Security Officer 2%
13. Chief Mobility Officer 1%
14. Other C-suite title 1%
ABOUT ACCENTURE

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world’s largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With 469,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.

ABOUT ACCENTURE RESEARCH

Accenture Research shapes trends and creates data driven insights about the most pressing issues global organizations face. Combining the power of innovative research techniques with a deep understanding of our clients’ industries, our team of 300 researchers and analysts spans 20 countries and publishes hundreds of reports, articles and points of view every year. Our thought-provoking research—supported by proprietary data and partnerships with leading organizations, such as MIT and Harvard—guides our innovations and allows us to transform theories and fresh ideas into real-world solutions for our clients. For more information on Accenture Research, visit www.accenture.com/research.

ABOUT ACCENTURE LABS

Accenture Labs incubates and prototypes new concepts through applied R&D projects that are expected to have a significant impact on business and society. Our dedicated team of technologists and researchers work with leaders across the company and external partners to imagine and invent the future.

Accenture Labs is located in seven key research hubs around the world: San Francisco, CA; Sophia Antipolis, France; Washington, D.C.; Shenzhen, China; Bangalore, India; Herzliya, Israel and Dublin, Ireland; and 25 Nano Labs. The Labs collaborates extensively with Accenture’s network of nearly 400 innovation centers, studios and centers of excellence located in 92 cities and 35 countries globally to deliver cutting-edge research, insights and solutions to clients where they operate and live. For more information, please visit www.accenture.com/labs

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