

Strategic Priorities for *The Renaissance in Insurance*

Insurers recognize the industry is changing and want to adapt to enable growth and remain competitive



Insurers share **3** common characteristics

1 Optimism

Strategic activity dominates insurer's top of mind



2 Challenges

Internal Challenges

- 1 Talent
- 2 Legacy systems
- 3 Data

Investing in New Capabilities

- 1 Too many priorities
- 2 Lack of agility
- 3 Budget

External Challenges

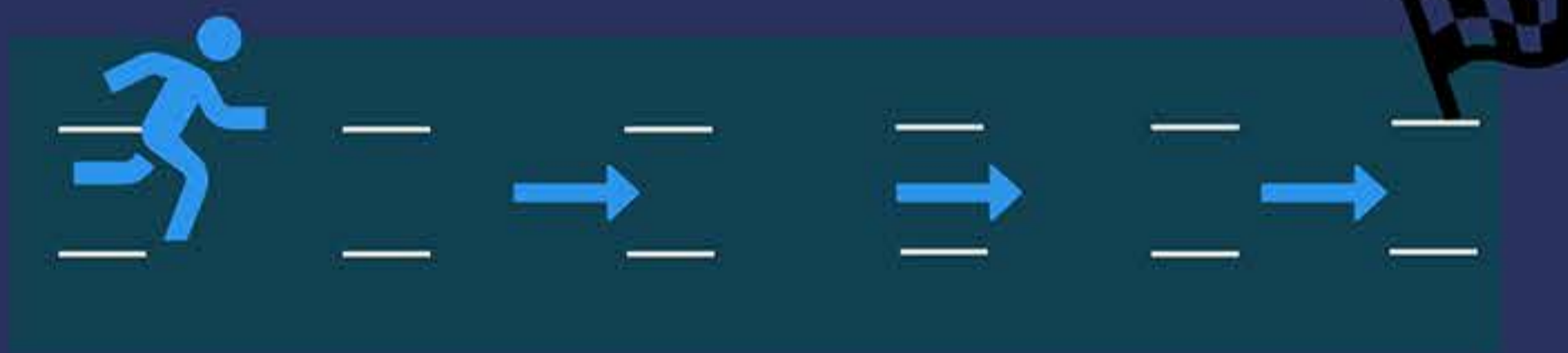
- 1 Pace of change
- 2 Technology
- 3 Customers

3 Alignment

Insurers' 2016 priorities are aligned to support their optimistic outlook and address many of the challenges they face



The road to the future includes **3** parallel tracks



- 1 Modernize legacy systems, a "table stakes" foundation
Be a player in the new market landscape
- 2 Access thought leadership and collaborate to innovate
Utilize a strong ecosystem to leverage relationships
- 3 Aggressively consider new business models
Rapidly experiment, test, and deploy new models

