

Customers on the Evolution

Consumers are open to purchasing insurance through Digital :



79% internet and online platforms



69% their bank's digital platform



35% e-commerce (Amazon, Lazada)



34% super apps (WeChat, Grab)

Oliver Wyman Consumer Survey Results 2020

Omnichannel shoppers spend:

an average of 4% more on every shopping occasion in the store and

10% more online than single-channel customers.

Harvard Business Review

Insurance embedded into every moment of customer's life :

Embedded insurance estimated to grow **X6** in GWP by 2030 (North America & China)

InsurTech London



Why Ecosystem

There is a Common (Mis)Conception that permeates insurers that customers want a better, deeper, more meaningful, invested relationship with their insurers.

However, what customers care most is,

To enjoy more and better CUSTOMER VALUE

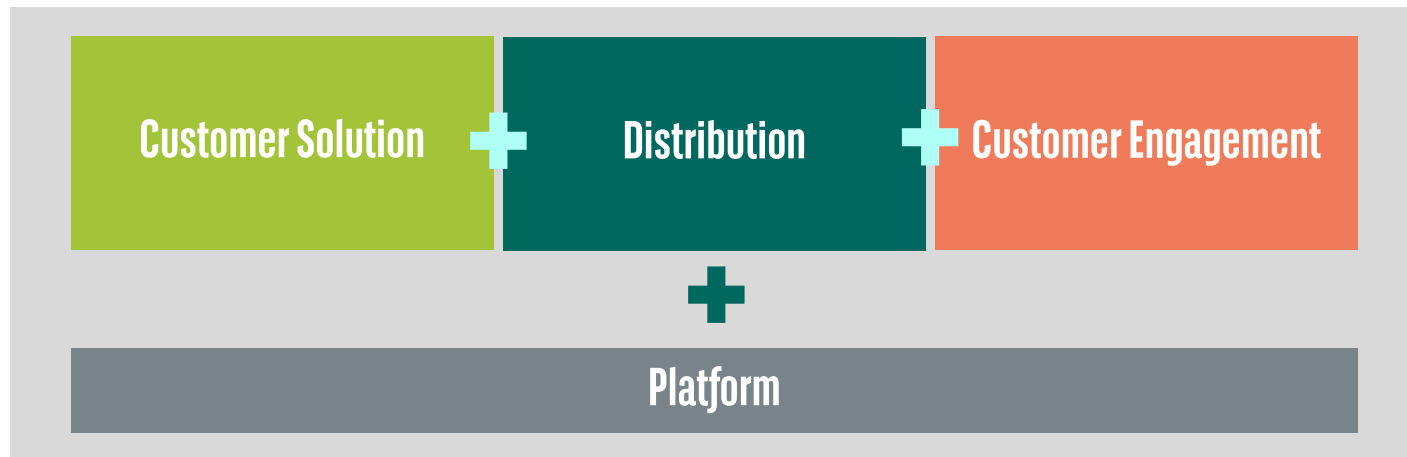
AT THE RIGHT PLACE, THE RIGHT TIME, WITH THE RIGHT OFFER

That fulfills the entire relationship with satisfaction

Ecosystem enables us to ...

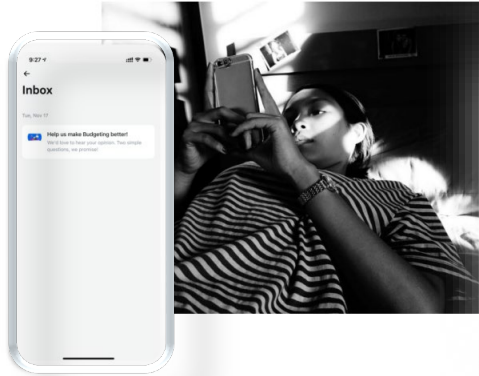


**“Right offer at the right
moment at right touch point”**

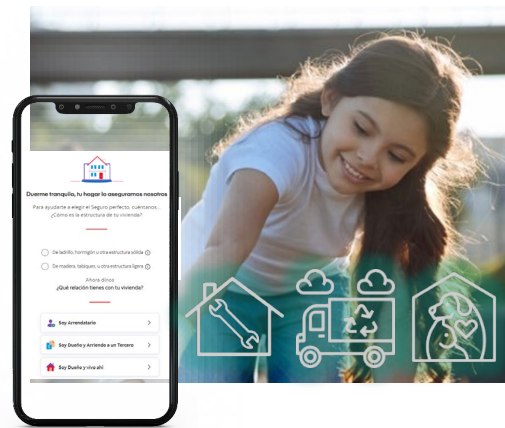


Ecosystem transforms customer experience

**Data-driven Intelligence
for Personalization**



**Value beyond Expectation
through Holistic Offer**



**Intuitive Journey
Anytime, Anywhere**



**Constant Evolution
exceeding Demands**



Future-ready Customer Experience

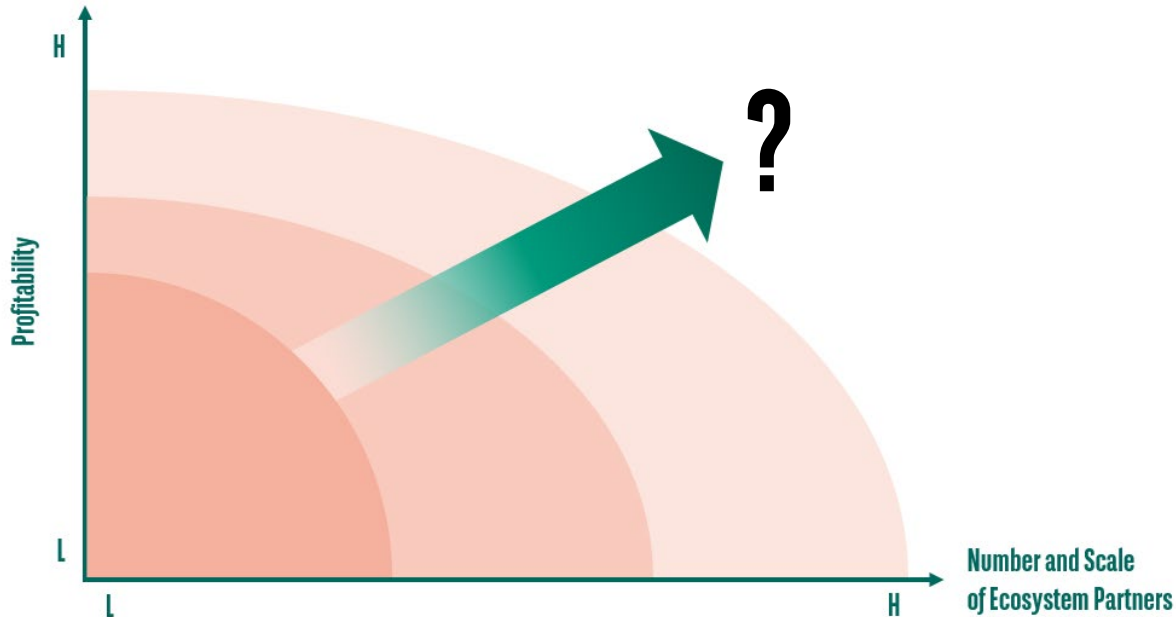


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The insurer for a changing world

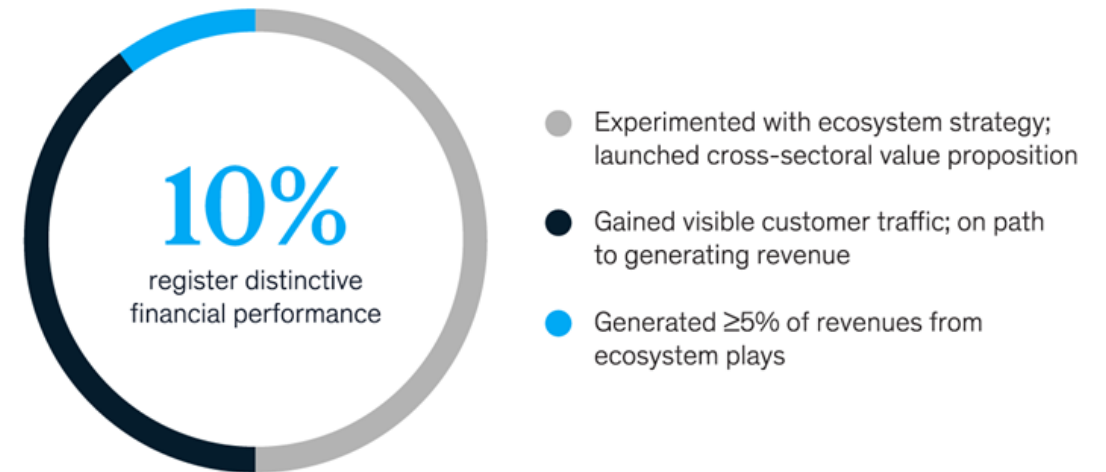
Now, How to Monetize?

Scale and breadth can be promising factors but ecosystem is not solely a simple game of scale.



Many have experimented with an ecosystem strategy, but few have succeeded in creating significant value.

Share of companies by extent of ecosystem play,¹ %



¹Sample comprises established companies (often market leaders) in a particular industry that have moved to noncore activities; excludes Alibaba, Alphabet, Amazon, Baidu, Google, Netflix, and Tencent.

Now, How to Monetize?

Strategic Drivers

vs.

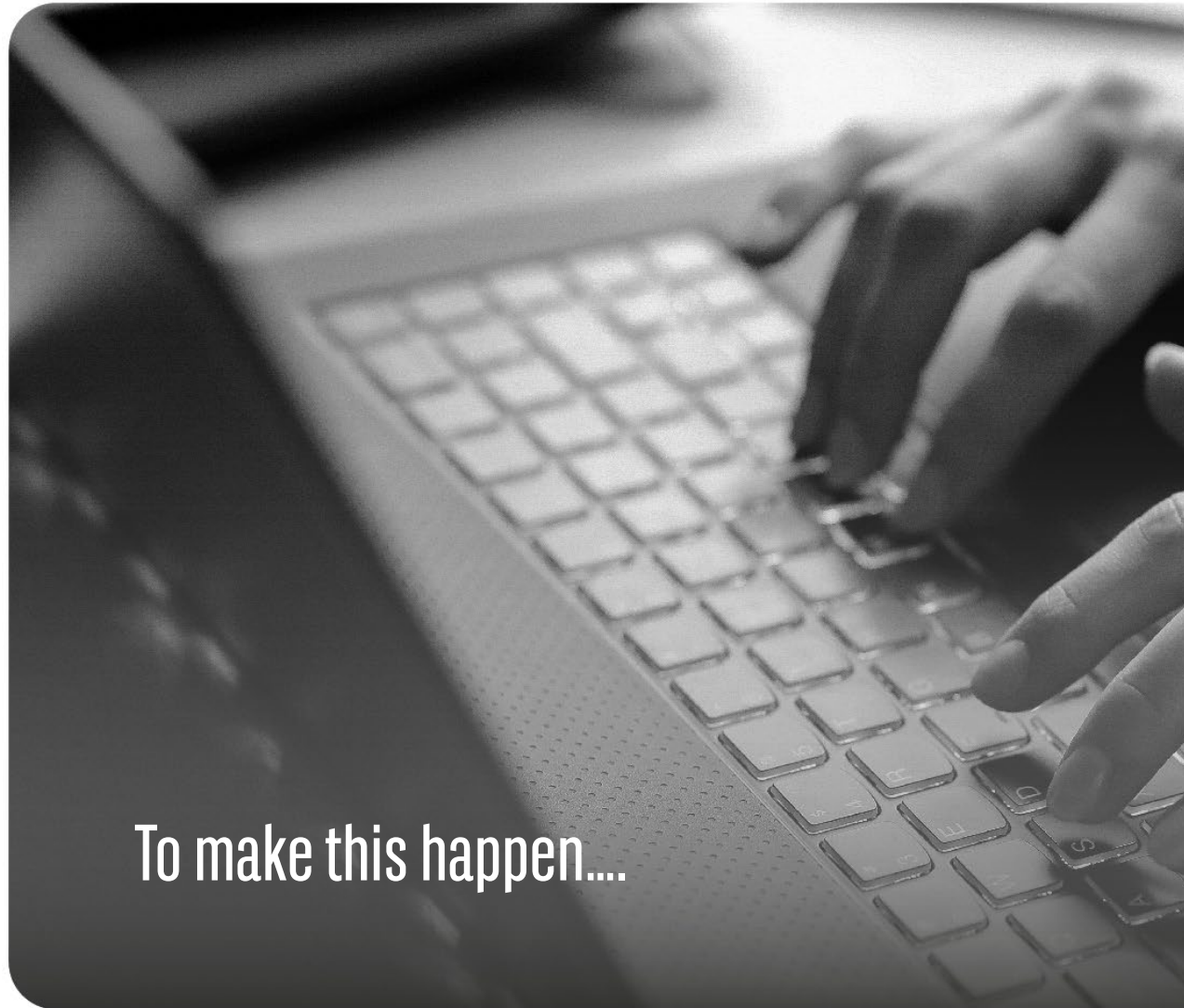
Financial Drivers

- ❑ Strategic alignment and internal buy-in
- ❑ Trusted partnership management (strategic & commercial)
- ❑ Sustainable optimization & activation
- ❑ Data, Data and Data

- ❑ Monetary KPI in sync with products and efficiency
- ❑ Pricing : viability vs. competitiveness
- ❑ Profitability through cost optimization and scale
- ❑ Flexible indicators



Decoding the Success...



To make this happen....

It's not about Why but "How"

One Size Doesn't Fit All

Winning formula

Relevance
Flexibility / Modularity
Agile / Optimization
Partnership that bonds
Data

Hidden Driver : Internal Capability



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THANK YOU



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