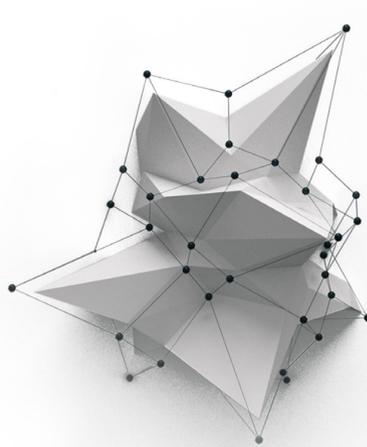


# INSURERS: GO ALL-IN ON ECOSYSTEMS

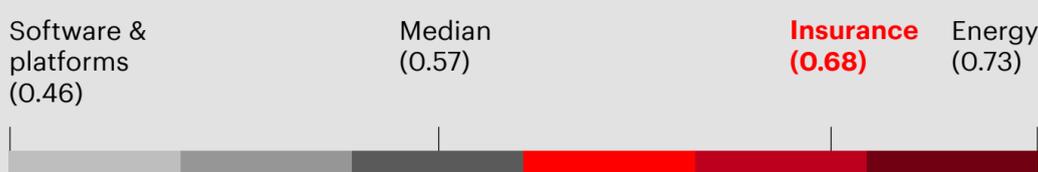
MICHAEL LYMAN | RAVI MALHOTRA



## The insurance industry is at risk

Insurance is one of the industries most vulnerable to future disruption.

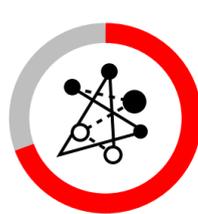
### Susceptibility to future disruption (Score 0-1)



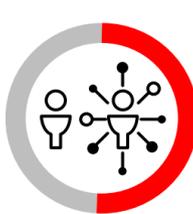
**\$198b** value of the market share shift to “living business” insurers at the cost of less responsive competitors.

## Much of this disruption will come from ecosystems

Insurance leaders surveyed agree ecosystems will change both the products/services offered and how companies go to market.



**67%** agree current business models will be unrecognizable in 5 years—ecosystems are the main change agent.



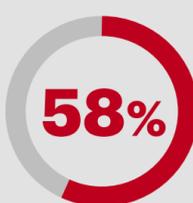
**51%** are already experiencing disruption from competitors with partnerships in other industries.

## Insurers realize the poison is also the remedy

Leaders who can design and execute a market-leading ecosystem will be the disruptors—leveraging ecosystems as a key source of growth.



**84%** say ecosystems are important to their strategy of disruption.



**58%** are actively seeking ecosystems—the highest of all industries surveyed.

## But there’s a gap between ambitions and capabilities

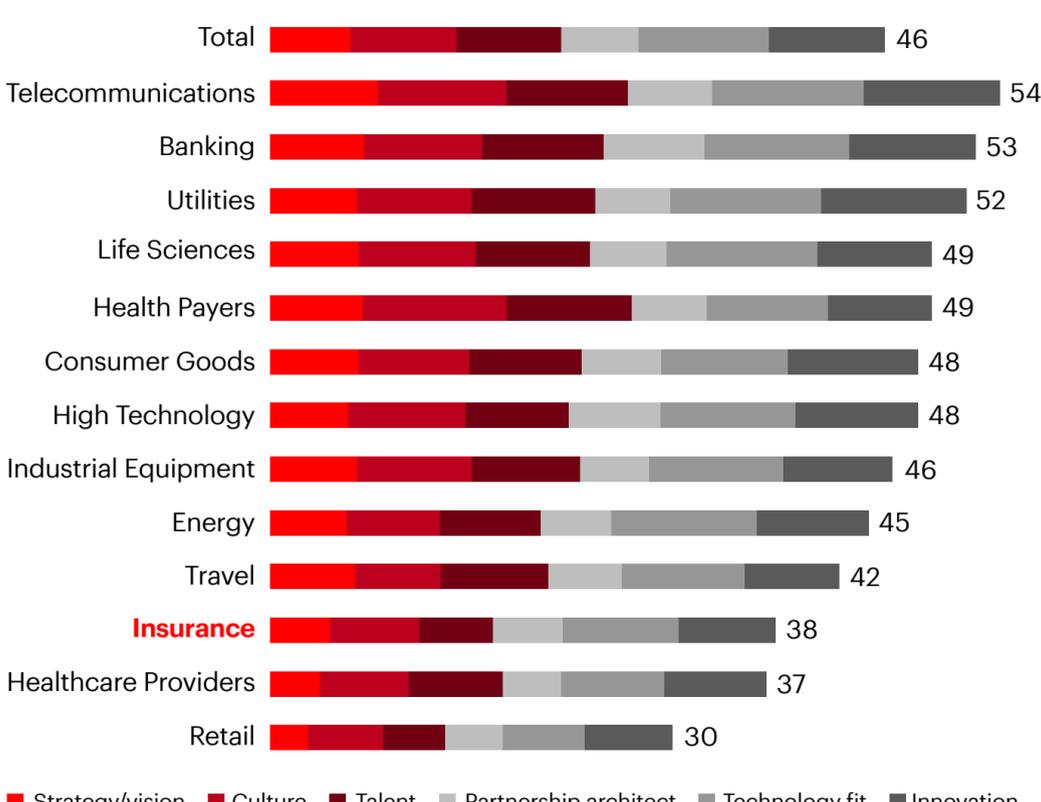
Insurance leaders tend to overestimate their company’s current ecosystem capabilities.

**97%** say they are an attractive or highly attractive ecosystem partner.

**<5%** are considered ecosystem masters.

To be an effective ecosystem player, insurers need to catch up with other industries.

### Ecosystem capabilities index



## Going all-in

Insurance leaders who can build a market-leading ecosystem with trusted partners will ensure relevance and growth for the future.

**1**

### Shape the market play.

Winning insurers will set a clear ecosystem strategy: Defining the vision, business case, prioritization and roadmap for the market plays. The roadmap outlines how the ecosystem will incubate, launch and scale ecosystem products and services.

**2**

### Take a look in the mirror.

By honestly assessing their capabilities, assets and culture, insurance leaders can identify what gaps they need to close so they can be an effective ecosystem player. In doing so, lead from the top, committing both the time and resources needed.

**3**

### Pick your partners.

Leading insurers will select partners carefully to bring complementary capabilities, proven trustworthiness, a collaborative mindset, domain expertise, customer relationships and data that will help bring the market play to fruition.

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### Learn more

- Cornerstone of future growth: Ecosystems
- Three things ecosystem masters get right

Sources: Accenture Disruptability Index, Accenture Strategy Ecosystem Research, 2018.

Our Disruptability Index measures an industry’s current level of disruption as well as its susceptibility to future disruption, using data from 3,629 companies across 20 industries. For susceptibility to future disruption, we measured three components: incumbents’ operational efficiency, commitment to innovation, and defenses against attack.