



GSA HYBRID SALES INDEX©

The insurance market will continue to be strongly influenced by advancing digitalization. In addition to the already highly competitive environment, challenges such as cost pressure, the need to reorganize portfolios and make efficiency improvements will bring additional requirements. In particular, the use of artificial intelligence is becoming increasingly important in overcoming these challenges and remain competitive at the same time. Ignoring these developments can have considerable disadvantages.

Customers today place great value on personalized experiences, seamless digital interactions and comprehensive transparency. The Wavestone Hybrid Sales Index© 2024 sheds light on insurers' current sales strategies. It identifies key factors that make it possible to meet constantly changing customer requirements and further strengthen company growth through the use of modern, digital sales solutions.

This version contains the most important points of the full report. The full report is only available in German.

WAVESTONE

CONCLUSION OF THE HSI© MATURITY LEVEL IN THE ROOF SPACE

The analyses of the Hybrid Sales Index© for Germany, Austria and Switzerland show that insurers in all three countries are increasingly using hybrid sales channels to respond to changing customer requirements. The focus here is on networking online and offline channels and optimizing the customer journey. The customer experience is increasingly characterized by digital offerings such as video consultations, online appointments and chatbots, with insurers such as Allianz, ERGO and AXA already playing a leading role.

The analysis shows that insurers who develop their hybrid sales strategies dynamically and iteratively will be more successful in the long term. One key to differentiation lies not only in the mere provision of digital solutions, but also in the active and personalized design of the customer journey. Through data-based analyses, insurers can better anticipate the individual needs of customers and respond to them in a targeted manner, which will sustainably increase customer satisfaction and loyalty.

Germany: The market is increasingly moving towards hybrid vehicles, but traditional sales strategies are preventing the full potential of hybrid vehicles from being realized.

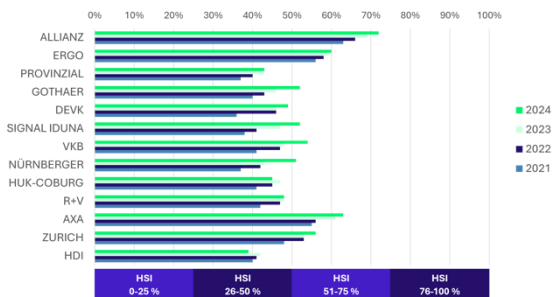


Figure 1: Overall result of the insurers analyzed in Germany

Switzerland: Traditional sales are still dominant, often leading to media disruption and interruptions in the customer journey. Despite this, Switzerland leads the GSA region in the Hybrid Sales Index©.

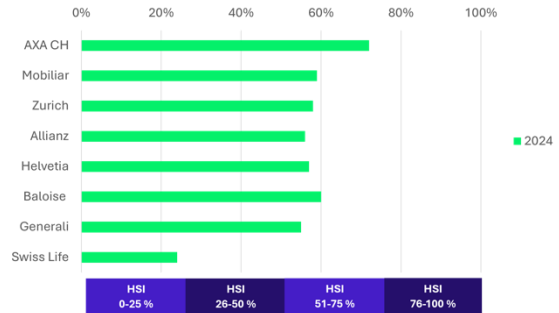


Figure 2: Overall result of the insurers analyzed in Switzerland

Austria: The hybridization process is still in its infancy. However, initial successes such as video consulting at UNIQA and lead recognition at Wüstenrot show that we are on the right track.

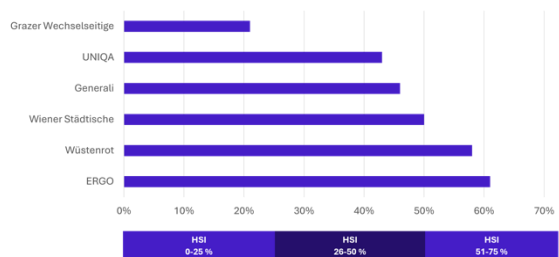


Figure 3: Overall result of the insurers analyzed in Austria

Regional differences in the GSA region:

However, the omnichannel approach that is being driven forward in all three markets requires more than just technological investment. It requires a cultural change that strengthens collaboration between sales, IT and customer service to ensure a holistic customer experience. A comparison of the markets shows that local adaptations are crucial. While a combination of traditional and digital channels can be beneficial in Switzerland, the focus in Germany should be not only on this combination but also on a stronger digitalization of the closing processes.

Quick wins and long-term transformation:

A valuable strategy for insurers could be to focus on quick, actionable measures that simultaneously create the basis for long-term transformation. Video consulting, chatbots and lead recognition offer measurable success in the short term and can be gradually expanded to enable deeper data insights and personalized customer interactions. This combination of short-term success and long-term adaptability allows insurers to be more agile in responding to changing market demands.

The insurance industry is facing a crucial phase of digital transformation. Long-term success will depend on seamlessly integrating digital and physical channels to create a personalized and transparent customer journey. Insurers that invest early in data-based analytics, artificial intelligence and omnichannel optimization can increase customer satisfaction and secure a competitive advantage.

The combination of short-term ‘quick wins’ and a long-term strategic orientation that encompasses technological and cultural transformation will be decisive. Insurers that are flexible and customer-centered will exceed the expectations of hybrid customers and strengthen their market position in the long term.

If you are concerned with the following issues, we would be pleased to discuss your individual results and possible solution options:

Channel strategies and platforms:

How can comparison portals and platform partners be used effectively without jeopardizing your own strategy?

Customer-centered processes:

How can online tariffing and application processes be transformed into genuine advisory experiences?

Technology and data:

What potential can data-based lead management and chatbots offer for improving sales processes?

Integration and cultural change:

How can physical touchpoints and digital sales be better dovetailed and what steps are needed to break down cultural barriers?

Hybrid customer behavior:

What demands do clients place on the ‘digital agency’ and how does this affect agency formats and remuneration systems?

Artificial intelligence:

How can I use artificial intelligence to personalize the customer approach and advice in the sales journey, and what challenges do I face in terms of data protection and customer trust?

UK excursion

The British insurance market shows some approaches and methods that could be interesting for a closer look in the GSA region. For example, the cross-selling approach can also be transferred to the application routes of German insurers. This additional offer (placed in the right place at the right time) can generate additional business and increase the value of the customer relationship. Through an intelligent connection with the aspect of account management and the retrieval of contact data, it would not only be possible to continue the consultation at a later date, but active follow-up by the insurer would also be made possible. Furthermore, the current purely free and informative website (application route) would become a sales platform with the potential to massively increase the omni-channel maturity level (through better traceability paired with contact options).

Key messages

Key messages hybrid sales potential - important steps for realizing hybrid potential:

- 1) Buying insurance has long been part of a networked sales journey that goes far beyond the insurer's own channels.
- 2) Platforms and platform cooperations enable one-click purchases and open up a wide range of opportunities to reach customers in their everyday lives.
- 3) Needs-based content makes it possible to integrate insurers unobtrusively into customers' everyday lives.
- 4) Data-based, cross-channel lead management makes it possible to target customers after they have abandoned the sales journey.

Key messages hybrid sales journey - important steps towards excellence in digital sales:

- 1) Instead of simple tariff calculators, comprehensive digital advice is indispensable.
- 2) Digital contact options available at any time on a centralized sales platform are a must.
- 3) Effective lead management must work across all channels and be independent of direct customer contact.
- 4) Modern agency formats and remuneration models should reflect hybrid customer behavior and rethink traditional notions of customer authority.
- 5) Permeable structures between physical touchpoints and digital direct sales are crucial to increasing customer satisfaction and sales success.
- 6) Simple tools can significantly improve the digital visibility of physical touchpoints with customers.
- 7) The use of chatbots in sales processes offers great potential for improved efficiency and increased added value - for both customers and companies.

Wavestone is a consulting powerhouse, dedicated to supporting strategic transformations of businesses and organizations in a world that is undergoing unprecedented change, with the ambition to create positive and long-lasting impacts for all its stakeholders.

Drawing on more than 5,500 employees in 17 countries across Europe, North America and Asia, the firm offers a 360° portfolio of high-value consulting services, combining seamlessly first-class sector expertise with a wide range of cross-industry capabilities.

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