

# Online Insurance Europe: INDIVIDUAL BENCHMARKING

All about your *ONLINE CHANNELS*  
benchmarked with Europe:

- ▶ *Strengths & Weaknesses*
- ▶ *Opportunities & Threats*
- ▶ *New Success Guidelines*



# Your Benefits

## YOUR INDIVIDUAL BENCHMARKING: The first and only REAL-TIME SWOT analysis of your single online insurance channels in Europe.

### Your online channels and competitors benchmarked with Europe and across all business functions.

#### What is your current position in detail?

The most comprehensive full quantitative survey:

The major 300 insurers' online/ direct channels (mainly online & phone, international & national brands) in 31 countries evaluated according to more than 300 relevant success criteria in detail.

The first SWOT analysis of all channels: strengths, weaknesses, opportunities, threats.

#### Europe benchmarks:

- Europe's key success factors.
- Europe's current industry standards.
- Europe's current best practices.

#### All countries:

- Local market shares & potentials.
- Local players & best channels.
- Local strengths & weaknesses.
- Local opportunities & threats.
- Local trends & outlook.

#### All online channels & competitors:

- Channel ranking positions in detail.
- Channel strengths in detail.
- Channel weaknesses in detail.
- Channel opportunities in detail.
- Channel threats in detail.

### Maximize the success of your online channel and across all business functions:

#### You and your team will get new success guidelines of

- how to easily & precisely verify and maximize the business and strategies of your online channel,
- how to best accelerate business growth and to build the highest competitive advantages with your online channel,
- how to meet at least Europe's minimum industry standards and to avoid competitive disadvantages for your online channel.

## RESEARCH DESIGN

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MOUNT ONYX is the leading international expert for online & direct insurance with clients in more than 25 countries.

In cooperation with the UNIVERSITY of Vienna/ Department of Finance.

This study is based on a holistic 3-step approach:

- Extensive international desk research and systematic market observation; final plausibility analysis with more than 50 industry experts in Europe and North America.
- Qualitative pre-study of all online channels of insurers in all of Europe.
- Extensive on-going quantitative research of all online channels of insurers in all of Europe; multi-step data evaluation/ control and preparation.



**300 online channels**  
(see exemplary brands)  
in 31 countries analysed in detail.

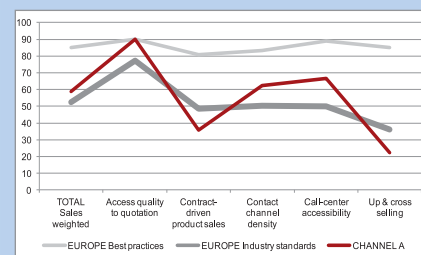
Exemplary charts of a CHANNEL A:

### 13. Ranking 13.1. Channel Positions Sales

Category	Place	Country	Brand	Name/ Owner/ Website address	Result	
Sales	76	BC	Flag	Logo	CHANNEL A (Group A): www.channela.bc	58.9%
Sales	117	BC	Flag	Logo	CHANNEL B (Group B): www.channelb.bc	52.9%

CHANNEL A and one competitor's channel with the detailed Europe ranking positions among all channels in the category „sales“.

### 16. Sales SWOT 16.1. Channel Benchmarking Key performance indicators (KPIs)

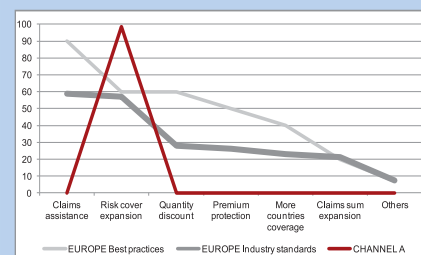


CHANNEL A (red line) with the detailed performance levels (KPIs) in the category „sales“ benchmarked with Europe's industry standards and Europe's best practices (grey lines).

CHANNEL A shows strengths in „access quality to quotation“, „contact channel density“ and „call-center accessibility“ but weaknesses regarding „contract-driven product sales“ and especially „up & cross selling“.

All success relevant KPIs of the channel and across all business functions are presented in the study in detail.

### 16. Sales SWOT 16.1. Channel Benchmarking SINGLE criteria/ Up selling tools used



CHANNEL A with the detailed performance levels according to all SINGLE criteria „upselling tools used“ benchmarked with Europe.

CHANNEL A shows strengths in „risk cover expansion“ but weaknesses/ gaps regarding all other success relevant „up selling tools used“.

## I. EUROPE

### 1. Introduction

#### 1.1. Forewords & References

- Univ.-Prof. Mag. Dr. Jörg Finsinger/ UNIVERSITY of Vienna.
- References from industry-leading companies.

#### 1.2. Definition of Online Insurance

- The direct (mainly online & phone) vs. the personal & individual business approach.
- Online/ direct channel business models vs. traditional direct marketing.

#### 1.3. Research & Evaluation Design

### 2. Practical Value

#### 2.1. How to use the analysis for more business success

### 3. Legal Framework

#### 3.1. Europe's Legal Framework

Summary of applicable regulations.

### 4. Megatrends

#### 4.1. Europe's Megatrends

- Internet & mobile usage and trends.
- Online shopping & banking and trends.
- Discount market shares and trends.
- Purchasing power.

### 5. Markets

#### 5.1. Europe's Market Potential

- Levels of online/ direct channel maturity, non-life & life insurance market shares and growth rates.
- Long-term core market potentials.

#### 5.2. Europe's Players

- Average number of players, pioneers, international and location strategies.
- Changes of players.

#### 5.3. Europe's Customer Potential

- Core & realizable customer potentials.

### 6. Europe Benchmarks

#### 6.1. Key Success Factors

- More success with more growth.
- More success with less cost.

#### 6.2. Europe's Industry Standards

- Summary of the current industry standards across product, marketing, sales, service and profit/ price relevant topics and criteria in figures.

#### 6.3. Europe's Best Practices

- Summary of over 100 best practices & innovations across product, marketing, sales, service and profit/ price relevant topics and criteria in figures.

## II. COUNTRY

### 7. Market Potential

#### 7.1. Market Share & Potential

Realized market share level and long-term market potential of the local online/ direct channel business.

### 8. Players

#### 8.1. Insurer's Online Channels

Local players and listing by brand, owner, country of origin, business model and website address.

#### 8.2. Aggregators/ Online Brokers

### 9. Ranking

#### 9.1. Best Channels

The best local online channels of insurers/ trend-setters with a top 25 Europe ranking in the categories:

- Best products, marketing, sales and services.
- Best overall solution and best active, passive and hybrid business model.

### 10. Strengths & Weaknesses

Local industry standards of insurers and detailed performance levels in comparison with Europe benchmarks according to all KPIs, such as:

#### 10.1. Products

Product portfolios & product information.

#### 10.2. Marketing

Brand strategies, online ad/ promotion, social networks & mobile presence, website usability.

#### 10.3. Sales

Contract-driven product sales, contact channel quality, up & cross selling.

#### 10.4. Services

Claims settlement, online (self) services.

#### 10.5. Profit

Business and price model.

### 11. Opportunities & Threats

#### 11.1. Opportunities

Important local USP-potentials.

#### 11.2. Threats

Important local competitive risks.

### 12. Trends & Outlook

#### 12.1. Trends

Important local online insurance trends.

#### 12.2. Outlook

Future prognosis of the local online insurance business.

## III. ONLINE CHANNEL

### 13. Ranking

#### 13.1. Channel Positions

- Detailed Europe ranking positions of the channel in the categories product, marketing, sales, services and total.

### 14. Products SWOT

#### 14.1. Channel Benchmarking

Detailed performance levels vs. Europe:

- Total business mix offered (through own and partner brand).
- All non-life insurance product lines offered.
- All life insurance product lines offered.
- All bank and non-financial product lines offered.
- Density of standard and extended product portfolios offered.
- Access quality to product information.
- All technical information tools used.

### 15. Marketing SWOT

#### 15.1. Channel Benchmarking

Detailed performance levels vs. Europe:

- Word and picture brand mark strategies.
- Offline advertising presence.
- All online ad/ promotion tools used.
- All memberships on social networks promoted.
- Mobile presence and tools promoted.
- All website company promotion tools used.
- Website usability tools used.

### 16. Sales SWOT

#### 16.1. Channel Benchmarking

Detailed performance levels vs. Europe:

- All contract-driven product sales tools used.
- Access quality to quotation.
- All upselling tools used.
- All cross selling tools used.
- All contact channels promoted.
- Contact channel density.
- Call-center accessibilities promoted.

### 17. Services SWOT

#### 17.1. Channel Benchmarking

Detailed performance levels vs. Europe:

- All online (self) service tools used.
- Access quality to claims settlement.
- All claims contact channels promoted.
- Claims contact channel quality.

### 18. Profit SWOT

#### 18.1. Channel Benchmarking

Detailed performance levels vs. Europe:

- Business & price model used.
- International vs. national presence.

# ORDER

**We are ordering the ANALYSIS “Online Insurance Europe: INDIVIDUAL BENCHMARKING”**

All analyses include the chapters “I: Europe”, “II: Country” and “III: Online Channel” of the ordered channels (see “Contents”).

**EUR 4,800 for the first online channel**

**EUR 3,500 per additional online channel (25% discount)**

**NAME/ WEBSITE ADDRESS of the online channels** (e.g. allianz.de):

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**Austria**

**Switzerland**

**Netherlands**

**France**

**Belgium/ Luxembourg**

**EASTERN EUROPE**

**Poland**

**Czech Republic/ Slovakia**

**Hungary**

**Russia/ Ukraine**

**Baltics** (Estonia, Latvia, Lithuania)

**NORTHERN EUROPE**

**United Kingdom**

**Ireland**

**Scandinavia** (Denmark, Finland, Norway, Sweden)

**SOUTHERN EUROPE**

**Spain/ Portugal**

**Italy**

**South East** (Slovenia, Croatia, Romania, Bulgaria, Greece, Turkey)

**We are additionally ordering the SEMINAR\*  
“Online Insurance Europe: INDIVIDUAL BENCHMARKING”  
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