CELENT

RESHAPING THE DISTRIBUTOR INSURER RELATIONSHIP

A Survey of Independent Insurance Agents

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September 20, 2021

This report was commissioned by Majesco, which asked Celent to design and execute a Celent study on its behalf. The analysis and conclusions are Celent’s alone, and Majesco had no editorial control over report contents.

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EXECUTIVE SUMMARY

Insurers are increasingly focused on digitally enabling the independent agency channel. While they are exploring new types of distribution channels, the dominant channel is still the independent agent. Agents, meanwhile, are experiencing their own digital transformation. They have high expectations for how insurers will support them today, and have even higher expectations for how insurers will support them tomorrow. It’s easy to think that simply building out a portal will meet their expectations. But as older principals look to retire, consolidation of agent channels is increasing.

The fight for shelf space is heating up. These increasing mergers and acquisitions are placing greater pressure on the process of onboarding agents, managing licenses, handling commissions, managing increasingly complex hierarchies, and providing more support in reporting capabilities. Insurers looking for help prioritizing their investments in digital capabilities for agents also have to think through where to use humans to deliver differentiated services.

We surveyed 231 independent agents to understand how they prefer to interact with insurers across a broad set of activities and their current satisfaction with their digital interactions at a transactional level, as well as the activities needed to run the agency. We examined the level of digital interaction they, and the policyholder, would like to see over the next three years We also looked at the generational impact of those changes to see if the agent of tomorrow had different views than the agent of today (or yesterday). And we looked by role, line of business, and size of agency.

Key findings:

- The Silent Generation and Baby Boomers were more likely to prefer to use technology than the younger generations. Surprisingly, almost 30 % of Generation Z respondents they prefer to do everything via phone, email, or in person rather than use technology (such as portals)—the highest percentage across generations. It may be that while the younger generations are quite familiar with technology, they are less familiar with insurance and want additional guidance and advice from experts at the insurer to ensure they are providing appropriate levels of protection.
- The good news is that those that make placement decisions are very satisfied with their relationships with their preferred insurers—perhaps because they are able to choose to place their business with the insurer they prefer. The

agents who are most likely to be very dissatisfied are those whose customers make placement decisions.

- To become the preferred insurer, the insurer has to have great services, good pricing, and differentiated products, as well as policies, procedures, and technology that make it easy to do business.
- All agents seem to have similar levels of digital interactions when it comes to managing licenses, compensation, and reporting. But they also expect to significantly increase their digital interactions in the overall agency/insurer relationship. In the future, agents expect digital commissions management, self-service onboarding, and electronic licensing.
- Life agents and property casualty agents interact very differently with insurers. Property casualty agents are much more likely than life agents to interact digitally or mostly digitally when quoting personal and small commercial lines for new business. They're also more likely to interact digitally when it comes to ongoing policy servicing.
- Agents have high expectations for increased digital interaction across all types of activities. They expect insurers to invest heavily over the next three years in automating new business transactions as well as ongoing policy services.
- Investments in digitization have two potential sources of return for insurers. Reduction in costs due to the ability to automate processes is a significant potential source of value—but only if it improves the agent's ability and desire to place business with an insurer therefore driving growth. Agents believe insurers will become more efficient with additional investments in automation and their increased ability to use AI and ML to improve services. And although they expect more transactions to be automated, meaning less human interaction, they don't see any negative impact on their personal relationships with the insurer.
- Of course, a big aspect of digitization is policyholder self-service. There are some common transactions that most agents are quite willing to allow policyholders to conduct themselves. Those who are willing to extend policyholder services see it as an inevitable client choice. But even those who are willing to extend services are concerned about providing access to loss runs and endorsements. Agents who are against extending self-service see it as their role to provide policyholder service
- The roadmap for insurers to successfully move along this digital path includes aspects of both technical architecture and implementation methodology. Winners will rearchitect into microservices, integrate using APIs, move systems to the cloud, drive agile into their organization, and design solutions around the customer. Data and analytics will become increasingly important as insurers invest in artificial intelligence and machine learning to better understand their best-performing agents.

- Many insurers are focusing today simply on building efficiencies into the process in order to avoid the heroics that often take place on the back end. But the future winners will use technology not only to enable agents to place business more efficiently but also to help them service their customers more effectively. Those that can use analytics to best match producers and customers, provide insights around “next best action,” and more effectively target compensation and services will be best placed to earn an agent’s business.

INTRODUCTION/CONTEXT

Distribution management is an increasingly important point of discussion among senior executives at insurers. Most insurers are exploring whether (or when) it makes sense to expand distribution channels, either as a pilot or as a full-fledged component of their strategy. Emerging approaches include moving towards direct distribution, working with platforms and exchanges, investigating embedded insurance, and partnering with other insurers. But the reality is that the independent agent still accounts for the bulk of business written by most insurers today.

The world of the independent agent is changing rapidly and dramatically. Shifting customer expectations are creating a need for new business models. An aging workforce signals an impending and potentially abrupt reduction in available workers with the necessary skills. And the looming impact of potential disintermediation from direct-to-consumer and digital distribution highlights the need for next-gen distributor capabilities and experience, including onboarding, servicing, and commissions. Insurers are exploring new distribution strategies to capitalize on trends and implementing cutting-edge business operations that can strengthen distributor and channel relationships. Increasingly, they are relying on artificial intelligence and machine learning to match customers and agents, provide recommendations on next best actions, and align compensation and services where they will have the greatest impact.

Independent agents going through their own digital transformations are increasingly demanding new capabilities from insurers. However, insurers' offerings today may not be aligned with what agents want. We took a look at agents' perspectives on how they want to digitally engage with insurers—both today and in the future.

Research Methodology

This report presents the results of an online survey of 231 independent insurance agents conducted in August 2021. In this report, the term "agency" refers to the organization that a respondent works for. The term "agent" is used broadly and refers to any respondent, regardless of role. This term is typically used when reporting consolidated results. The term "principal" is used to describe an individual who holds an executive- or senior-level management position in the agency. The term "producer" describes an individual who is primarily responsible for direct sales. "CSR" is used to refer to a customer service representative or account executive—those who are typically responsible for handling the day-to-day service transactions on a policy.

“Other” includes respondents who are responsible for marketing or placement, risk management staff, finance and administration, and as claims.

Throughout the report, any significant differences between the total group and various subgroups are highlighted and discussed where they appeared relevant.

We sourced our leads through an independent third party sampling company with its own panel of respondents. The survey responses reflected varying sizes of agencies, with recruitment designed so that results would be representative across different roles, sizes of agencies, lines of business (LOBs) written, and age groups.

This survey represents the responses of 231 agents across a variety of roles.

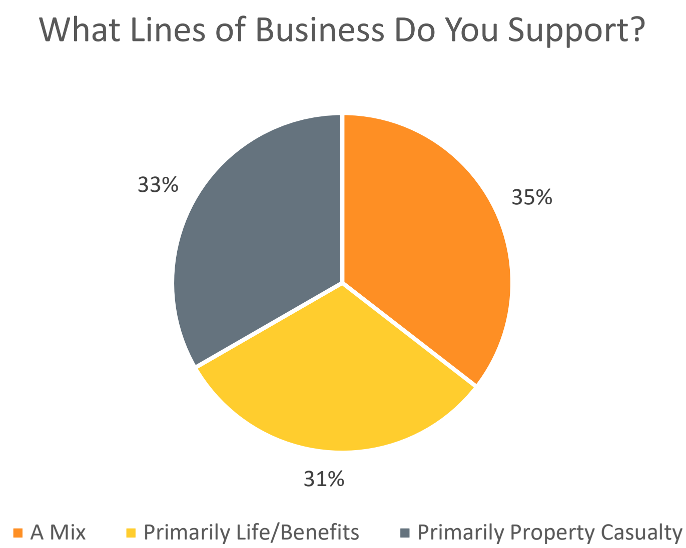
Table 1: Distribution of Respondents by Size and Role

All Respondents by Agency Size							
	Under $1.25M	$1.25M - $2.5M	$2.5M - $5.0M	$5.0M - $10.0M	$10.0M - $25.0M	Over $25.0M	Total
CSR/Account Exec/Inside Sales	4%	3%	4%	4%	2%	4%	22%
Principal/ Executive/Manager	6%	4%	5%	7%	8%	10%	40%
Producer/Agent/ Outside Sales	7%	7%	6%	6%	2%	8%	38%
Total	17%	15%	16%	17%	13%	22%	100%

Source: Celent Survey, August 2021

We wondered if the needs of agents writing property casualty were different from those writing life and employee benefits. The respondent sample was fairly evenly split between those who specialize in property casualty, those who specialize in life and benefits, and those who focus on both. We will identify when the data shows that the two groups expressed different views and needs.

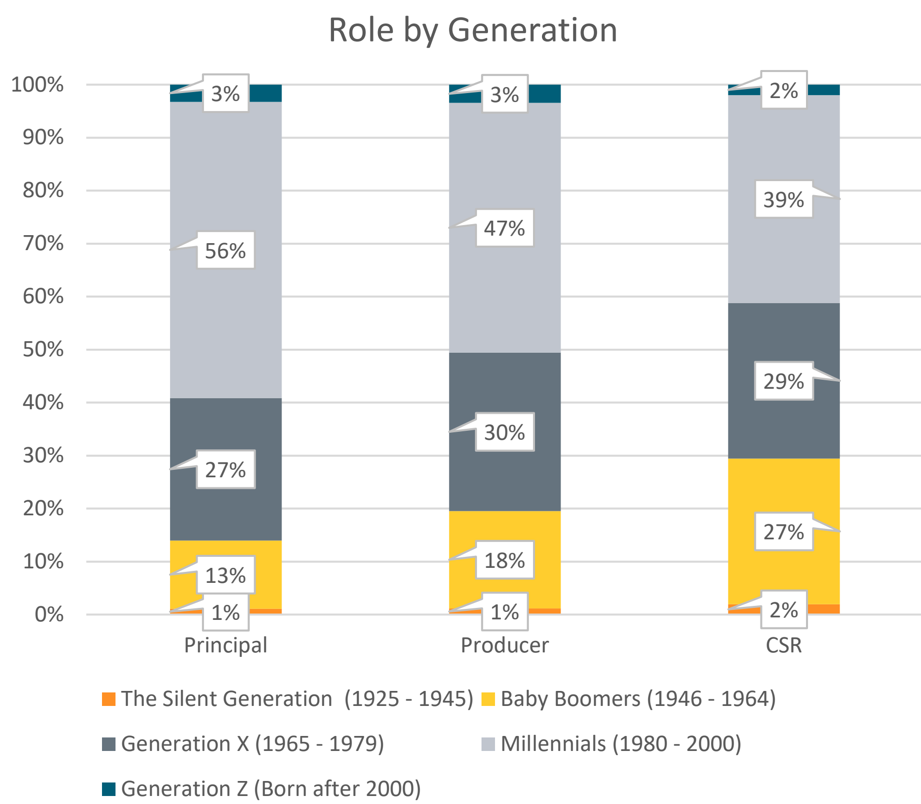
Figure 1: Distribution by Lines of Business



Source: Celent Survey, August 2021

There is widespread belief that significant differences exist between the older and younger generations. We wanted to verify if those differences are real, and if they are significant or minor. We asked the respondents to identify their generation and will highlight differences where we see them.

Figure 2: Distribution of Respondents by Generation and Role



Source: Celent Survey, August 2021

Millennials reflect the largest segment of all the respondents, and interestingly, are the largest segment for principals. This is a generation that grew up in a digital environment. When members of Generation Z are added to that group, nearly 60% were either born or grew up in a digital generation—reflecting digital expectations that are likely being unmet.

While this research sample size is too small to yield strict statistical validity, the results are valuable indicators. The responses of these professionals provide current and practical perspectives. Insurers are urged to compare their agents' attitudes and needs with these findings and use the resulting insights to plan to address their own future needs.

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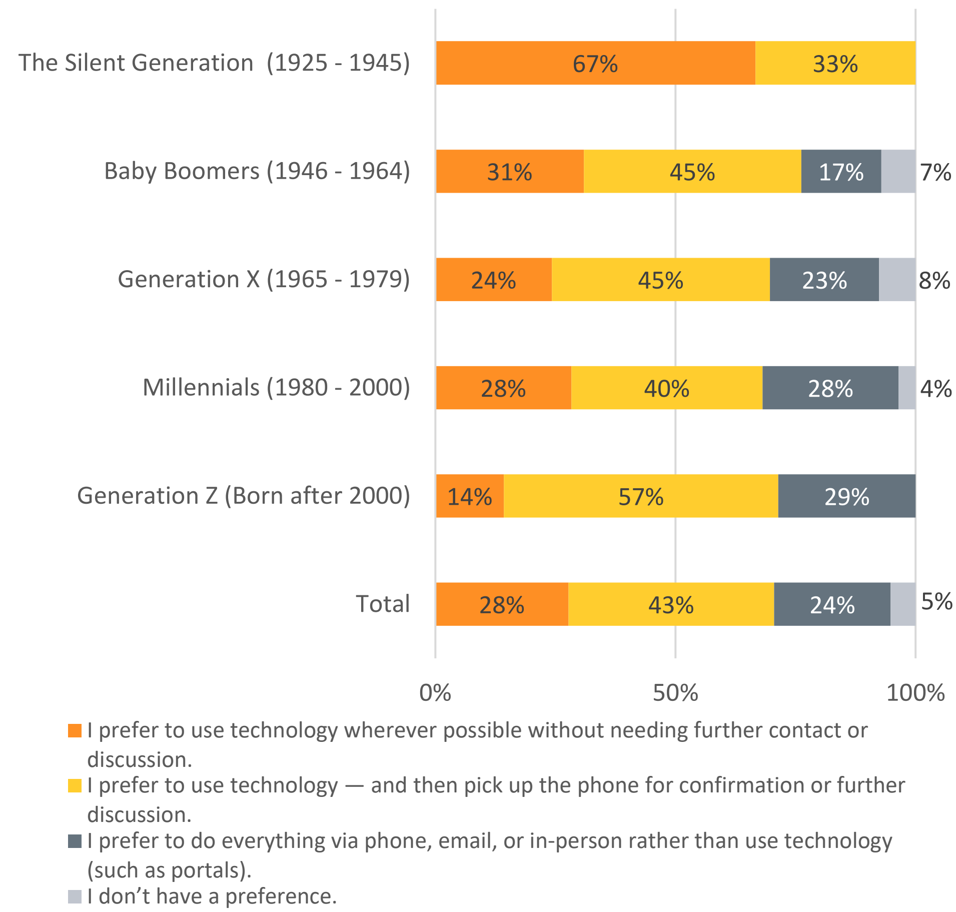
THE VIEW FROM THE INDEPENDENT AGENT

As the insurance industry moves inexorably down a digital path, technology is increasingly important to agents. But not all agents use technology in the same way—or have the same desire to use technology. Our initial question was how agents prefer to engage digitally with insurers. What we found was rather surprising, and countered the prevailing opinion that younger generations prefer to use technology more than the older generations.

Interaction Preferences

The Silent Generation and Baby Boomers were more likely to prefer to use technology than the younger generations. Surprisingly, almost 30 % of Generation Z said they prefer to do everything via phone, email, or in person rather than use technology (such as portals) alone to process business—the highest percentage of any generation surveyed. Clearly, this level of preference isn't driven by comfort with technology. Digital natives—those who were born or brought up during the digital era—have been familiar with computers and the internet from an early age.

Figure 3: Interaction Preferences by Generation



Source: Celent Survey, August 2021

It may be that while the younger generations are quite familiar with technology, they are less familiar with insurance and want additional guidance and advice from experts at the insurer to ensure they are providing appropriate levels of protection.

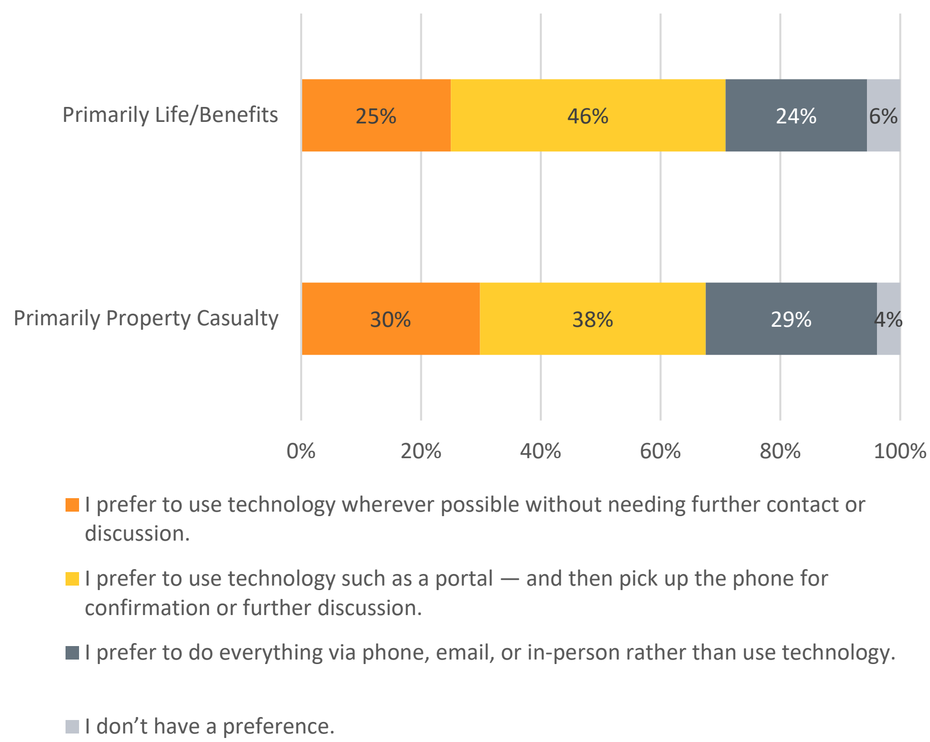
If that is the case, insurers have several paths to explore.

Insurers can continue to invest in product training for new agents. After all, with the level of turnover expected in the industry, there will be a lot of new entrants that will need additional support.

They can also build additional tools, training, and advice support into their portals—for example, calculators to ensure the agent is providing the right level of insurance to value; or recommendation engines to check that the agent has thought of all the alternative endorsements that might be available. Gamification techniques may help these generations learn in a more engaging manner.

We also looked to see if there were differences by line of business. Processing techniques vary tremendously between property casualty and life insurance. Indeed, we find that agents that primarily write property casualty are more pronounced in their preferences. They are both more likely to prefer to use technology wherever possible—and are also more likely to prefer to do everything in person or via phone. They are less likely to want to use a hybrid approach. That said, clearly the desire for technology is high. More than two thirds of both life/benefits and property casualty agents either prefer to use tech wherever possible or to start with technology and then call for the personal touch to confirm.

Figure 4: Interaction Preferences by Line of Business



Source: Celent Survey, August 2021

Given the large number of agents that either want to do business entirely via phone/email/or in person or to use technology but then pick up the phone, insurers need to be certain their operations are tuned for in-person/phone conversations.

This holds true across all roles and sizes of business. While approximately 25-30% of agents today prefer to work completely digitally, there is still a large demand for the personal touch. But delivering a personal touch is expensive. It is always less costly to have the system handle routine tasks than to have a human being do the same thing. And the ability to process work consistently reduces the noise and bias in the handling of transactions, which improves financial results.

The questions for insurers are —

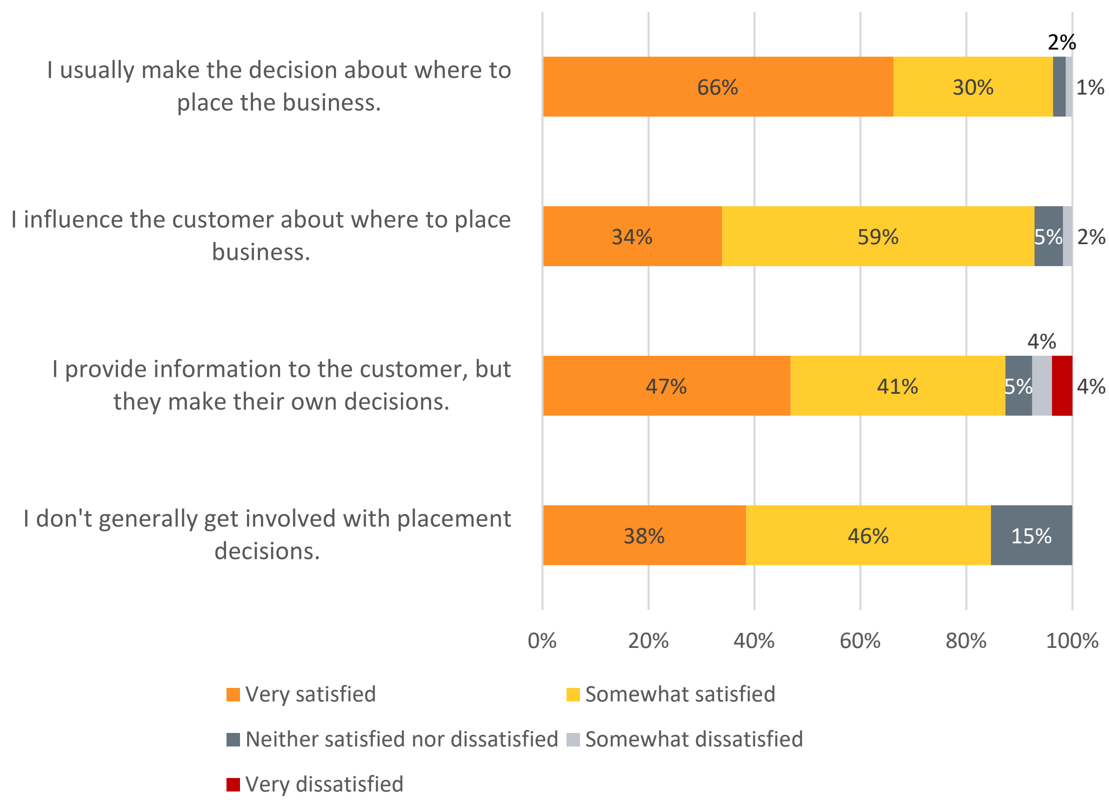
Where should they be investing in digital transactions that agents will use and where can they use humans most effectively?

What does it take to thrive in a world that increasingly blends digital and physical solutions for customers?

Current Satisfaction of Relationship with Insurers

One way to think about digital investments is to look at how agents interact with their preferred insurer and how satisfied they are with that relationship. The good news is that agents that make the placement decision are very satisfied with the relationship with their preferred insurer—perhaps because they can choose to place their business with the insurer they prefer. The agents who are most likely to be very dissatisfied are the ones whose customers make placement decisions.

Figure 5: Satisfaction with Preferred Insurer by Decision Making Role

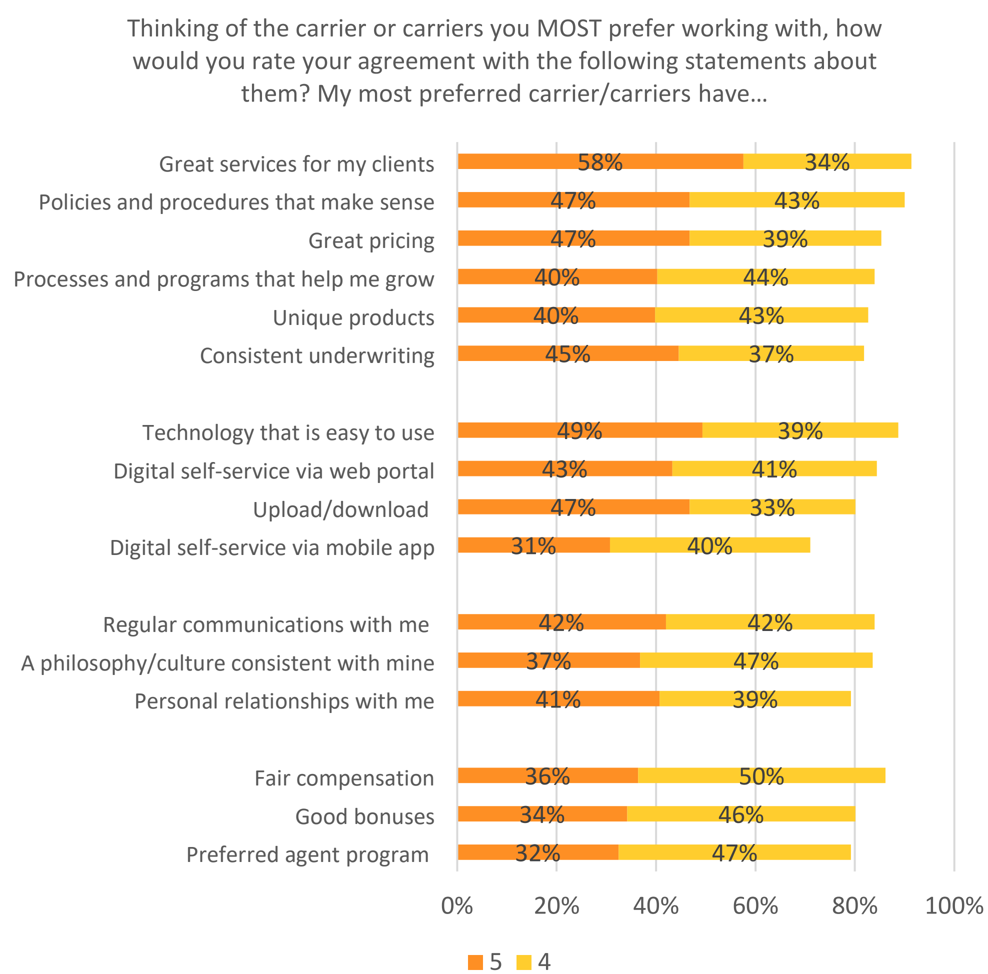


Source: Celent Survey, August 2021

Ranking of Current Capabilities

Looking at how satisfied agents are with their preferred insurers is another way of understanding what matters to them. To become a preferred insurer, a company has to have great services, pricing, and differentiated products, as well as policies and procedures that make it easy to do business. Interestingly, policies and procedures that make sense overall outweigh pricing.

Figure 6: Preferred Insurer Capabilities



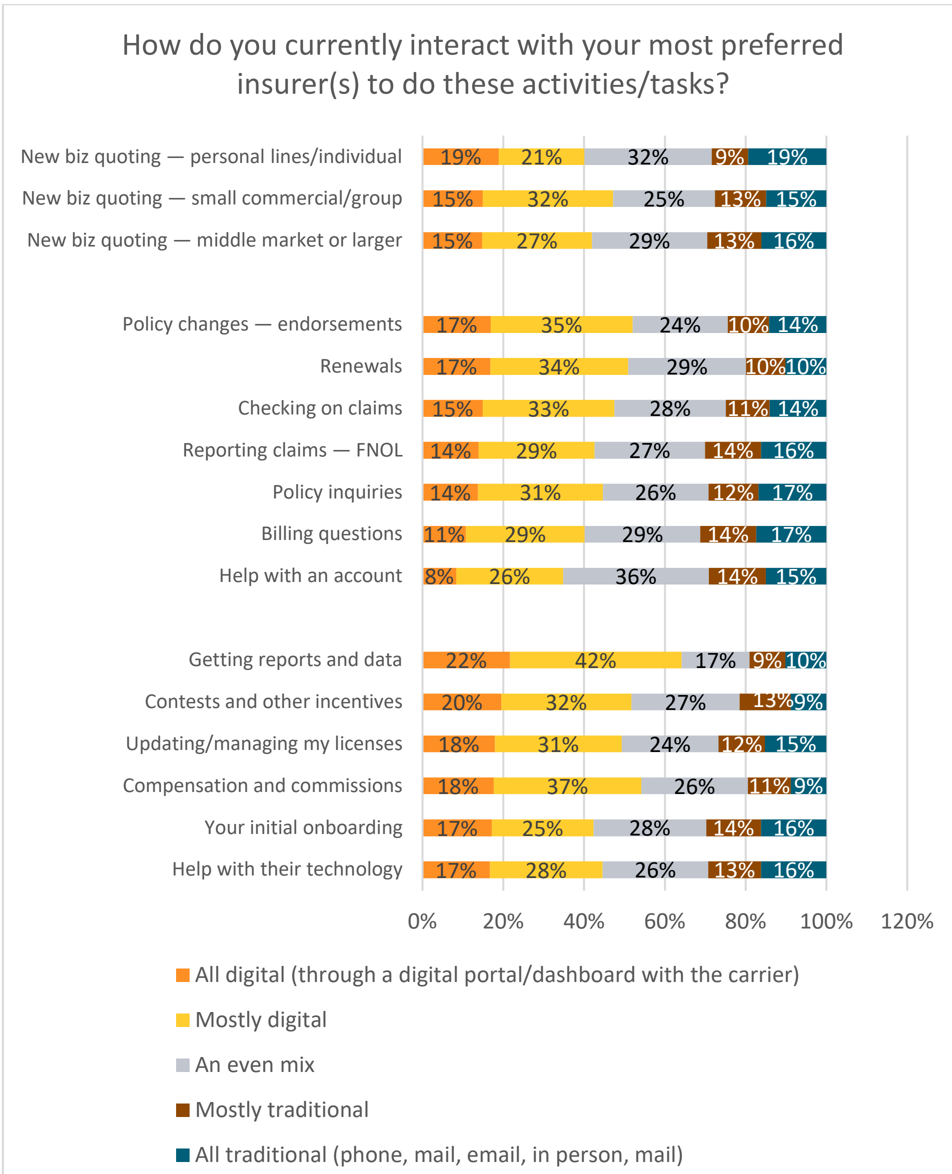
Source: Celent Survey, August 2021

Easy to use technology is also an important characteristic of preferred insurers. If we simply look at the top four categories, the preferred insurer excels in providing great services, policies and procedures that make sense, technology that is easy to use, and fair compensation.

Current Level of Digital Interactions

Agents report that they are interacting with insurers in a wide variety of ways. While the dominant approach involves some level of digital interaction, a surprisingly large number of agents report that they rely on traditional human to human interaction. We looked at interactions across three categories: new business, policy servicing, and tasks related to agency management.

Figure 7: Level of Digital Interactions - All Agents

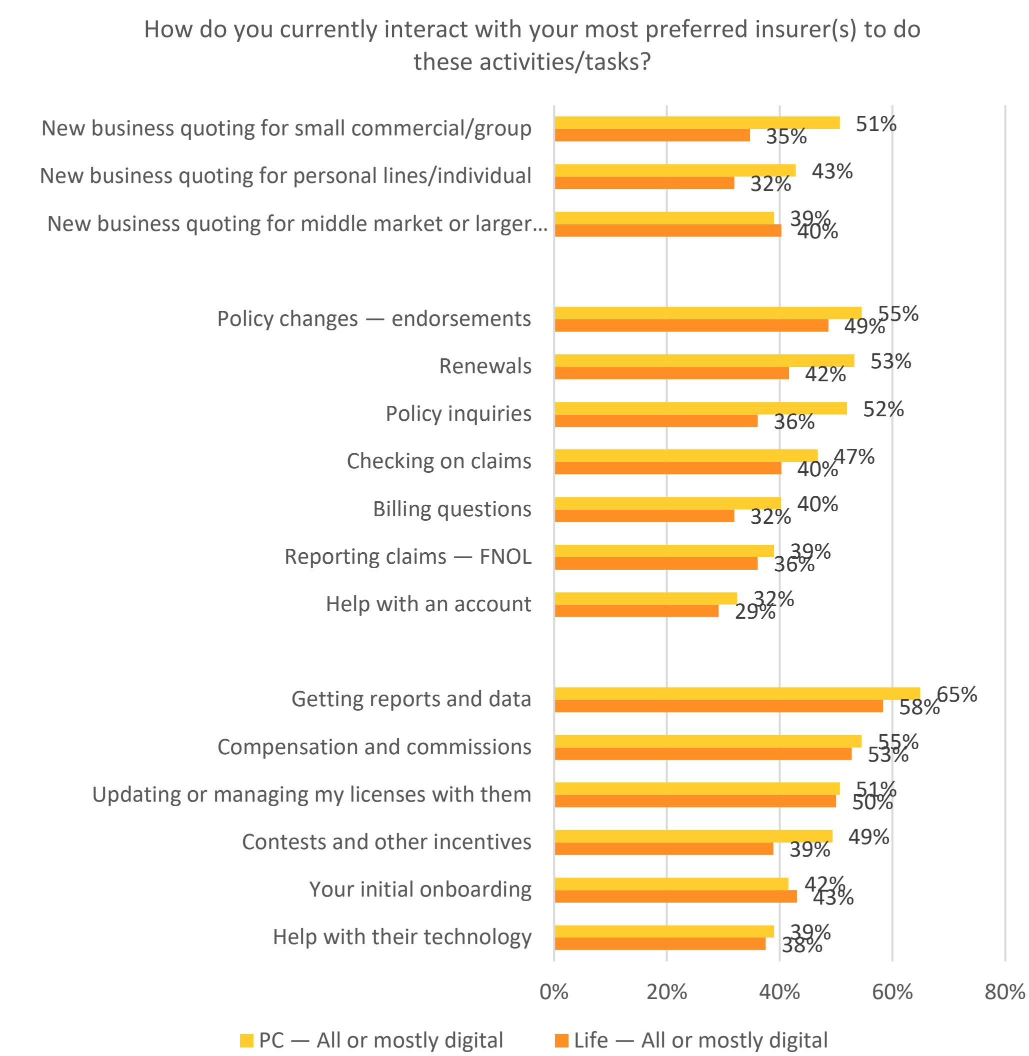


Source: Celent Survey, August 2021

The five categories in which agents interact completely or mostly digitally today are getting reports, managing compensation and commissions, processing endorsements, and handling renewals. The areas in which agents are most likely to interact in a fully or mostly traditional manner are billing questions, First Notice of Loss, the initial onboarding of the agent, middle-market new business quoting, and policy inquiry.

Life agents and property casualty agents interact very differently with their insurers. While all agents seem to have similar levels of digital interactions when it comes to managing licenses, compensation, and reporting, property casualty agents are much more likely to interact digitally or mostly digitally when quoting new business personal and small commercial lines. They're also more likely to interact digitally when it comes to ongoing policy servicing.

Figure 8: Level of Digital Interactions - By Line of Business



Source: Celent Survey, August 2021

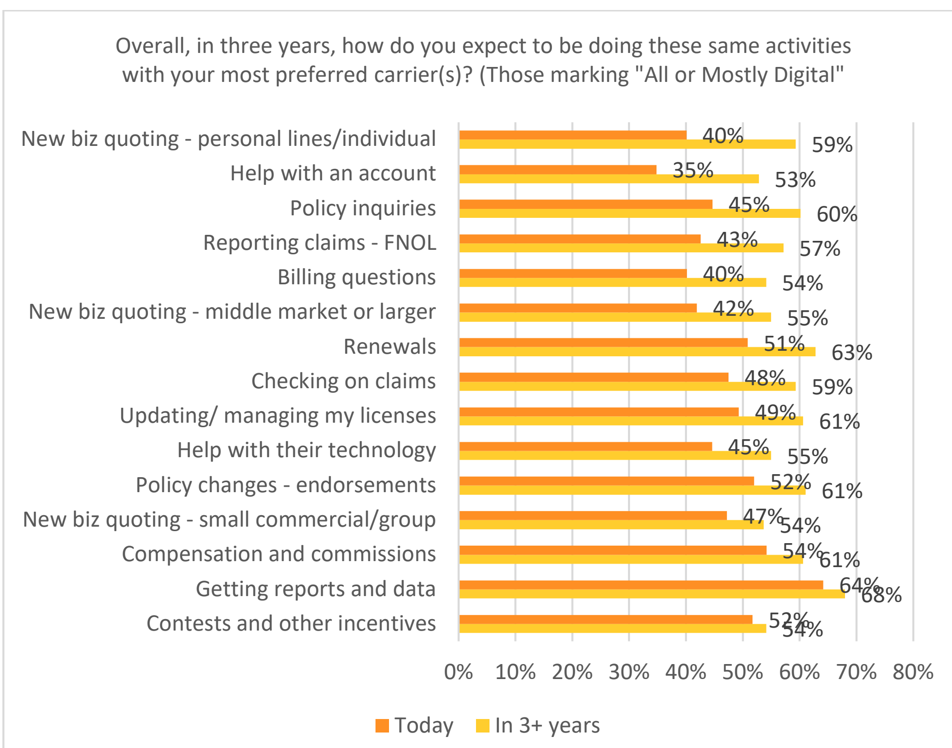
For property casualty agents, the five activities with the highest level of digital interactions today are getting reports, policy changes, renewals, compensation and commissions, and policy inquiries. For life agents, the top five digital activities are getting reports, managing compensation and commissions, updating and managing licenses, processing policy changes, and handling renewals. Property casualty agents are more likely to be handling policy transactions in a digital manner and life agents are more likely to be handling agency management transactions in a digital manner.

Of course, property casualty insurers have invested heavily over the last ten years in digitizing the new business process as well as ongoing services. If life insurers could reach the same levels of digital transactions as property casualty insurers, they would likely incur significant cost savings. Imagine the savings, for example, if a life insurer could match the property casualty level of performance and eliminate 30% of policy inquiries because they were digitally available.

Expected Future Levels of Digital Interaction

But this really only shows how agents are interacting today. Insurers need to be investing for the future, and agents have high expectations for increased digital interaction across all types of activities. The figure below is sorted to show those activities for which agents expect the greatest increase in their ability to interact digitally.

Figure 9: Expectation of Future Levels of Digital Interactions



Source: Celent Survey, August 2021

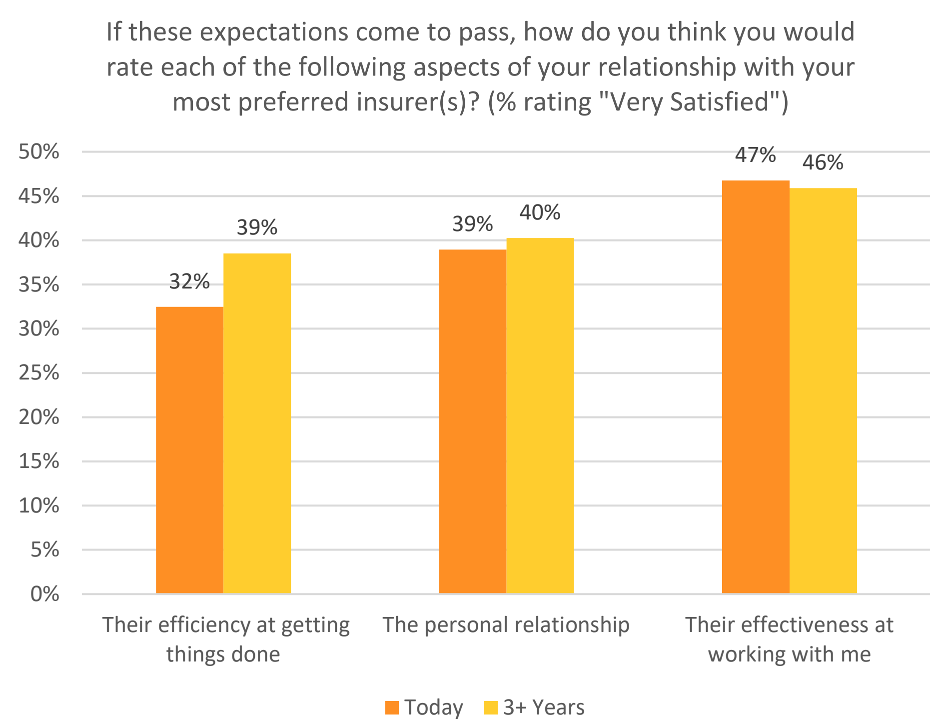
While the top five areas for digital engagement today and those agents expect to be digital three years from now are largely similar, the biggest expectations for increased digital interaction are transactional in nature.

Midsized agents—those between $5–10M of revenue annually—are even more likely to expect an increase in digital capabilities. And while life agents expect an increase in digitization, property casualty agents are 20% more likely to expect an increase in digital interactions across all transaction types. Millennials and Generation Z have higher expectations of increasing digitization than the older generations.

The Impact on Satisfaction

Of course, this level of anticipated change doesn't come without costs—which will be justified if they result in sufficient returns. Investing in digitization has two potential sources of return. Reduction in costs due to the ability to automate processes is a significant potential source of value—but only if it improves the agent's ability and desire to place business with an insurer and drives premium growth – the second source of return. We asked the agents how satisfied they were today with their insurers' efficiency, relationships, and effectiveness. Later in the survey, after asking about their future expectations, we asked how satisfied they thought they would be if insurers delivered on those expectations.

Figure 10: Expected Change in Level of Satisfaction Over Time



Source: Celent Survey, August 2021

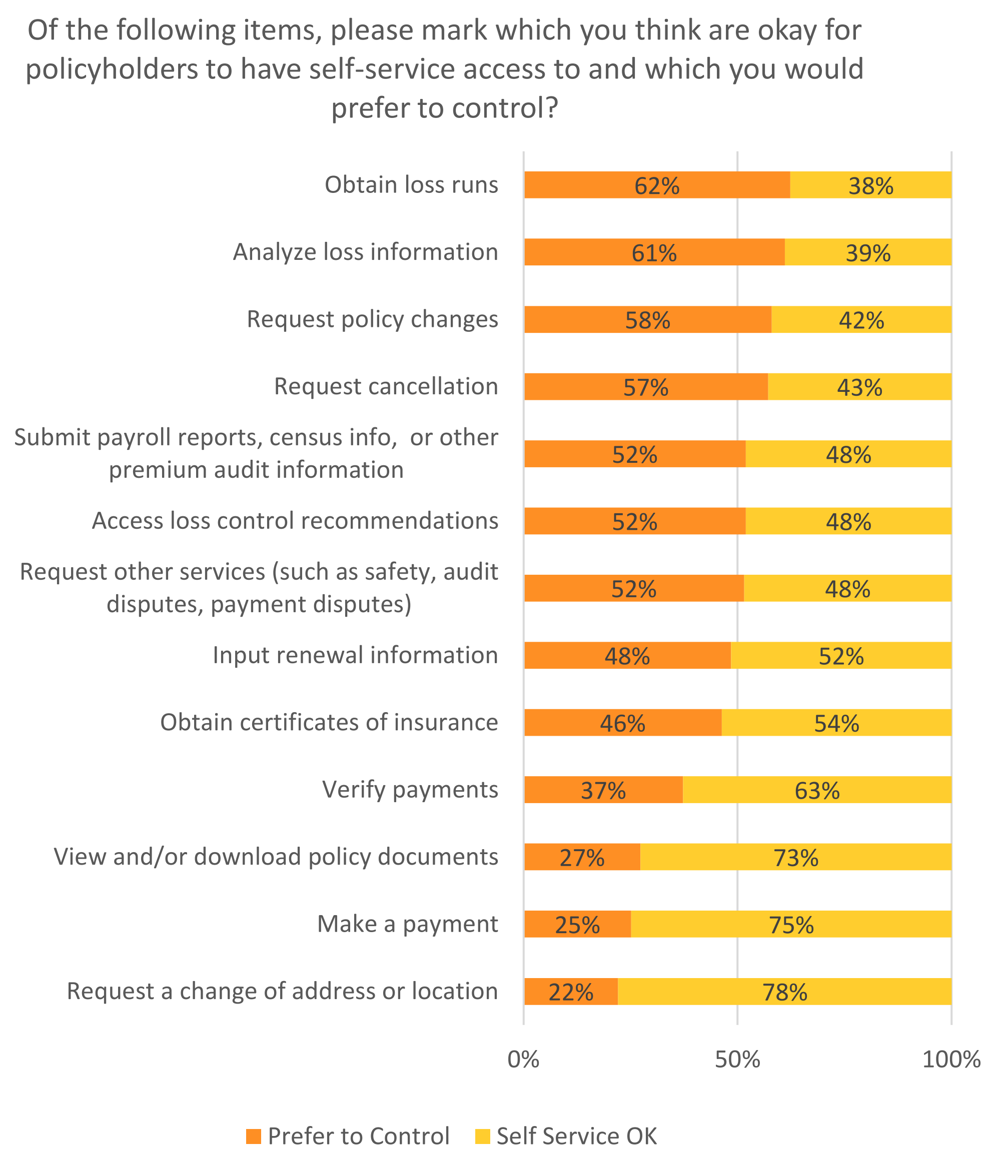
While agents don't expect insurers to become significantly less effective, they do believe insurers will become more efficient. And although they expect more transactions to be automated, meaning less human interaction, they don't foresee any negative impact on personal relationships.

Large agencies—those generating over $10M of revenue annually—are 50% more likely to say they believe future investments will impact the insurers' effectiveness in working with the agency. They also report an expectation that the personal relationship will improve, moving from 40% to 54%. Clearly, those insurers that expect to work with large agencies in the future will continue to face pressure to digitize their operations.

Policyholder Self-Service

Of course, a big aspect of digitization is policyholder self-service. Most agents are quite willing to allow policyholders to conduct some common transactions.

Figure 11: Preference for Control Over Policyholder Self-Service



Source: Celent Survey, August 2021

While most agents are generally okay with allowing self-service for transactions associated with maintaining an existing contract, they would prefer to maintain control over activities associated with changing the policy or signaling a potential change (e.g., requesting loss runs). Some of their concern is around the potential for disintermediation.

  - *“I’m a little leery of digital from start to end. That’s a way to cut out the agent because that’s what that leads to. They look for ways to eliminate the agent.”*
  - *“There are certain things like customer portals that I'd like that to reside here. I'm not sure if that’s helping or hurting me, but I'd like the control to come to us first. So we’re the conduit. We’re the professionals. There are some carriers that would rather bypass us. I’m not sure that’s their intent. They’re probably just trying to increase their focus from a branding standpoint. But for us that’s a balancing act. Do you want to be disintermediated?”*

- Others are concerned about maintaining knowledge of the customer, both to manage the relationship and due to errors and omissions exposures.
  - *“We’d rather control that. Not that we’re holding anything back. It’s just we’d rather know what’s going on so we can touch the clients—hold their hands.”*
  - *I prefer that the customer not be able to log on and make changes to their coverages without us. I don’t like that. Sometimes I don’t know. It puts us in an E&O spot. You get this change—where did this come from? Who requested that?”*
  - *I think one of the other problems is that the insured gets something before we do, and then they call us asking us about a document that we haven't even received yet. It’s frustrating.”*
- Those that are willing to extend policyholder services see it as an inevitable client choice. But even those that are willing to extend services are concerned about providing access to loss runs and endorsements.
  - *“I don’t have any heartburn over it. Personally, I think a lot of clients want the instant gratification. I think we need to be able to offer some of that stuff. Loss runs? That’s a scary one, isn’t it. As soon as they ask for loss runs, you know what happens. I'd say negative on loss runs.”*
  - *“It’s their information, so I don’t personally have any issues with it. I would have an issue with the loss runs. That’s a red flag that they're shopping, and we want to be ahead of that. A copy of their policy? CSR24 all the way. But notify us if there is any activity making changes. You can request it, but let us make sure it’s the right change.”*

IMPLICATIONS FOR INSURERS

Clearly agents expect more investments in digitization and believe that improving ease of doing business will result in more business sent to an insurer. In a separate recent study,[1] 76% of the agent respondents agreed or strongly agreed that they would send more business to carriers if insurers improved their technology and made it easier for agents to work with them. Increasingly, ease of doing business means more than providing self service transactional capabilities, but also includes enabling agents to manage reporting, onboard new agents, manage licenses, and manage compensation.

However, not all insurers are equipped to deliver on the agents' needs. There is wide variation in insurers' abilities to deliver on the needs of an agent. For many, only critical business processes have been automated. In a recent study not yet published at the time of this report, we asked insurers about their level of straight through processing (STP). You'd think that most personal auto carriers would be able to offer this and have a very high percentage of business processed no touch. But the reality is that 20% of the insurer respondents do not have the STP ability to handle even a product as simple as personal auto—and another 20% report less than 30% can go through with no touch. These insurers face technology environments characterized by legacy data blockers, manual data exchanges, and manual processes. There are often heroic efforts by business users who have a large number of manual processes outside of the core systems.

Other insurers' propositions are designed around the insurance product, not the customer or the agent. When they seek to change this, the resulting implementation efforts can extend for months or years as they attempt to solve for every possible condition. Legacy environments limit change and are difficult to manage. And even many of the "modern systems" commercially available today are not as open or flexible as needed. What was deemed modern in 2000 is now 20 years old, with technology built for the pre-digital era. Even those that have updated their core systems often have legacy systems in place for distribution management. Many still use spreadsheets to manage bonuses, and many insurers only provide PDFs of production reports and commission statements.

Contrast this with the insurers on the other end of the capability scale. These insurers are heavily automated, using predictive analytics and AI in their workflow automation. A robust integration layer allows the orchestration of third party data and additional

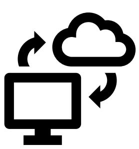
[1] Optimizing the Independent Agency Experience, Celent, July 2021

digital processes to become part of the delivery of customer=centric services. A high level of routine business is handled without touch. Underwriting decisions are made with or aided by third party data, predictive analytics, and AI. Some insurers can anticipate customer needs and recommend additional coverages and services. These capabilities go beyond pure policy transactions. Some insurers use analytics to manage the distribution channel at a very granular level. Policy, claims, and commission data has been well organized in a logical and physical model, making it easier to utilize extremely complex segmentation and compensation programs and manage agents in a more sophisticated fashion.

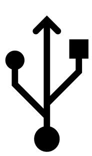
So how do insurers successfully move along this digital path? The roadmap includes aspects of both technical architecture and implementation methodology. Winners will rearchitect into microservices, integrate using APIs, move systems to the cloud, drive agile into their organization, and design solutions around the customer.

Leading insurers recognize that they cannot succeed if they use a new technical architecture with traditional design and implementation methods. If an insurer does not change the enabling implementation and design frameworks, their new architecture will still be waiting for product requirements to be “thrown over the wall.” The old methods to create products that provide transaction efficiency, maximize features, and deliver scale will not deliver digital customer experiences. Step-by-step implementations take too long and are overly rigid. Sending books of requirements to a coding factory and receiving deliverables at some time in the distant future does not allow for responsive, iterative adjustments.

To move down this path, insurers need to invest in two major workstreams simultaneously—designing their future information technology architecture and shifting their implementation methods.



Enterprise-wide investment in technology is necessary to provide the platform upon which digital business processes can be built. Insurance technology veterans who have observed insurer reactions to past technical advances (e.g., the transition in the 2000s to service-oriented architecture) know how difficult it is to find investment funds for enterprise-wide architectural improvements that are too large to be funded by a single project. This issue is not limited to core systems but includes distribution management systems as well. Insurers should recognize the speed at which these changes are taking place. Unlike in the past, they will likely not be able to dictate their own timelines to make technical adjustments.



Select high-value business functions and rebuild these using an API and microservice architecture approach. If you’re not able to rebuild, consider wrapping your existing technology with a digital platform as the base to create the agent experience across core transactions. Include agency management functions such as access to commission statements, production reports, marketing information, training, and other capabilities to support an agent’s full set of needs.

Extend new implementation methods into the core insurance business. Best practice customer-centered design involves business subject matter experts, operations professionals, and technical resources. Agile implementation uses small, cross-functional teams from multiple disciplines. Designing and delivering new solutions require an investment in training and development so company veterans can learn and apply new techniques. Additionally, working across organizational silos necessitates new measurement and incentive structures.

PATH FORWARD

As the insurance industry moves inexorably down a digital path, technology is increasingly important to agents. But not all agents use technology in the same way or have the same desire to use technology, and insurers have finite resources and are at different starting points in terms of their own capabilities. Each insurer needs to sort through where they should invest in digital transactions for agents to access and where they should use humans to deliver differentiated services.

To drive growth, carriers need to make it easy for agents to place business. Agents select their carrier of choice based on their alignment to key capabilities that support them in promptly selling business. While those insurers that are getting the most business seem to be performing pretty well, there are still opportunities both to improve the agent experience and to reduce costs along the way. Even the best have room to improve.

Delivering on the agent needs is a combination of providing automated support for day-to-day transactions and providing additional tools and services to help the agent manage their own business. Digital platform technology that provides transactional support—quoting, servicing, inquiry, etc. —can be supplemented with AI and machine learning to increase straight through processing rates and provide recommendations. Administrative tasks can be simplified by expanding online commission reconciliation tools and self-service licensing. And data can be used more effectively in underwriting and servicing of accounts and also to support more sophisticated and targeted agency management and compensation programs.

To compete and grow, insurers must enable future-ready distribution models that support multi-channel engagement; embrace platform technologies including cloud and APIs to support increased real-time integration; use advanced digital and data analytics to rethink distribution optimization; embrace ecosystems for access to data, distribution channels, and digital capabilities from a growing array of partners; and implement digital experience platforms to build next-gen customer and distributor experiences. These capabilities must leverage next-gen distribution management technology to realize the value of digital transformation. Data and analytics will become increasingly important as insurers invest in artificial intelligence and machine learning to better understand their best-performing agents.

Many insurers today are focusing simply on building efficiencies into the process in order to avoid the heroics that often take place on the back end. But the future winners will use technology not only to enable agents to place business more efficiently but also to help them service their customers more effectively. Those that can use analytics to best match producers and customers, provide insights around "next best action," and more effectively target compensation and services where it matters will be best placed to earn agents' business.

Distribution management is no longer an organizational silo limited to hierarchies and commissions; it spans the distributor life-cycle and focuses on empowering channel and sales teams. Insurers need to think carefully about what it takes to thrive in a world that increasingly blends digital and physical solutions for customers.

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Support for Financial Institutions

Typical projects we support include:

Distribution benchmarking. We work with you to create a survey or interview instrument that allow us to gather insights either from your distribution channel to understand their needs, or from your competitors to understand their current capabilities. Based on that feedback, we help you reformulate your strategy for automation, compensation, segmentation, and technology investments.

Vendor short listing and selection. We perform discovery specific to you and your business to better understand your unique needs. We then create and administer a custom RFI to selected vendors to assist you in making rapid and accurate vendor choices.

IT and business strategy creation. We collect perspectives from your executive team, your front line business and IT staff, and your customers. We then analyze your current position, institutional capabilities, and technology against your goals. If necessary, we help you reformulate your technology and business plans to address short-term and long-term needs.

Support for Vendors

We provide services that help you refine your product and service offerings. Examples include:

Product and service strategy evaluation. We help you assess your market position in terms of functionality, technology, and services. Our strategy workshops will help you target the right customers and map your offerings to their needs.

Market messaging and collateral review. Based on our extensive experience with your potential clients, we assess your marketing and sales materials—including your website and any collateral.

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