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# The Trials and Tribulations of an Entrepreneurial CEO

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# Building a successful business plan against adversity

- ❑ It's never going to work!
- ❑ Why should you succeed when everyone else has failed?
- ❑ No-one wants a box!
- ❑ Where's the marketing budget?
- ❑ I don't get it!



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# Lesson 1

The world's full of doubters

..... That's a great reason to do it!



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# Running an Insurance Company is easy!

- ❑ 20 times more difficult than I thought
- ❑ Life would be great ... if there wasn't people!
- ❑ Being an actuary doesn't help a jot
- ❑ I thought I knew everything ... actually I knew nothing



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# Having to Learn Fast and Rip Up Everything You Knew

- ❑ Pricing is not that important!
- ❑ Modern IT Systems – fast, flexible, adaptable
- ❑ 24/7 operational functionality and efficiency
- ❑ Customer service and journey
- ❑ Claims management and processes
- ❑ Company culture and values
- ❑ The importance of social media
- ❑ Compliance and the Regulator
- ❑ Finance



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# What is Risk and Why Everyone is Scared of it

- ❑ The ten reasons not to do it!
- ❑ The past is no guide to the future
- ❑ What happens when there is no past?
- ❑ Lets take all the risk out – good idea!
- ❑ Can you flex your business plan please!
- ❑ What happens if .....



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## Lesson 2

Risk should be managed

..... Not avoided!



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# Don't Talk about BIG Data – How about No Data!

- ☐ No past history
- ☐ No rating plans
- ☐ No policy wording
- ☐ No claims
- ☐ No systems
- ☐ No people
- ☐ No premises





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# Looking at Actuaries from the Other Side of the Fence

- ❑ If my backers had listened to actuaries I'd have never started!
- ❑ What does an actuary do with no data?
- ❑ What do they think of a business plan that's never happened?
- ❑ How comfortable are actuaries sticking their necks out?
- ❑ Does the Profession stifle innovation?
- ❑ What value does an Actuary add?



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## Lesson 3

If you want to be an Entrepreneur

..... You can't behave like an Actuary!



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## Lesson 4

Being one however

..... Can be quite useful!



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# The Hype about Telematics

- ❑ Huge amount of talk
- ❑ Not much action
- ❑ Young driver market is small
- ❑ Profit margins challenging
- ❑ Telematics is complex and difficult
- ❑ Telematics is Super Direct ... few have succeeded Direct
- ❑ Data privacy and Compliance challenges



# What is insurethebox's Business Model?

- ❑ The Customer is the centre of the business
- ❑ ITB business model is not well understood – it's a hybrid underwriting and technology company that's unique
- ❑ Full end to end Direct insurer capability
  - inc underwriting, claims handling, marketing, data management, product delivery, customer fulfilment
- ❑ Full end to end telematics services
  - inc box selection, box firmware, telematics platform, TelCom partners, data managements, data warehousing
- ❑ Telematics fully integrated into all functions of business



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# So What is insurethebox's Business Model?

- ❑ 17<sup>th</sup> largest private car insurer in UK
- ❑ 120,000 live customers
- ❑ £120 million GWP
- ❑ Over billion miles of data collected
- ❑ Operates Direct and all major aggregators
- ❑ 3 products ITB, DLG, TBB
- ❑ Regulated from Gibraltar with UK Branch status
- ❑ 430 employees, Gibraltar, London, Newcastle



# Why the Future is Always Good and Making Good Happen

- ❑ Being a CEO is seriously challenging
- ❑ There is nowhere to hide – everything is your fault!
- ❑ People will be trying to stop you every day
- ❑ People let you down every day
- ❑ Unfortunately not everyone can be trusted – that's life!
- ❑ The best plan today will not work tomorrow
- ❑ You often get things wrong
- ❑ Nothing goes to plan perfectly – there is always a spanner in the works



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# Why the Future is Always Good and Making Good Happen

- ☐ The world is full of opportunity
- ☐ You must always believe in yourself
- ☐ Always have a plan B ... and C ..... and D
- ☐ Follow your instinct
- ☐ Use your experience
- ☐ Think creatively
- ☐ Be brave
- ☐ Don't get emotional
- ☐ Have vision





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## Lesson 5 (for me!)

If anyone asks me to set up a new company from scratch again (my third)

..... Please shoot me!

..... My wife says, however, I love it

..... She doesn't

..... But we've been married 23 years!

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