The Trials and Tribulations of an Entrepreneurial CEO

Mike Brockman – Group CEO insurethebox
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!
Lesson 1

The world’s full of doubters

….. That’s a great reason to do it!
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
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!
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
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!
Lesson 4

Being one however

….. Can be quite useful!
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?

- 17th 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
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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