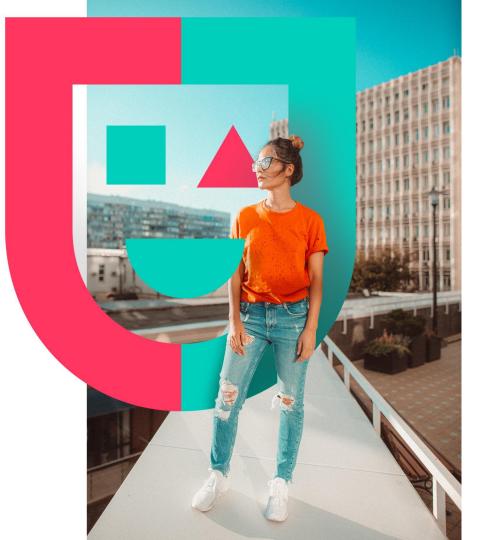
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Contents

- 1. What is a platform?
- 2. Properties of platforms
- 3. Platform types
- 4. Opportunities, challenges & risks
- 5. Q&A

What is a platform



Technology-enabled business model

• Creates value by facilitating exchanges between 2 or more interdependent groups.

Information sharing for collaboration

• Often enable companies to share information to enhance collaboration or the innovation of new products & services.



2.

Network effects

 Usually creating powerful network effects whereby the value increases as more members participate.



Properties of platforms



Network effects

Usually powered by a combo of cloud, automation, big data analytics & Al



Usually served as SaaS via web, mobile & API





Market efficiencies driven by data & analytics (eg: dynamic pricing to match supply & demand

Trust brokerage

Data monetisation via new services



Marketplaces for a variety of goods and services.

Insurance monetisation through:

- Add-on
- Embedded insurance

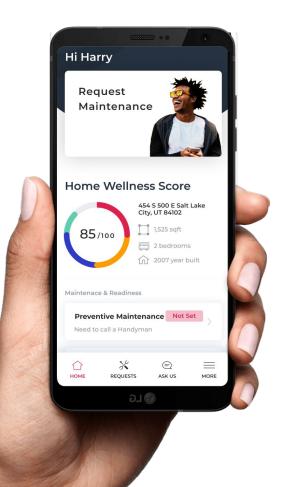


- Insurance marketplaces or aggregators
- Insurance 'management apps' (e.g. Coverhound)

COVERHOUND[®]

zebra

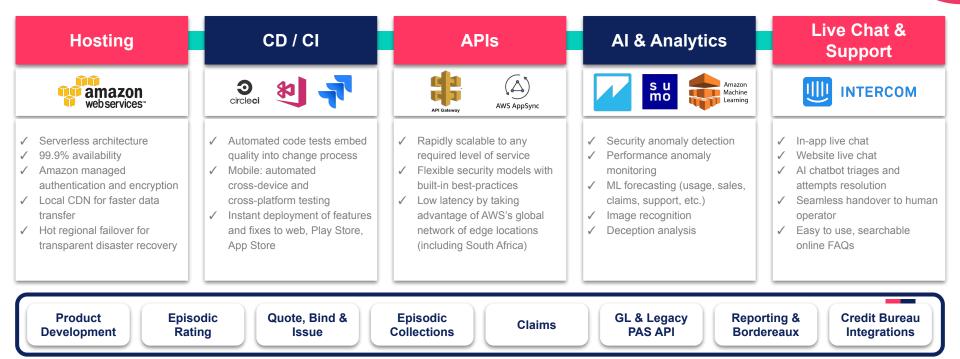
- Primary digital service is sometimes offered to consumers at no or little cost with monetisation through insurers, examples include:
 - Aerobotics
 - Dobby



- Direct connection of consumer to carrier, often automating large parts of traditional insurance lifecycle
 - e.g. JaSure



• Also used to refer to how modern digital insurance solutions are assembled through the use of a collection of web-based solutions (JaSure slide)



Opportunities



Provides scale for insurance companies



Extends reach of insurance to customers at the point where they are thinking about cover and where it provides a more natural context to have the insurance conversation



Personalisation using rich data drives adoption



Embedding insurance in digital environment with quality customer experience improves uptake



Provides revenue opportunities for smaller businesses hooking into digital ecosystems (although usually platform takes lion's share)

& risks...

- Partnership required, which comes with challenges:
 - alignment of incentives
 - often creates unsavoury concentration risk for important functions like distribution
- Disintermediation
- Multi-homing

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Thank You

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