



# INSURANCE INDUSTRY

## Brands Positioning and Reputation



*June, 2017*

# onstrategy

ON STRATEGY is a multidisciplinary consulting firm focused on the creation and optimization of the financial value of their customers and partners, and it is entirely focused on quantifying and maximizing the value of tangible and intangible assets as a result of robust and internationally recognized methodologies which are supported by a deep understanding of the economic, political and social environment, and in particular the various industries that make up the business environment.

ON STRATEGY was founded in 2009, and it aims to create and manage value for its customers, acting in Portugal, Spain, United Kingdom and PALOP countries, developing partnerships with global institutions, leaders, independent, certified and disciplines excellence experts.

[www.onstrategy.com.pt](http://www.onstrategy.com.pt)

## Our Partners:

Brand Finance®

CORPORATE  
EXCELLENCE  
CENTRE FOR REPUTATION LEADERSHIP

HARVARD  
BUSINESS SCHOOL



We provide consulting services through independent and certified tools, analyzing and evaluating the strategies defined, the management decisions and the financial impact of the same on the brands and on the business performance.



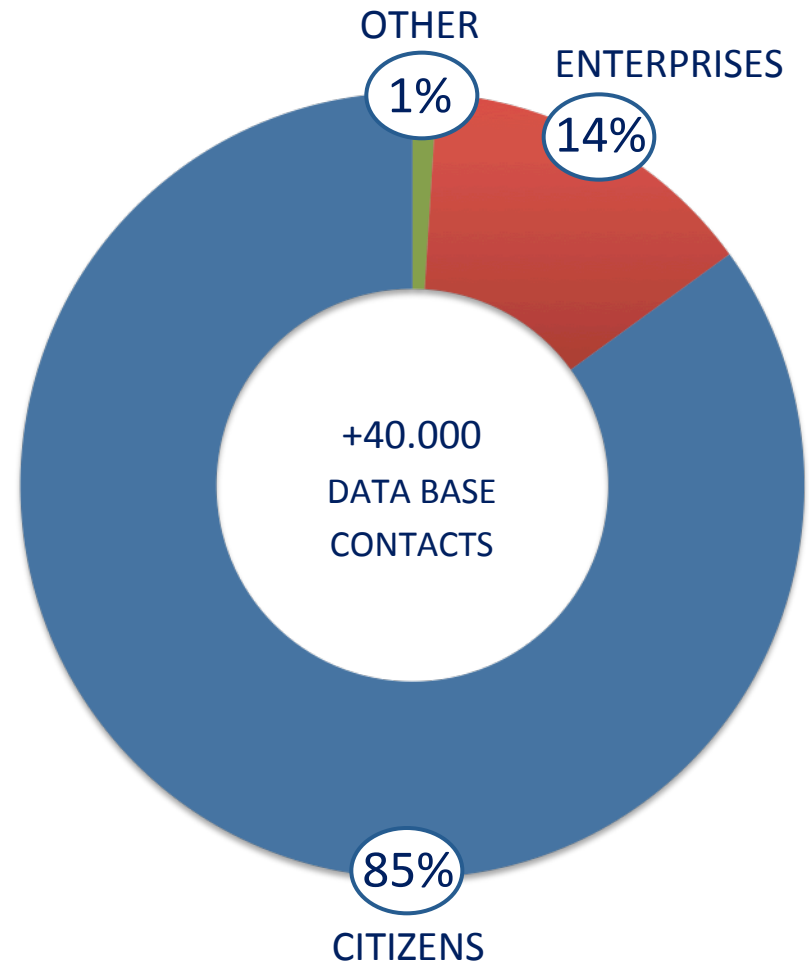
- Brand Due Diligence
- Brand Portfolio Analysis
- Brand Extension Evaluation
- Brand Migration
- Brand Identity Analysis
- Brand Architecture Analysis
- Brand Strength Analysis
- Brand Positioning Analysis
- Brand Equity Analysis
- Brand Innovation and Differentiation Analysis
- Brand Reputation and Risk Analysis
- Brand Performance Analysis
- Brand Sustainability Analysis
- Touchpoints Analysis
- Sponsorship Analysis
- Point of Sale Analysis
- Customer Experience Analysis
- Perception Mapping
- Competitor Benchmarking
- Market Research

- Business Valuation
- Brand Valuation
- Business and Brand Value Analysis
- Intangible Asset Valuation
- Fair Value Exercise
- Intangible Asset Impairment Reviews
- Patent Valuation
- Asset Transfer Valuation
- Royalty Rating Setting
- Transfer Pricing Analysis
- Price Positioning Analysis
- Profit and Loss Analysis
- Return on Investment
- Budget Setting
- Franchising and Licensing
- BrandCo and IPCo Strategy
- Scenario Modelling and Planning
- KPIs Management and Target-setting
- Value Creation

- Talent Strength, Leadership and Sustainability
- Talent Strength vs Brand Strength
- Leadership and Vision
- Governance and Ethics
- Citizenship and Social Responsibility
- Appraisal and Bonus Settings
- Coaching and Mentoring
- Communication and Negotiation
- Culture Alignment
- Workplace Wellbeing



We have created and developed 3 stakeholders panels, with whom we are 365 days a year online to discuss issues relating to over 28 sectors of national economic activity where we discuss subjects and do studies that support the leaders decision making in order to build trust, preference, purchase and recommendation of the same...



GENERIC PUBLIC  
+35.020 citizens

ENTERPRISES  
+5.870 board members (large, medium, small and micro companies)

OTHERS  
+40 journalists  
+20 Opinion Leaders  
+25 Analysts  
+25 University Prof

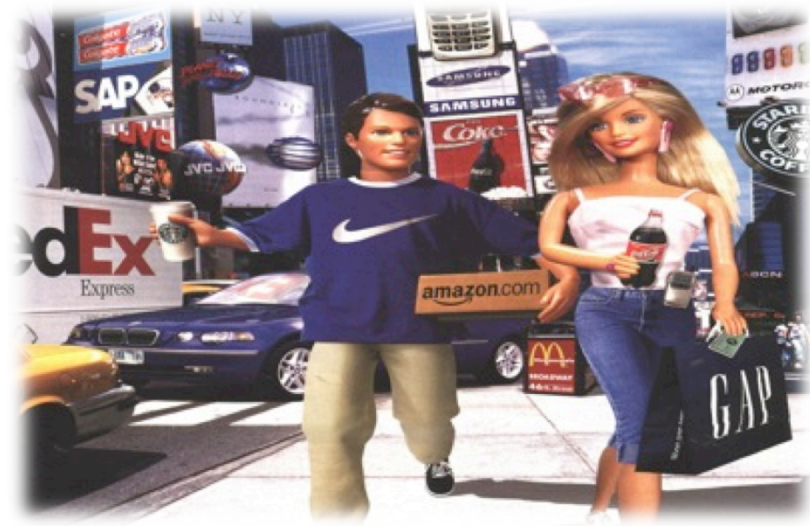


# The Reputation Economy

Reputation Management is a discipline

In a world characterized by the stress of everyday life, the speed with which everything happens, the permanent change in habits and attitudes, the competitiveness of financial and human resources, instability and uncertainty, the constant demand for success...

... many of the largest global organizations do not meet in full the objectives set annually, because they do not map and manage in an integrated way their **human, physical, intellectual** and **financial** resources, and because they do not map and manage in an integrated manner its stakeholders to potentiate **trust, preference, purchase** and **recommendation** of the same.



# The Reputation Economy

Reputation Management is a discipline



Reputation is known as the set of emotional and rational perceptions that the different stakeholders have about people, organizations or places, and that according to them they develop attitudes and behaviors.

Reputation is the perception that different stakeholders have on past and present actions which influence future expectations.

For stakeholders their perception is their reality...

# The Reputation Economy

Reputation Management is a discipline

How much is it worth?



# The Reputation Economy

Reputation Management is a discipline

And this?





# The Reputation Economy

Reputation Management is a discipline

The brand matters, but  
today it's not enough...

Brand Reputation drives  
behavior.



# The Reputation Economy

Reputation Management is a discipline

**PRICE,**  
is what you pay...

**VALUE,**  
is what you perceive  
you get.



# The Reputation Economy

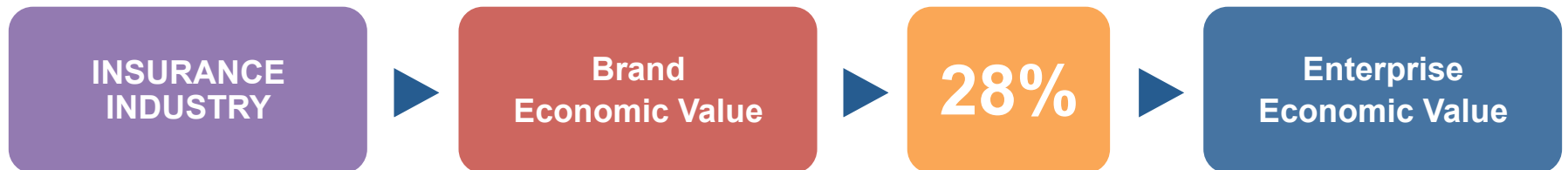
Reputation Management is a discipline



# The Reputation Economy

Reputation Management is a discipline

*risk preference strength trust*  
**BUSINESS** *valuation*  
*people risk* **BRANDS**  
*relevance* *trust positioning reputation*  
*valuation* *purchase health touchpoints*





# The Reputation Economy

Reputation Management is a discipline



# The Reputation Economy

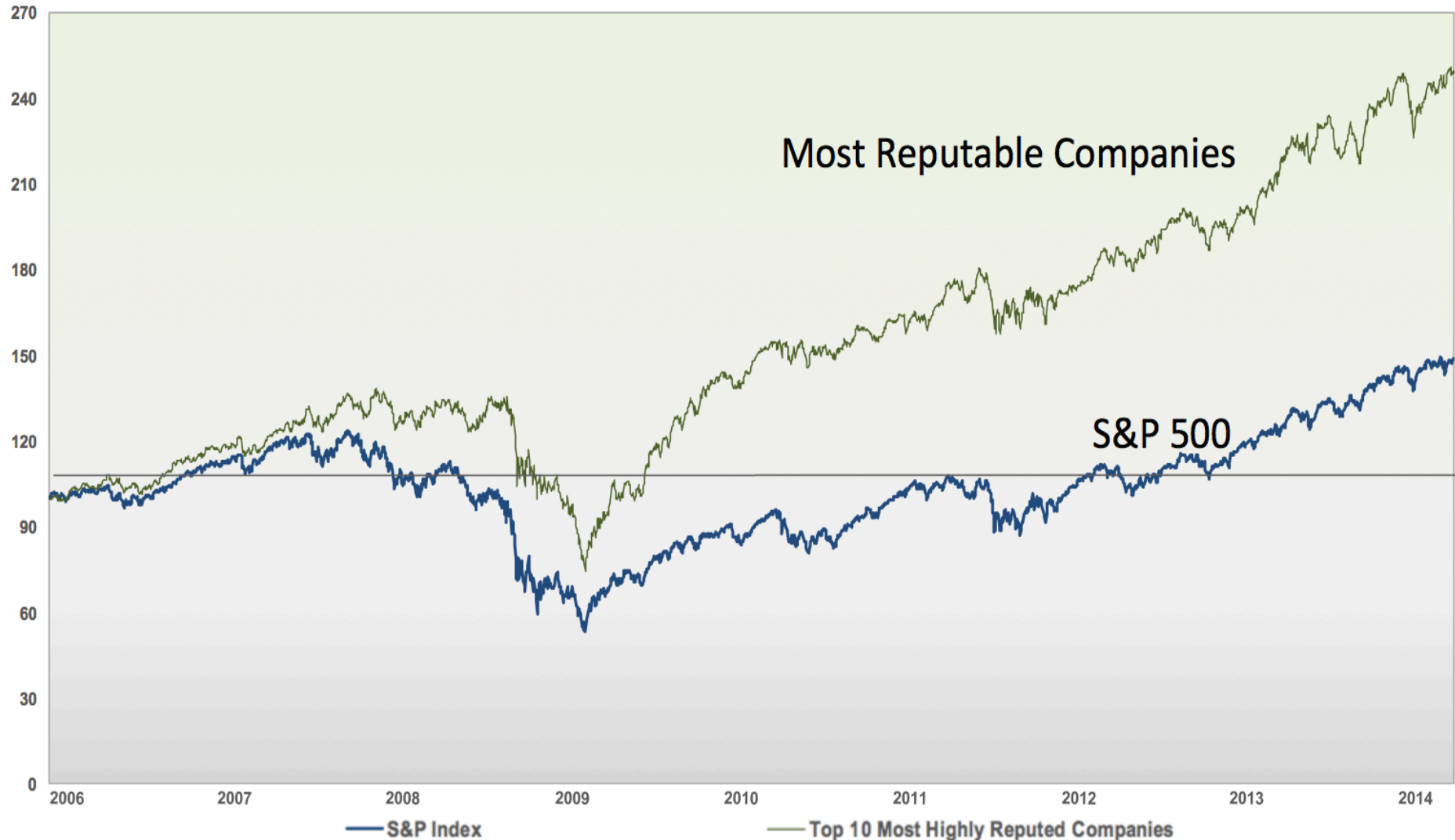
Reputation Management is a discipline

REPUTATION SUPPORTIVE BEHAVIOR	0-39	40-59	60-69	70-79	80-100
TRUST	9%	16%	35%	55%	84%
BUY PRODUCTS AND SERVICES	8%	14%	31%	51%	83%
PREFERENCE	8%	13%	30%	50%	83%
RECOMMEND	7%	13%	30%	50%	82%
SAY SOMETHING POSITIVE	8%	12%	27%	44%	77%
WORK FOR/WITH	10%	17%	31%	47%	73%
INVEST IN	7%	11%	24%	39%	67%

# The Reputation Economy

Mapping out the Reputation journey

## Reputation impacts Brand Strength, Brand Value and Enterprise Value



# The Reputation Economy

Mapping out the Reputation journey

Reputation impacts Brand Strength, Brand Value and Enterprise Value



**reputation  
management**



# The Reputation Economy

Reputation Management is a discipline

## Reputation and Risk affects a wide range of stakeholders

### Customer ●

Brand Perceptions affect

- Price
- Volume
- Repeat
- Share of wallet
- Cross sell

### External Audiences ○

Brand Perceptions affect

- Distribution terms
- Channel access
- Strategic alliances
- Deal completion
- Licensing
- CSR



### Staff ○

Brand Perceptions affect

- Recruitment
- Retention
- Recommendation
- Morale
- Staff costs

### Financial Audiences ●

Brand Perceptions affect

- Interest spread
- Share price
- Debt/ Equity ratio
- Risk appetite
- Cost of borrowing

# The Reputation Economy

## The Insurance Industry – Stakeholders Weight

**CUSTOMERS & CONSUMERS 20%**



**BROKERS & AGENTS 20%**



**EMPLOYEES 15%**



**MEDIA & JOURNALISTS 15%**



**COMPETITORS 10%**



**SUPPLIERS 10%**



**ANALYSTS & OPINION LEADERS 5%**



**AUTHORITIES & REGULATORS 5%**



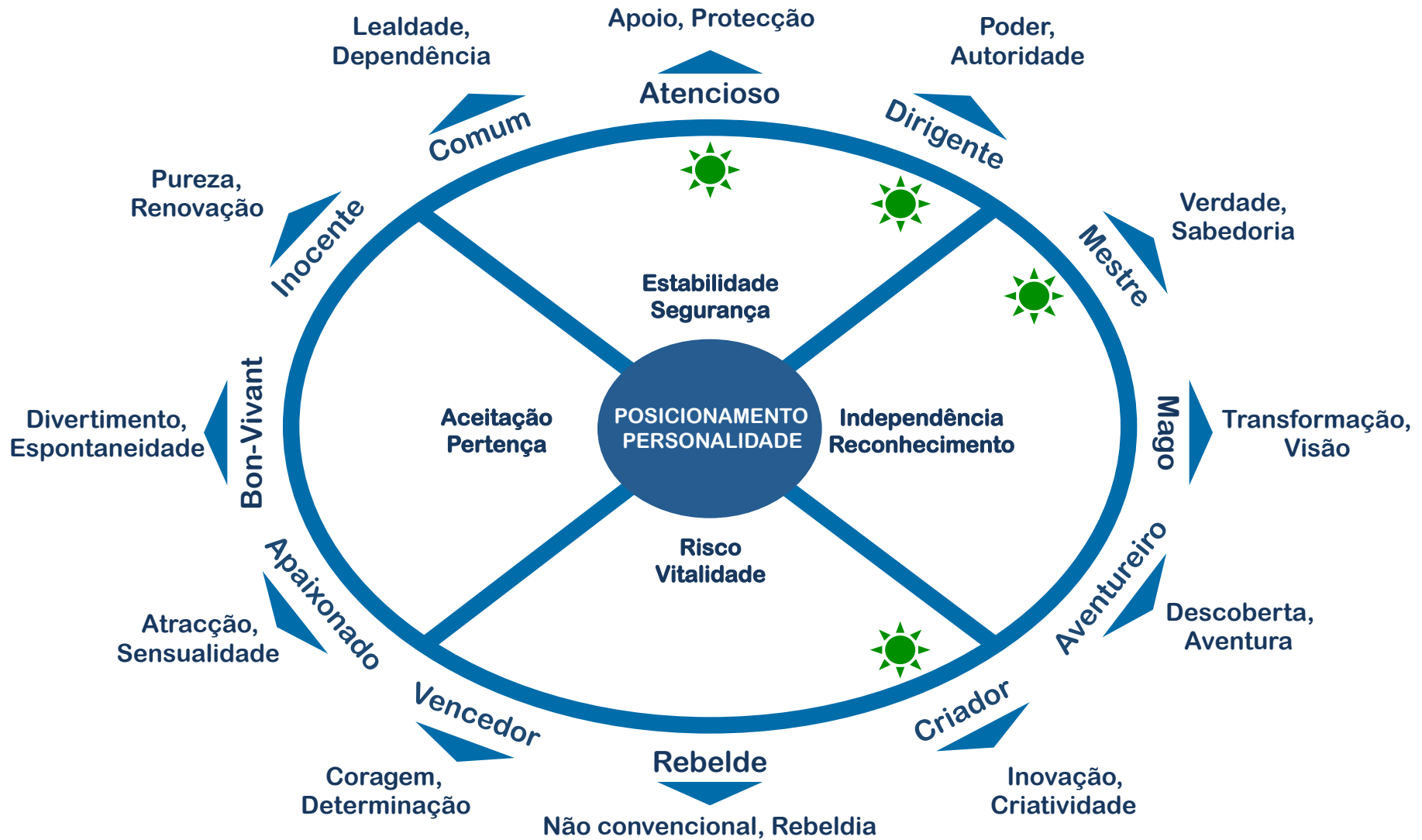
## POSITIONING

Based on 4 dimensions (belonging and acceptance, stability and security, recognition and influence, risk and dominance) to map and identify differences in how different stakeholders see and would like to see the brand with which they interact.



# ARCHETYPAL POSITIONING

The Insurance Industry Aspirational Brand - Dimensions and Attributes





# ARCHETYPAL POSITIONING

The Insurance Industry Aspirational Brand - Dimensions and Attributes



## ATENCIOSO

Protecção  
Segurança  
Estabilidade  
Genuidade  
Integridade  
Honestidade  
Lealdade  
Confiança  
Conforto  
Social

## DIRIGENTE

Poder  
Estabilidade  
Controlo  
Orgulho  
Ordem  
Respeito  
Segurança  
Organização  
Protecção  
Autoridade  
Coragem  
Solidez

## MESTRE

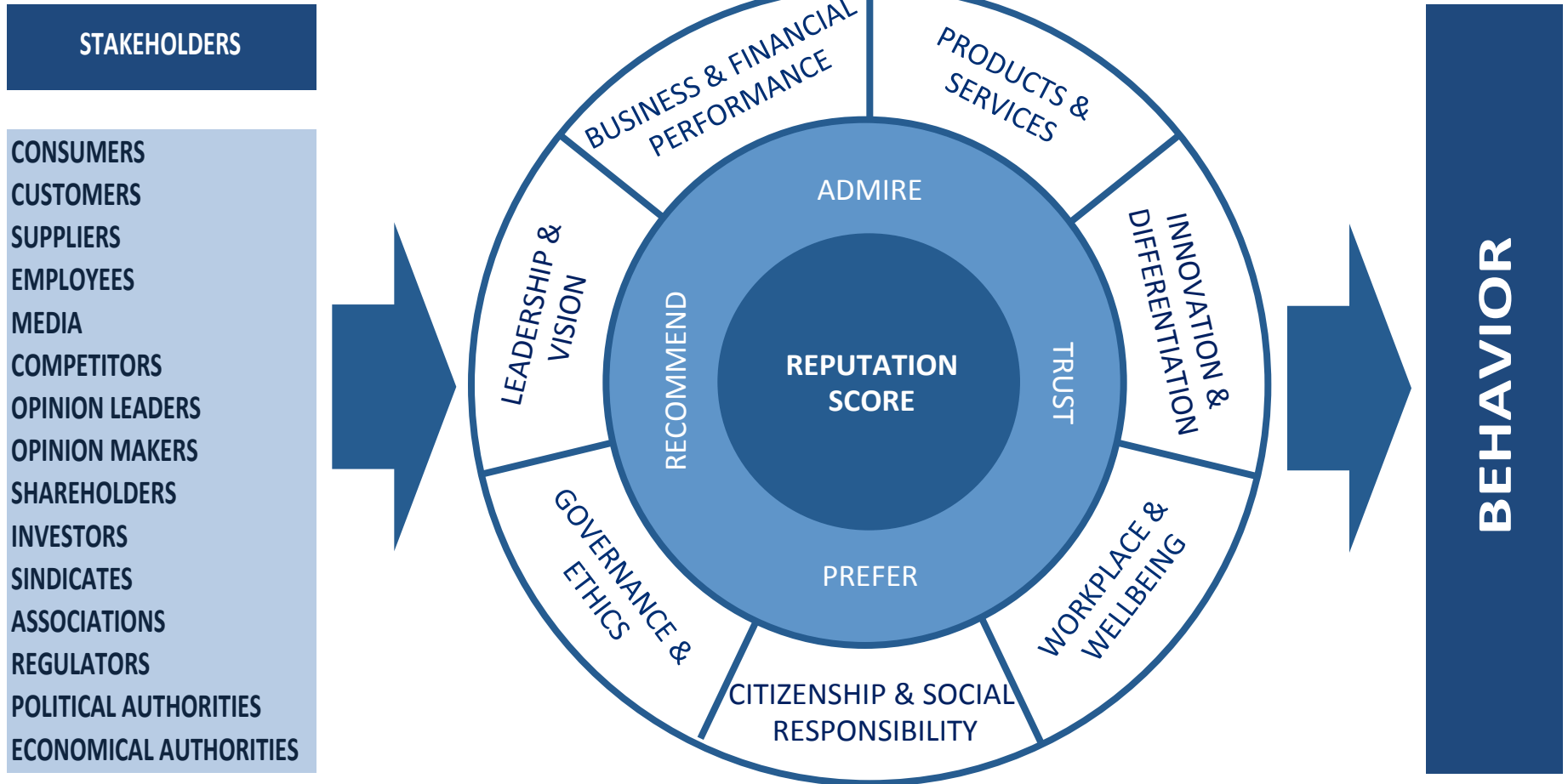
Verdade  
Respeito  
Sabedoria  
Confiança  
Competência  
Inteligência  
Liderança  
Visão  
Excelência  
Objectividade  
Racionalidade  
Ética  
Reconhecimento

## CRIADOR

Criatividade  
Imaginação  
Paixão  
Invenção  
Inspiração  
Inovação  
Experiência  
Modernidade  
Dinamismo  
Empreendimento

## REPUTATION

Reputation management plays with qualitative and quantitative data to support emotional and rational dimensions and attributes indicators.



# REPUTATION DRIVERS

The Insurance Industry - Dimensions and Attributes

		GENERIC PUBLIC	ENTERPRISES	BROKERS AGENTS	SUPPLIERS	MEDIA	ANALYSTS OPLEADERS
REPUTATION	RATIONAL SCORE	WEIGHT	WEIGHT	WEIGHT	WEIGHT	WEIGHT	WEIGHT
	PRODUCTS & SERVICES	24%	24%	21%	19%	17%	14%
REPUTATION	INNOVATION & DIFFERENTIATION	21%	18%	16%	17%	15%	10%
	WORKPLACE & WELLBEING	8%	8%	7%	8%	11%	6%
ATTRIBUTES	CITIZENSHIP & SOCIAL RESPONSIBILITY	17%	10%	8%	11%	15%	9%
	GOVERNANCE & ETHICS	14%	14%	15%	15%	14%	21%
	LEADERSHIP & VISION	10%	14%	16%	14%	14%	21%
	BUSINESS & FINANCIAL PERFORMANCE	6%	12%	17%	16%	14%	19%

## IMPACT

According to the different stakeholders perceptions about the brands with regard to their positioning and reputation, we identify their support behavior.

**POSITIONING**

**REPUTATION**

Support Behavior

**TRUST**

**PREFERENCE**

**PURCHASE**

**RECOMMENDATION**

**SAY SOMETHING POSITIVE**

**WORK FOR / WITH**

**INVEST**



# TOUCHPOINTS ACTIVATION

The Insurance Industry

Identify the most efficient touchpoints in each industry to generate and / or build positioning, reputation, trust, preference, purchase and recommendation in their brands.

TOUCHPOINT	POSITIONING	REPUTATION	IMPACT	SCORE	
OFFICES / SHOPS / POINT OF SALE	4,6	4,6	4,5	4,6	4,5 > EXCELLENT
DIGITAL INTERNET / SOCIAL MEDIA	4,6	4,5	4,4	4,5	3,5 > STRONG / ROBUST
EMPLOYEE AMBASSADOR PROMOTER	4,5	4,5	4,4	4,5	2,5 > MODERATE
SPONSORSHIP MUSIC	4,3	4,2	4,2	4,2	1,5 > VULNERABLE / WEAK
SPONSORSHIP SPORTS	4,3	4,2	4,1	4,2	1,5 < POOR
PROPRIETARY EVENTS	4,1	4,1	3,8	4,0	
TV PRODUCT PLACEMENT	4,0	3,8	3,7	3,8	
TV MAINTHRUST	4,0	3,8	3,5	3,8	
PROMOTIONS	3,6	3,4	3,8	3,6	
SPONSORSHIP PUBLIC SPOTS	3,7	3,6	3,3	3,5	
SPONSORSHIP EDUCATION	3,6	3,5	3,3	3,5	
SPONSORSHIP CONFERENCES	3,5	3,5	3,3	3,4	
MERCHANDISING / GIFTS	3,4	3,4	3,4	3,4	



# REPUTATION & RISK VALUE

## The Insurance Industry

Brand Strength	65
# Ações	300 000 000
Valor Bolsa (30/12/2016)	8,36 €
Enterprise Value	2 508 000 000 €
Gross Sales	1 000 000 000 €

GROSS SALES IMPACT	
REPUTATION VALUE	684 706 000 €
RISK VALUE	231 691 215 €

ENTERPRISE VALUE IMPACT	
REPUTATION VALUE	1 728 333 024 €
RISK VALUE	578 803 453 €

REPUTATION & RISK VALUE		CUSTOMERS 20%		BROKERS AGENT 20%		MEDIA 15%		OTHERS 45%		INVESTOR ANALYST 100%	
		REP VAL (Gross Sales Base)	RISK VAL (Gross Sales Base)	REP VAL (Gross Sales Base)	RISK VAL (Gross Sales Base)	REP VAL (Gross Sales Base)	RISK VAL (Gross Sales Base)	REP VAL (Gross Sales Base)	RISK VAL (Gross Sales Base)	REP VAL (Enterprise Value Base)	RISK VAL (Enterprise Value Base)
PRODUCTS & SERVICES	Dimension Weight	22%		21%		19%		19%		17%	
	Dimension RepScore	60,2	26 488 000 €	67,5	28 350 000 €	65,3	18 610 500 €	69,3	59 251 500 €	67,1	285 917 016 €
	Dimension Brand Strength	64,0		63,0		63,0		66,0		63,0	
INNOVATION & DIFFERENTIATION	Dimension Weight	21%		18%		17%		17%		15%	
	Dimension RepScore	64,8	27 216 000 €	64,8	23 328 000 €	67,5	17 212 500 €	69,8	53 397 000 €	65,3	245 809 080 €
	Dimension Brand Strength	68,0		62,0		64,0		66,0		62,4	
WORKPLACE & WELLBEING	Dimension Weight	8%		8%		8%		8%		8%	
	Dimension RepScore	59,4	9 504 000 €	66,8	10 688 000 €	63,6	7 632 000 €	67,2	24 192 000 €	66,2	132 743 424 €
	Dimension Brand Strength	57,0		60,0		56,0		58,0		59,2	
CITIZENSHIP & SOCIAL RESPONSIBILITY	Dimension Weight	15%		8%		13%		11%		8%	
	Dimension RepScore	57,2	17 160 000 €	59,8	9 568 000 €	64,2	12 519 000 €	70,2	34 749 000 €	60,7	121 748 352 €
	Dimension Brand Strength	56,0		60,0		62,0		58,0		60,4	
GOVERNANCE & ETHICS	Dimension Weight	14%		16%		15%		15%		17%	
	Dimension RepScore	65,5	18 340 000 €	71,0	22 720 000 €	73,0	16 425 000 €	69,3	46 777 500 €	71,4	304 421 040 €
	Dimension Brand Strength	72,0		74,0		75,0		66,0		74,2	
LEADERSHIP & VISION	Dimension Weight	10%		15%		14%		14%		17%	
	Dimension RepScore	67,0	13 400 000 €	71,2	21 360 000 €	73,6	15 456 000 €	70,8	44 604 000 €	71,7	305 614 848 €
	Dimension Brand Strength	71,0		68,0		73,0		74,0		69,0	
BUSINESS & FINANCIAL PERFORMANCE	Dimension Weight	10%		14%		14%		16%		18%	
	Dimension RepScore	69,8	13 960 000 €	73,0	20 440 000 €	75,8	15 918 000 €	77,0	55 440 000 €	73,6	332 079 264 €
	Dimension Brand Strength	67,0		68,0		70,0		70,0		68,4	
		126 068 000 € 43 509 920 €		136 454 000 € 46 739 740 €		103 773 000 € 34 252 455 €		318 411 000 € 107 189 100 €		1 728 333 024 € 578 803 453 €	

# Thank You

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ONstrategy is a consultancy firm, partner of Brand Finance and Corporate Excellence, helping companies to manage and improve their business and brands results.

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