



ASSURANT®

Foresight at Assurant

October 9, 2015

We face increasing uncertainty as the pace of change accelerates - and new competitors emerge daily

Savvy industry participants

Investing in disruptive experiments and technology

Met Life – Lumen Labs, State Farm – Silicon valley presence

Investing in trend-based partnerships blurring the lines between industries

- United Healthcare and AARP

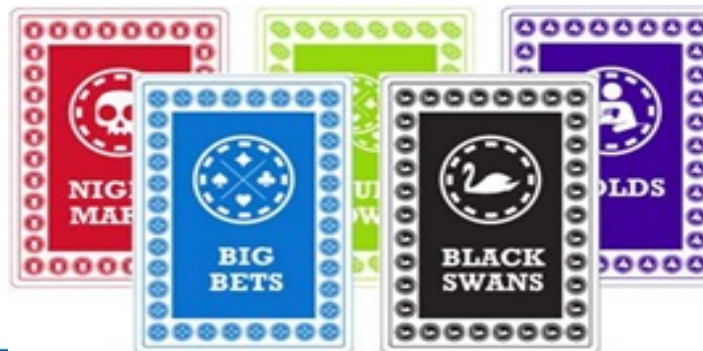
Using foresight to describe potential futures for strategy development

Assurant

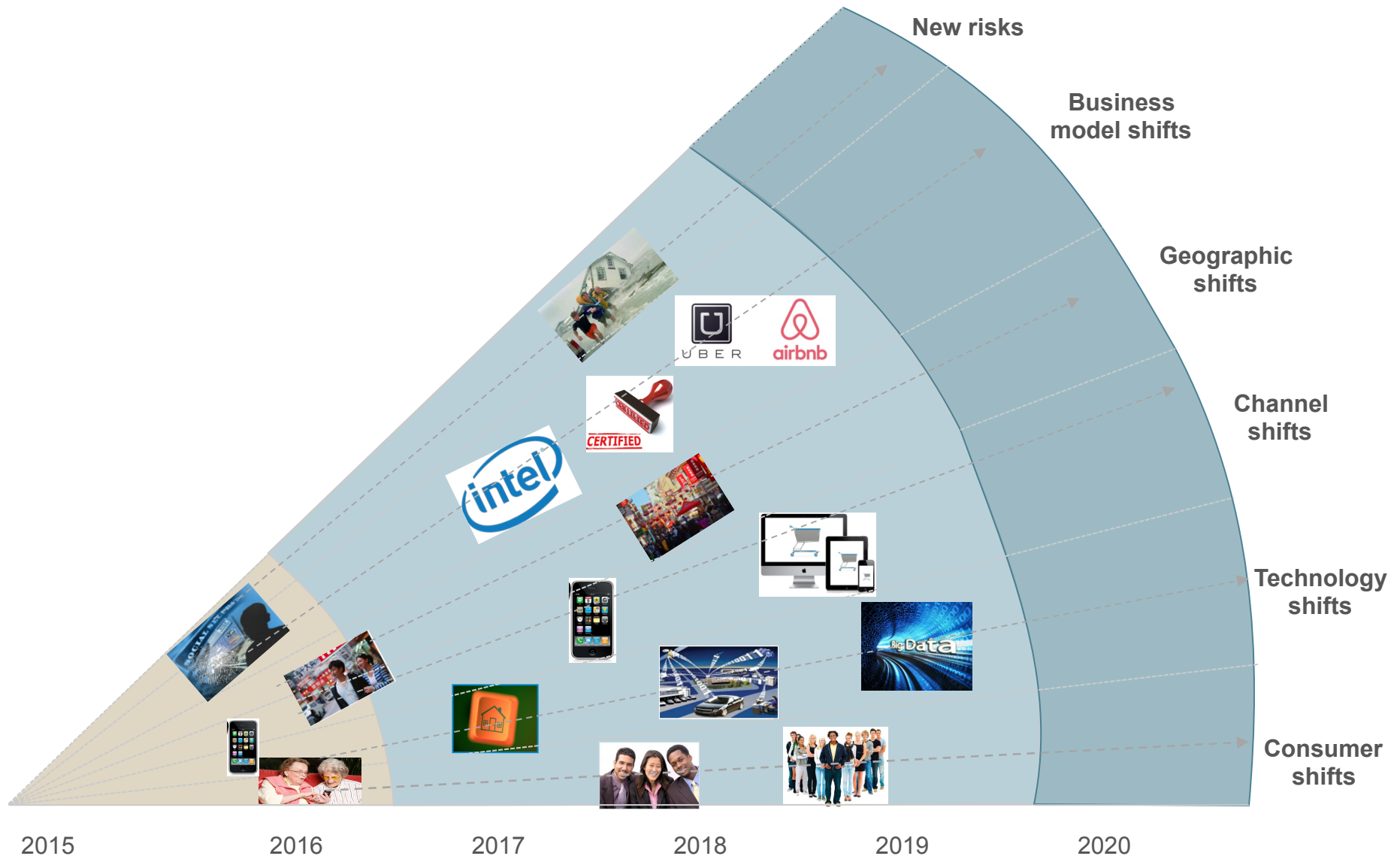
Needs to deploy capital toward growth

Assurant products are in many spaces that intersect with exponential shifts affected by new technologies

Leveraging foresight can widen our lens to spot threats and opportunities not apparent via today's growth and development processes



Foresight can be used across different time frames and to identify a number of potential types of growth



Benefits of Foresight

- Ensure Assurant meets growth targets by supplementing core and adjacent growth with growth from sectors outside Assurant's current domains
- Widen our aperture and identify threats and opportunities not surfaced through today's activities
- Identify growth platforms in new sectors where Assurant can buy, invest or build - beyond adjacencies - in order to provide options for refreshing our portfolio of businesses
- Identify technologies or capabilities that can provide competitive advantage - as well as the means to procure them
- Provide context, developing trends and likely potential scenarios to Inform enterprise and business strategy and strategic planning process
- Generate competitive intelligence and scenarios to anticipate and preclude disruption and identify new competitors
- Provide corporate and business resources with platforms and/or specific opportunities for ideation, experimentation, and investment
- Engage business leaders and employees in the tools and techniques to recognize and leverage opportunities arising from disruptive change
- Provide HRD with implications for future recruiting/talent development needs
- Engage employees in adaptive thinking, strategy alignment, and consumer focus

How Foresight Works at Assurant

- The ultimate purpose of strategic foresight is to **make better, more informed decisions** in the present, considering both big opportunities and risks
- **Foresight must be integrated into strategic, competitive, and growth processes** in order to be most effective
- Leaders should be exposed to **immersive experiences** and **external lenses** on an informal, no charter basis
- Foresight/consumer insights should be **shared with clients** to help drive mutual success
- We must **practice applied foresight**, not analyses for analysis sake: “What, So What, Now What?”
- Our focus is on the **growth and competitive advantage of the enterprise**, minimizing disruption, generating potential partnerships, identifying specific growth opportunities
- We will routinely **look back as well as forward** to understand and anticipate change curves
- We will maintain a **five year forward view**, and **identify impacts and opportunities along one year, 1 -3 year, and 3 - 5 year time horizons**
- We will **balance** scanning, insight generation, translation, opportunity identification and training/communication activities
- We will **incorporate megatrends and emerging trends** in our scanning activities

Foresight Role within Assurant

