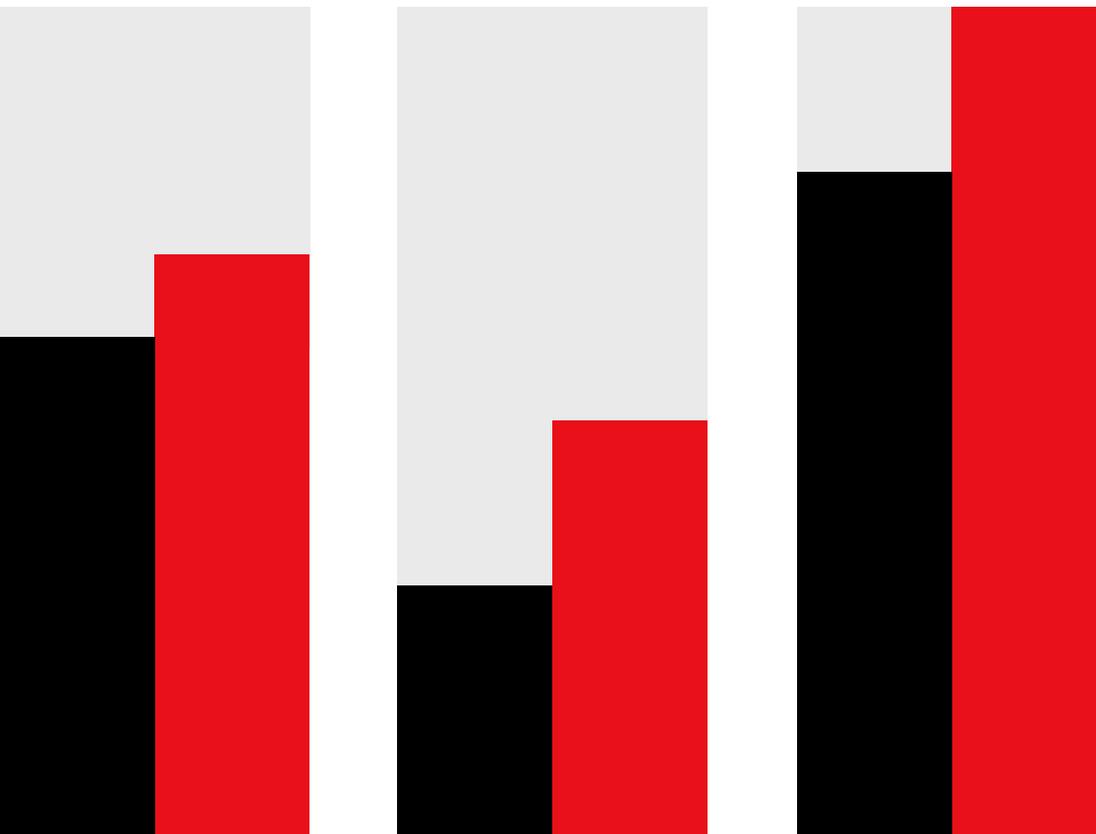


# The Insurance CMO Report

## How to Deliver Profitable Growth in a Demanding Market

Insurance CMOs are faced with a unique challenge: acquiring new customers and maximizing their lifetime value in a worsening market environment. This eMarketer report reveals insights from exclusive interviews with insurance CMOs, including strategies to help deliver profitable growth and meet heightened customer demands.



presented by

ACXION

Dear eMarketer Reader,

eMarketer is pleased to make this report, **“The Insurance CMO Report: How to Deliver Profitable Growth in a Demanding Market,”** available to our readers.

This report covers what marketers across industries can learn from insurance CMOs’ greatest obstacles, why marketing leaders are looking beyond the sales funnel and toward holistic customer experiences, and how the CFO is becoming a closer collaborator to the CMO.

We invite you to learn more about [eMarketer’s approach to research](#) and why we are considered the industry standard by the world’s leading brands, media companies, and agencies.

We thank you for your interest in our report, and we thank **Acxiom** for making it possible to offer this report to you today.

Best Regards,

*Nancy Taffera-Santos*

Nancy Taffera-Santos  
SVP, Media Solutions and Strategy, eMarketer

# The Insurance CMO Report: How to Deliver Profitable Growth in a Demanding Market

Insurance CMOs are faced with a tough challenge: acquiring new customers and maximizing their lifetime value in a worsening market environment. Understanding which strategies can help them deliver profitable growth and meet heightened customer demands will be their new key to success.

## 3 KEY QUESTIONS THIS REPORT WILL ANSWER

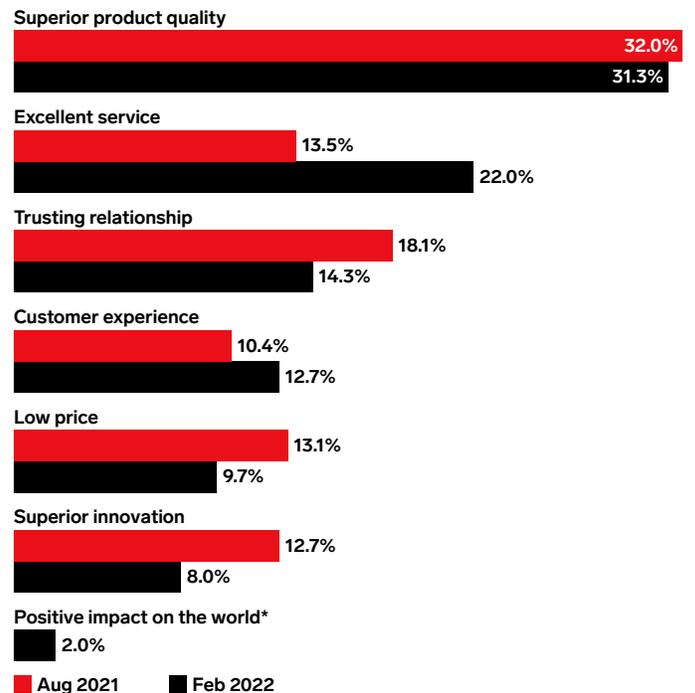
- 1 What are the most important challenges insurance marketing leaders face today?
- 2 How is the insurance CMO's role evolving?
- 3 How can insurance CMOs be successful in their role?

**WHAT'S IN THIS REPORT?** We synthesize exclusive interviews with CMOs at some of the largest and most innovative insurers and insurtechs in the US and the UK. We provide insights into how CMOs define their roles and responsibilities; what factors are shaping their roles and strategic priorities; and how they can succeed in a fast-evolving, competitive market environment.

**KEY STAT:** Excellent service and customer experience (CX) are more important to customers this year than they were last year, according to CMOs surveyed by Duke University's Fuqua School of Business. That means marketing leaders must look beyond the sales funnel toward the holistic CX to drive profitable growth.

## Leading Priorities of Their Customers According to US CMOs, Aug 2021 & Feb 2022

% of respondents



Note: in the next 12 months; respondents selected top 3 priorities; \*was not included in Aug 2021

Source: Duke University's Fuqua School of Business, "The CMO Survey: February 2022" commissioned by Deloitte and American Marketing Association, Feb 28, 2022

275807

eMarketer | InsiderIntelligence.com

## Contents

- 3 The Insurance CMO Report: How to Deliver Profitable Growth in a Demanding Market
- 4 The One-Pager
- 5 Key Points
- 5 New Challenges Are Changing the CMO Playbook
- 5 What's Top of Mind for Insurance CMOs Right Now
- 7 How CMOs Succeed Externally
- 9 How CMOs Succeed Internally
- 14 Insider Intelligence Interviews
- 14 Editorial and Production Contributors

# The Insurance CMO Report

## How to Deliver Growth—and Profits—in a Challenging Market

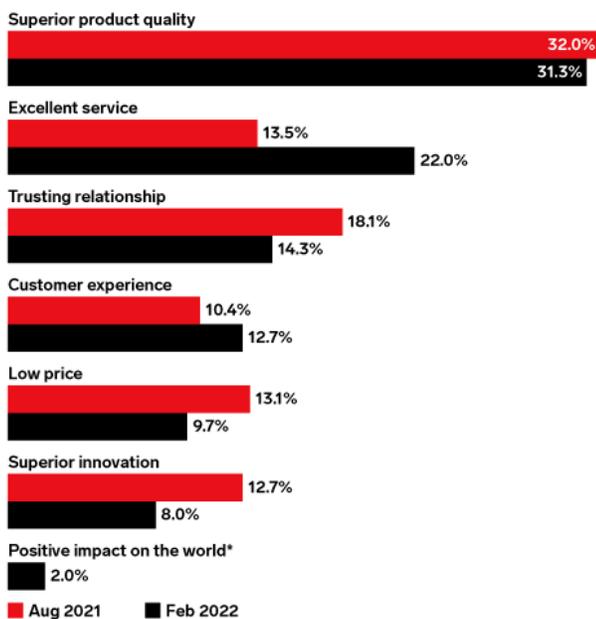
**Insurance CMOs are redefining how they measure success in today's grueling market environment.** Rising claims costs, policy price hikes, and more stringent underwriting criteria are making it more expensive to acquire customers. CMOs must prioritize improving retention and maximizing customer lifetime value (LTV). Hear what CMOs at top insurers and insurtechs, as well as industry experts, have to say about how marketing leaders can successfully navigate that challenge.

### Key Stat

Look beyond the sales funnel to drive growth: 63.0% more CMOs cited “excellent service” as their customers’ top priority this year than in 2021, per a Deloitte survey.

#### Leading Priorities of Their Customers According to US CMOs, Aug 2021 & Feb 2022

% of respondents

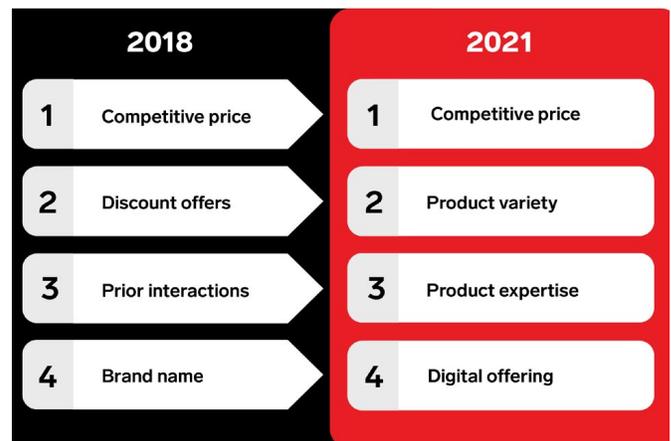


### Our Findings

The insurance CMO's role is expanding—which can lead to conflicting priorities.

- **Deliver short-term outcomes and push innovation forward.** Meeting consumers' heightened digital expectations requires both.
- **Hit a widening array of growth metrics beyond acquisition.** Success is being measured as much by return on investment and customer LTV.
- **Meet new consumer preferences.** They're now looking for distinctive value, versus choosing a provider solely because it's top of mind.

#### Top Factors Influencing Insurance Customers' Product Decisions



### Your Opportunity

Embrace digital across client- and internal-facing initiatives to drive success.

- **Build a positive customer experience.** This is a key differentiator. Work with cross-functional teams to ensure consistent messaging across channels.
- **Initiate more meaningful, frequent customer interactions.** Regular engagement—beyond life events—can drive behavioral change and extend relationships.
- **Hone segmentation and personalization.** The right data capabilities can help CMOs identify and target customers with the highest potential LTV.

**Also in this report: CMO interview excerpts | Embracing test-and-learn | Messaging, brand purpose, and values**

## Key Points

- **The insurance CMO's role is expanding. Rising customer acquisition costs and increased commoditization** are reshaping marketing's success drivers. And rapidly shifting customer behaviors and expectations are prodding CMOs to double down on embracing digital, managing cross-functional teams, and advocating for customers when mapping out product design and business strategy.
- **Top CMOs are balancing an array of internal priorities.** They need to build complex messaging and engagement strategies, personalize marketing initiatives, accurately measure their effectiveness, and align their success to that of the business.
- **They're also looking across the customer journey to maximize customer lifetime value.** CMOs must orchestrate superior customer experiences that meet customer needs, while also building trusted brands that demonstrate purpose and clear corporate values.

## New Challenges Are Changing the CMO Playbook

Insurance CMOs are redefining how they measure success in today's grueling market environment. Rising claims costs, policy price hikes, and more stringent underwriting criteria are making it more expensive to acquire new customers. Improving retention and maximizing customer lifetime value (LTV) are now CMOs' top priorities. And demonstrating a strong return on massive marketing investments is more important than ever.

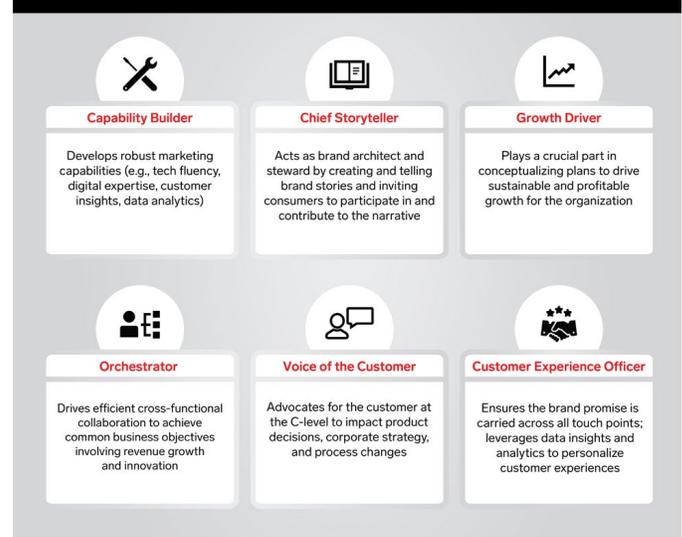
**This toughens an already difficult job for CMOs.** They manage complex go-to-market strategies, which involve a vast array of channels and state-specific regulations. And in the highly commoditized insurance industry, CMOs must build effective messaging and a strong CX to differentiate their company's brand.

To better understand how insurance CMOs are navigating these challenges—and the opportunities that can arise from them—we went straight to the source: Through exclusive interviews with CMOs and other experts in the field, we define what success looks like and how CMOs can achieve it through consumer- and internal-facing initiatives.

## What's Top of Mind for Insurance CMOs Right Now

CMOs have a greater breadth of responsibilities than do their C-suite peers. Those responsibilities are broadening further as competitive pressures propel CMOs to expand beyond brand and product marketing to shape decisions around strategy, digital, innovation, product development, and CX.

### The Six Roles of the Modern Insurance CMO



Source: EY, 2020; Deloitte, 2021; Insider Intelligence, 2022  
g275577

INSIDER  
INTELLIGENCE

CMOs' augmented responsibilities mean they often manage conflicting priorities. For example, most CMOs we spoke to said their role involves pushing the innovation agenda to meet consumers' heightened digital expectations while also fending off competition from disruptors. But they must do this while generating short-term value for the business. "I think a big challenge is how to drive transformation and deliver results at the same time," said Michael Roberts, CMO at MetLife.

***"Now marketing has a role to play throughout the customer journey. Top of the funnel, middle of the funnel, bottom of the funnel, and then delivering on the promises we make to our producers and customers."***—Kate Ardin, CMO, John Hancock

A CMO's conflicting priorities are further governed by the particulars of their insurer's business, including:

- **Breadth of go-to-market channels.** Insurers may sell direct to consumers via their own channels, through agents or other affiliates, and to employees through their employers. For example, Nationwide is a compilation of 11 different businesses, making executive vice president and CMO Ramon Jones responsible for multiple business-specific marketing teams—each with aligned, yet customized engagement and messaging strategies—in addition to the enterprise-level marketing function.
- **Length of the customer consideration window.** For example, auto insurance is a must-have for drivers, making it an “easier” sell, but the customer consideration cycle—i.e., the time between buying a car and getting accident coverage—is short, placing brand awareness front and center. Other lines like small business insurance are not required, and the consideration cycle can be much longer. In order to convince small business owners to earmark coveted funds for insurance, marketers must demonstrate a strong value proposition.
- **Regional considerations.** Pricing and regulations differ by state, forcing CMOs to adjust messaging as well as budget allocation accordingly.

But regardless of these complexities, today's insurance CMOs have two ultimate goals.

## No. 1: Hit a Widening Array of Growth Metrics

While acquiring customers remains a key priority for the CMO, blind growth is no longer enough: Marketing's success is measured against a lineup of growth metrics that includes ROI, retention, and customer LTV.

CMOs must prove the ROI of every marketing dollar, as well as use ROI to justify future investments, per Nationwide's Jones. This is bringing CMOs into the orbit of the finance organization, with the CFO as a close collaborator.

## No. 2: Meet Evolving Customer Priorities

**CMOs need to engage increasingly discerning consumers.** Product variety, product expertise, and digital offering rounded out insurance customers' top four product selection factors in 2021, per a PwC survey. None of these factors topped the list in 2018, indicating that consumers—armed with the digital tools to research their options—are now less likely to choose a provider solely because it's top of mind.

### Top Factors Influencing Insurance Customers' Product Decisions



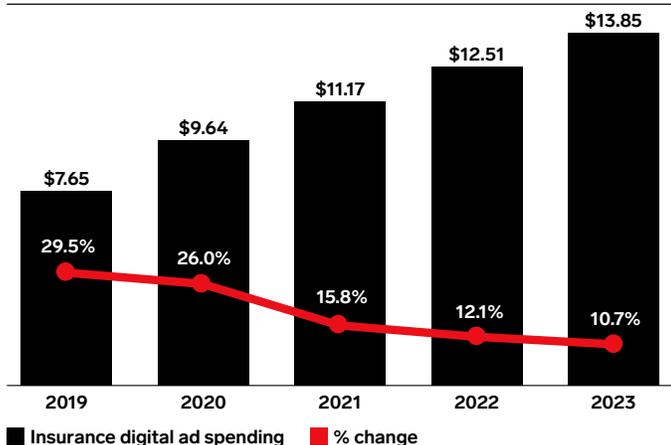
Source: PwC, 2021  
g275567

INSIDER INTELLIGENCE | eMarketer

**CMOs must develop effective digital engagement strategies, as digital is now critical to consumers.** They work closely with the digital function to ensure every digital customer touch point delivers on the brand promise. And as insurers expand their digital capabilities—for example, by developing self-service portals to engage customers post-purchase—marketing's responsibility for digital will only grow.

**CMOs' ad spend priorities are also shifting toward digital.** Property and casualty (P&C) insurers—the industry's largest ad spenders—have traditionally leaned on TV to raise brand awareness, using memorable taglines and famous mascots. But with nearly one-third of US consumers expected to have cut the cord by the end of 2022, per our forecast, cable TV is no longer a prime destination. Instead, insurers will spend almost \$14 billion on digital ads by the end of 2023.

## US Insurance Digital Ad Spending, 2019-2023 billions and % change



Note: includes advertising that appears on desktop and laptop computers as well as mobile phones, tablets, and other internet-connected devices, and includes all the various formats of advertising on those platforms; excludes SMS, MMS, and P2P messaging-based advertising

Source: eMarketer, June 2021

272356

eMarketer | InsiderIntelligence.com

Jones said that roughly 60% of Nationwide’s ad budget is spent on digital properties currently, versus around 30% five years ago. John Hancock’s Ardini echoed this, saying that almost all of her company’s ad spending is on digital, allowing it to “optimize in real time, quickly see what’s working and what isn’t, and make changes.”

## How CMOs Succeed Externally

### Create Positive Customer Experiences

As the insurance product becomes increasingly commoditized, a superior CX can be a key differentiator in helping CMOs deliver profitable growth. It can improve metrics like acquisition costs and retention. It can also create loyal customers who advocate for the brand and fuel organic word-of-mouth growth.

*“What can be differentiated is the experience, but in many cases, the experience is an elusive thing in insurance.”*—Michael Roberts, CMO, MetLife

CMOs need to coordinate communications across channels and ensure that the entire experience—whether for sales, customer service, or claims—aligns with the brand. Chief marketers must integrate marketing channels by bringing together online and offline data, seamlessly linking online and offline customer activity, and delivering consistent and unified brand messaging. To do that, they need to work in cross-functional teams that span marketing, product, distribution, technology, and operations.

**Some insurers have a separate role for CX.** For example, Nationwide’s chief customer officer (CCO) is responsible for shaping, executing, and implementing the insurer’s customer strategy. In these instances, CMOs and CCOs will work closely together to identify areas of friction for customers and eliminate pain points.

**Even when CX responsibility falls directly to the CMO, collaboration is key.** Mark Evans, managing director of marketing and digital at Direct Line Group, told us that to transform the end-to-end CX, he works closely with the company’s technology leader and the team running contact centers.

**Superior CX is also increasingly dependent on digital.** For instance, the portion of insurance customers who would switch carriers due to the lack of a user-friendly digital interface increased 80% between 2018 and 2021, according to two PwC surveys of 6,000 insurance customers.

### Insurance Customers’ Expectations Increased Between 2018 and 2021



↑ up **45%**

Expect 24/7/365 online support from their carrier



↑ up **77%**

Prefer to submit claims via mobile



↑ up **80%**

Would switch carriers due to lack of user-friendly digital interface

Note: increases based on 2018 and 2021 surveys of 6,000 insurance customers  
Source: PwC, 2021  
g275579

INSIDER  
INTELLIGENCE

## Drive Engagement

**Engaging customers with augmented experiences can boost retention.** Traditionally, insurers interacted with customers only sporadically, at the policy purchasing, policy renewal, and claim filing stages. But CMOs are now tasked with cultivating opportunities for more meaningful and more frequent interactions with customers.

Ardini, for instance, said that her role has evolved considerably over the past few years and includes a new mandate to “extend customer relationships.” To her, this translates into initiatives such as John Hancock Vitality, a life insurance program that taps a network of partners to reward healthy habits and offer wellness tools and resources. She added that the ability to engage with customers on a regular basis can be especially key in times of crisis, like the pandemic, because it enables a deeper understanding of the challenges customers face and how the company can alleviate them.

### Select Partners in the John Hancock Vitality Ecosystem



Note: select partners  
Source: John Hancock, 2022; Insider Intelligence, 2022  
g275583

INSIDER  
INTELLIGENCE

## Building Trust

**Winning customers’ trust is no small feat for insurance CMOs.** Insurers don’t get many chances to drive impactful interactions outside of big life events—“moments of truth”—like buying a home, starting a business, or filing a post-accident claim, per Diane Magers, founder and chief experience officer of Experience Catalysts.

**Trust is paramount for the consumer adoption of innovative, behavior-based insurance products.** “The biggest change for insurance marketers over the past five years is having to drive behavioral change, not just sales,” said David Edelman, senior lecturer of business administration at Harvard Business School. To do that,

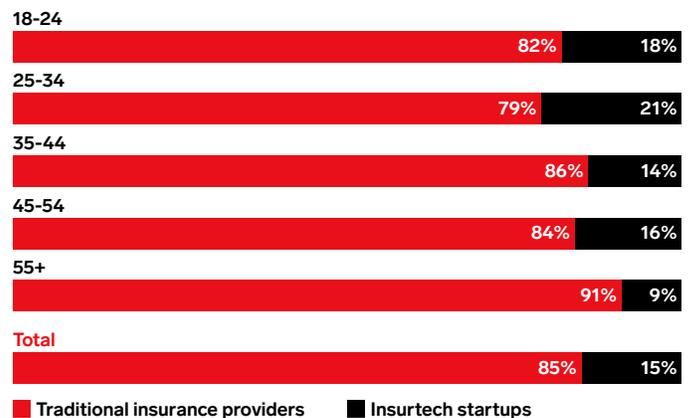
insurers are incentivizing and rewarding actions like safe driving and healthy living—which they measure by collecting customer behavioral data. While trust is a prerequisite for getting customers to grant access to their data, insurers that succeed have a positive impact on customers’ lives, further reinforcing trust. That behavioral data, in turn, helps insurers better understand their clients and influence their behaviors—another virtuous circle.

### For insurtech CMOs, the trust challenge is still greater.

A whopping 85% of US consumers said they trust traditional providers over insurtech startups, per an August 2021 Breeze survey. Insurtechs are competing against deep-pocketed legacy players with “years of relationships that they’ve built in the market,” said B.C. Silver, CMO at Root Inc., the parent company of Root Insurance.

### Trust in Traditional Insurance Providers vs. Insurtech Startups According to US Adults, by Age, Aug 2021

% of respondents in each group



Source: Breeze as cited in company blog, Aug 24, 2021

269407

InsiderIntelligence.com

**And while disruptors may not have prioritized raising high-level brand awareness over targeting or segmentation, it’s important for building trust.** Silver was appointed Root’s first CMO in November 2021 “specifically to develop the brand marketing discipline, as well as merge the brand marketing with the digital acquisition team,” he told us. He thinks disruptors need to zero in on what makes their product unique, communicate the value proposition with clear messaging, and find the right—and preferably differentiated—channels to optimize delivery.

## Positive Messaging, Brand Purpose, and Values

**The quest for trust is leading CMOs toward messaging that challenges consumers' long-held perceptions of insurers.** While insurance campaigns have often focused on the things that can go wrong in people's lives, today we are increasingly seeing campaigns with positive messaging about the protection insurance can provide. For example, Hiscox's recent "Hiscox Dreams" campaign encourages budding entrepreneurs to be courageous and pursue their dreams—with insurance as a necessary safety net.

And as Experience Catalysts' Magers told us, gaining trust often requires shifting consumers' perception of insurers from a product provider to a service provider whom customers can reach out to for advice during important life moments. "It brings the human back into the equation and builds the relationship between the customer and the insurer's brand," she added.

**Furthermore, every CMO we spoke to highlighted the importance of demonstrating purpose and communicating strong values.** Nationwide's Jones said authentic community partnerships are crucial to brand trust, citing the company's relationship with Nationwide Children's Hospital as an example: The insurer has worked with the pediatric hospital for decades, providing grants, sponsorships, and program support. "Consumers expect more than just a competitively priced product. They want to know what you stand for. They want to understand the values of a brand," he added.

***"We're at a point now where purpose, sustainability, and brand are all converging, creating an interesting challenge for CMOs."***

—Michael Roberts, CMO, MetLife

**The increased focus on demonstrating purpose translates to environmental, social, and governance (ESG) initiatives.** Over half (55%) of senior insurance executives said they have experienced increased pressure on ESG matters over the last one to two years, versus 46% across all sectors, per a March 2022 DWF survey. And the CMOs we spoke to highlighted diversity, equity, and inclusion as important to their work on both hiring and messaging. For example, Root Insurance's October 2020 "Progress Owes No Apology" campaign starred Nascar driver and anti-racism activist Bubba Wallace, reinforcing that the car insurer holds the same values. Root and Wallace are still partnered as of this writing.



## How CMOs Succeed Internally

### Embrace Test-and-Learn

**Today's CMO needs to respond to the rapidly changing demands of consumers in a timely manner.** To do so, they can promote a test-and-learn culture—a set of agile practices that allow rapid testing of new concepts, whether campaigns or products, to understand their impact.

Most CMOs we spoke to said applying agile methodologies to marketing initiatives and campaigns allows them to quickly identify what should be rolled out more broadly and what should be stopped. MetLife's Roberts called out a cross-industry shift toward agile marketing that "will affect insurers more and more significantly over time." He added, "The ability to move from a 'campaign and programs' construct to an 'always on' construct that uses agile to optimize initiatives on a continuous basis is becoming key."

**Agile marketing initiatives are driven by real-time insights, so building advanced data analytics capabilities is critical.** Automating data analytics workflows with machine learning can improve the quality and speed of insights generation. These insights create a continuous feedback loop and allow marketers to repurpose campaigns or conduct personalized outreach in real time.

Harvard Business School's Edelman also noted that CMOs need to manage "massive multivariate testing of all different kinds of combinations of messages, timing, and channels," as well as the legality of any personalized offers made. Multivariate testing is among the most complex permutations of incrementality testing, requiring advanced data science capabilities.

## Be the Voice of the Customer

**Amplifying the customer voice is marketing's key contribution to cross-functional teams.** "With that lens, CMOs can influence many of the business's upstream processes such as strategy, product development, and product management," Roberts said. For example, by advocating internally for what customers demand, CMOs can ensure new products meet those demands and add real value. They can also help product managers eliminate friction across customer touch points.

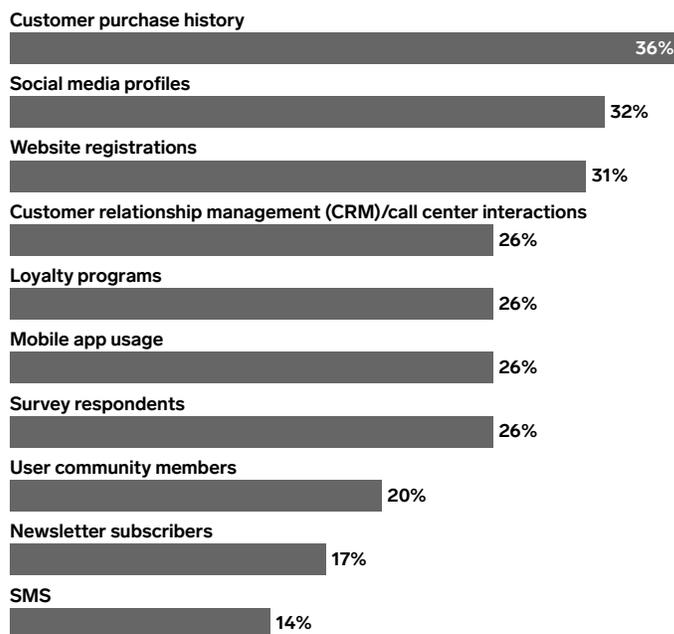
## Hone Segmentation and Personalization

**CMOs need to attract customers who can drive maximum LTV—and the right data capabilities will help them identify and target those customers.** Insurers have a slew of data at their disposal, but analytics give it meaning. Analytics allows them to be "more thoughtful and predictive around what customers or distributors might need," said Christopher E. Mead, CMO at Gallagher. Progressive, for example, will leverage its ability to "adjust marketing spend at the local and segment level" in pursuit of adding more profitable clients and reaching its economic goals, per the company's Q1 2022 earnings call.

**The deprecation of third-party cookies is further driving the need for personalization.** It's compelling insurers to use their vast first-party data to segment customers and personalize initiatives, according to Direct Line Group's Evans, who also noted it could help them close the gap with industries like retail that are ahead of the curve on data capabilities.

## Which First-Party Data Sources Will Be Most Valuable to Marketing Professionals Worldwide in 2022 to Address the Loss of Third-Party Cookies?

% of respondents



Source: Ascend2 and Oracle, "Marketing Trends 2022: Marketers Tell All About Successes, Struggles, and Solutions," March 29, 2022  
274439 eMarketer | InsiderIntelligence.com

**As such, insurance CMOs' dependency on data and analytics has skyrocketed:** Over 80% of financial services CMOs made investments in data analytics to improve digital marketing performance in the past year, topping all other choices bar "direct digital marketing," according to the February 2022 edition of "The CMO Survey" by Duke University's Fuqua School of Business.

## Investments Made to Improve Digital Marketing Performance According to US Marketing Executives, Feb 2022

% of respondents

	Financial services/ banking/insurance	Total
Data analytics	82.8%	77.5%
Optimizing our company website	69.0%	74.0%
Digital media and search	75.9%	70.9%
Marketing technology systems or platforms	79.3%	69.8%
Direct digital marketing (e.g., email)	89.7%	68.2%
Online experimentation and/or A/B testing	48.3%	47.3%
Managing privacy issues	41.4%	35.3%
Machine learning and automation	34.5%	26.4%
Improving our app	34.5%	24.4%

Note: n=258; over the past 12 months

Source: Duke University's Fuqua School of Business, "The CMO Survey: February 2022" commissioned by Deloitte and American Marketing Association, Feb 28, 2022

275547

InsiderIntelligence.com

## Balance Analytical and Creative Leadership

**Today's insurance CMO has an amalgam of left-brain and right-brain skills.** The CMO must understand performance analytics, AI, and how to deliver the right message to the right consumer—but they also need to know how to create "magic," i.e., how to create emotional connections with customers, according to Greg Welch, partner at executive search firm Spencer Stuart.

## Build Strong Teams

**Finding and retaining talented employees is critical to success.** This sentiment was shared by all CMOs we talked to. More than half (56%) of US insurance companies planned to increase staff in the next 12 months, according to an August 2021 study by The Jacobson Group. But with the "Great Resignation" and the wide breadth of skills required for CMOs' teams, attracting the right talent is difficult. Employees with technical skills are particularly tough to secure, Direct Line Group's Evans told us, given stiff competition for these often industry-agnostic roles. And many employers now offer "extremely" flexible working arrangements, he added.

CMOs can use their soft skills of listening, showing empathy, and engaging people to attract talent. They can also direct client-facing messaging that underscores caring and purpose (e.g., through ESG initiatives) toward prospective employees, who are increasingly searching for meaningful work.

**Effective teams also rely on adept leadership.** CMOs must ensure teams work effectively together—among their own ranks and in their interactions with other teams. Strong leaders will inspire and motivate employees across the organization and empower individuals to bring their authentic selves to work.

## Powering exceptional customer experiences with personalized content

This sponsored article was contributed by [Acxiom](#).



**Clark Wooten**  
Senior Vice President, Insurance  
Industry Managing Director  
Acxiom

**Personalized content is king. In theory, it works better, gets more attention, and drives better engagement with members and prospects than non-personalized content. In practice, it's getting harder to measure, harder to keep up with savvy digital marketers, and harder to find the right balance between personalized content and more general content. The June 2022 Arizent/Acxiom study, "Getting Up Close and Personal with Personalization," offers actionable insights to help get personalized content right.**

Not surprisingly, people love when personalized content hits the mark and they can see themselves enjoying an activity or an experience featured in an ad. Conversely, if an ad's imagery doesn't work for them or they feel like the brand doesn't "get them," the effect is not neutral and could lead customers to other brands that are a better fit. Our study shows that three-quarters of people shop online for quotes or to purchase insurance, which means meeting their expectations for personalization is essential. And while 18% of study respondents said that "no brand gets me," the good news is that less than 5% said "I don't want a brand to get me."

**Action step:** Start with knowing people better. Manage first- and third-party data with an eye on actionable insights about likes and interests.

People's reactions to personalized content differed quite a bit by generation as well as by how much information they will or will not share with brands. People who are willing to share information really want to see ads and offers based on their interests and hobbies. The happily anonymous web surfers and cookie blockers understand they will not get personalized content and are okay with more general

information. In what seems to be a big shift, 88% of people say they are likely or highly likely to open a prospect email if a brand can save them money or satisfy a need.

You would expect that about half of consumers would notice that content is being created just for them. But it's actually a bit higher, with 62% noticing that online advertising is being tailored to them most of the time. Gen Zers and millennials are more focused on this than other groups. Where generations differ is when the personalization misses—baby boomers are the most likely to get upset.

**Action step:** Personalize content so that the right offer reaches the right people. And make sure offers have value: A bad offer that's personalized is still a bad offer.

These insights are the tip of the iceberg from a comprehensive research effort to better understand where and how insurance customers are looking for and at information. Based on who customers are and where they are shopping, there is a wide gap in both the reaction to and impact of personalized content. Understanding a bit about what customers want to see based on who they are is both interesting and informative as brands work to get to know people better, figure out where to reach them, and how to make them feel like brands "get them"—but not well enough to go over their own comfort level.

**Action step:** Learn how [Acxiom can help you](#) fine-tune your personalization strategy.

---

**88% of people say they are likely or highly likely to open a prospect email if a brand can save them money or satisfy a need.**



# DOES YOUR CDP PUT PEOPLE AT THE CENTER OF YOUR MARKETING STRATEGY?

Better know and serve the customers you have – and the ones you'd love to have. Tap into 50 years of Acxiom's deep expertise in data and identity. And recognize 5X more people when combining Acxiom's Real Identity and Acxiom's CDP. Thousands of rich data elements help you better understand your customer needs and preferences.

Bottom line: **Acxiom CDP gets personalized marketing right.**

## INTRIGUED?

LEARN MORE AT

[acxiom.com/insurance-marketing](https://www.acxiom.com/insurance-marketing)



ACXIOM

## Insider Intelligence Interviews

Insider Intelligence and eMarketer research is based on the idea that multiple sources and a variety of perspectives lead to better analysis. Our interview outreach strategy for our reports is to target specific companies and roles within those companies in order to get a cross-section of businesses across sectors, size, and legacy. We also look to interview sources from diverse backgrounds in order to reflect a mix of experiences and perspectives that help strengthen our analysis. The people we interview for our reports are asked because their expertise helps to clarify, illustrate, or elaborate upon the data and assertions in a report.

**Kate Ardini**

CMO

**John Hancock**

Interviewed April 27, 2022

**Mark Evans**

Managing Director, Marketing and Digital

**Direct Line Group**

Interviewed May 4, 2022

**Ramon Jones**

Executive Vice President and CMO

**Nationwide**

Interviewed May 3, 2022

**Christopher E. Mead**

CMO

**Gallagher**

Interviewed April 28, 2022

**Michael Roberts**

CMO

**MetLife**

Interviewed December 21, 2021 & April 29, 2022

**B.C. Silver**

CMO

**Root Inc.**

Interviewed May 3, 2022

**David Edelman**

Senior Lecturer, Business Administration

**Harvard Business School**

Interviewed May 10, 2022

**Diane Magers**

Founder and Chief Experience Officer

**Experience Catalysts**

Interviewed May 23, 2022

**Greg Welch**

Partner

**Spencer Stuart**

Interviewed May 6, 2022

## Editorial and Production Contributors

Anam Baig	Director, Report Editing
Rahul Chadha	Director, Report Editing
Jason Clinkscales	Senior Report Editor
Matthew Corkins	Copy Editor
Justin DeVoursney	Graphic Designer
Joanne DiCamillo	Senior Production Artist
Magenta Fox	Senior Chart Editor
Donte Gibson	Senior Chart Editor
Katie Hamblin	Director, Charts
Dana Hill	Director, Production
Erika Huber	Line Editor
Ann Marie Kerwin	Vice President, Content
Kyndall Krist	Copy Editor
Na Li	Director, Primary Research
Penelope Lin	Senior Copy Editor
Reuben Loewy	Director, Report Editing
Jennifer Merritt	Executive Editor
Stephanie Meyer	Product Specialist
Heather Price	Senior Director, Managing Editor
Erika Skorstad	Copy Editor
Rachel Tatarek	Senior Copy Editor
Amanda Woodman	Copy Editor
Julia Woolever	Senior Report Editor
Ali Young	Senior Copy Editor

# Power your next move with clear and credible insights.



## Stay informed with daily newsletters

Keep up with timely digital trends delivered straight to your inbox.

[Learn More](#)



## Get the bigger picture

Our research is trusted by industry leaders. Over 100,000 business decision-makers, including many of the Fortune 1000 and most major media companies and agencies, subscribe to Insider Intelligence research.

Learn if your company [subscribes](#).



## Learn more about financial services trends

For more coverage, visit our [website](#).

## We are here to help.

If you are an eMarketer research client and have questions, please contact [ii-help@insiderintelligence.com](mailto:ii-help@insiderintelligence.com).

If you are not a research subscriber, please send inquiries to [ii-sales@insiderintelligence.com](mailto:ii-sales@insiderintelligence.com).

To learn about advertising and sponsorship opportunities, contact [advertising@insiderintelligence.com](mailto:advertising@insiderintelligence.com).