

# New Normal @ Talanx

Torsten Leue, CEO Talanx AG  
Hotel Atlantic, Hamburg, 15.06.2023

# Best of both worlds



Verein



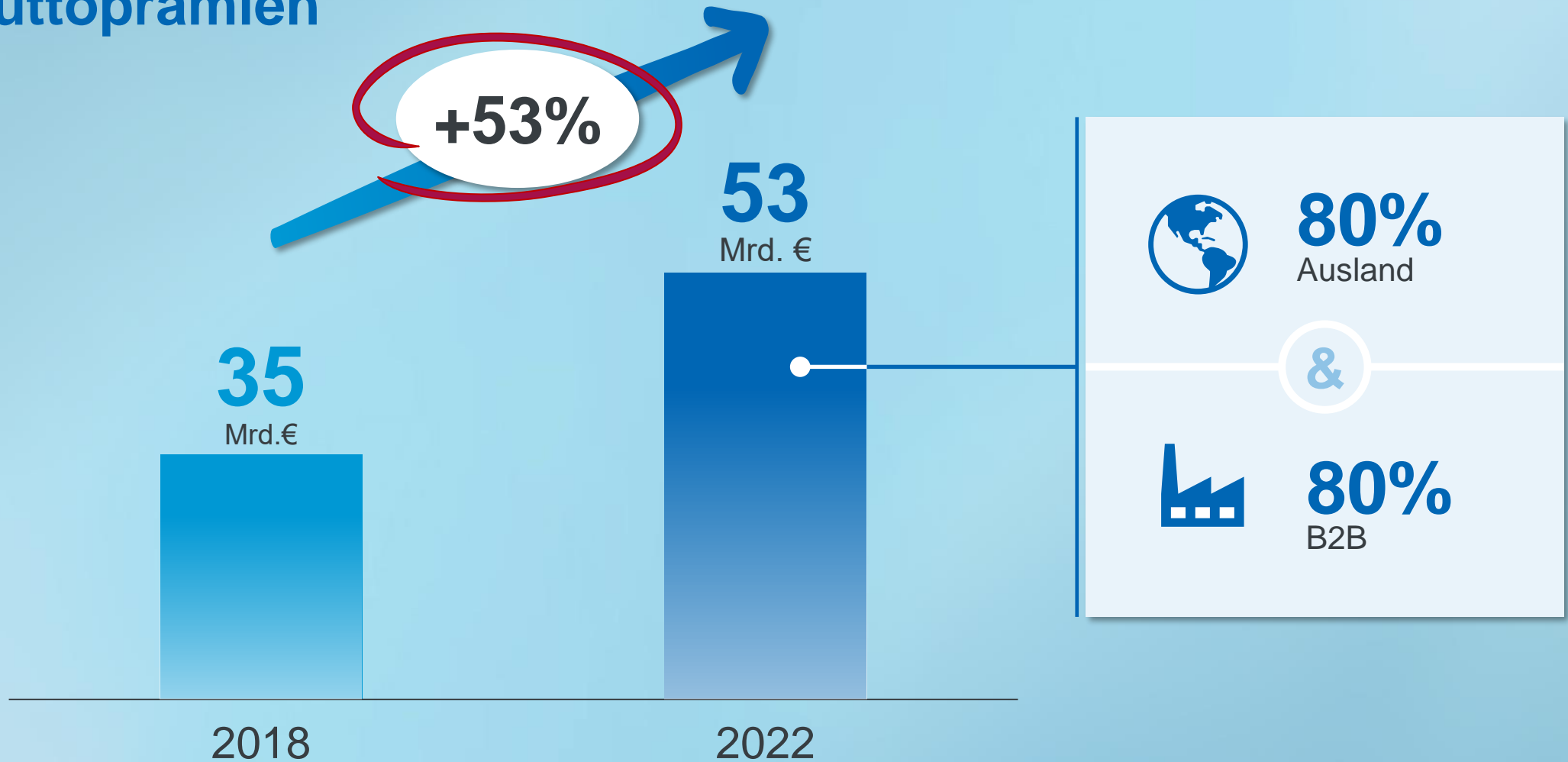
Börsennotierte  
Aktiengesellschaft



Quelle: Deutsche Börse AG

# Talanx – Internationale Gruppe mit B2B-Fokus

## Bruttoprämien



# "New Normal" geprägt von Strukturbrüchen



**Demografie**



**Digitalisierung**



**Dekarbonisierung**



**Deglobalisierung**



**Extrapolation**





# Sind Daten „smart“ genug für Steuerungsimpulse?

„klassische **firmengebundene Vertriebsorganisationen verlieren** an Boden“

McKinsey 1994

„**Google** is **expanding into** car **insurance**“

The Digital Insurer 2015

„**InsurTechs** werden die wahrscheinlichen **Gewinner in den meisten Bereichen** des Versicherungsbetriebs und -vertriebs sein“

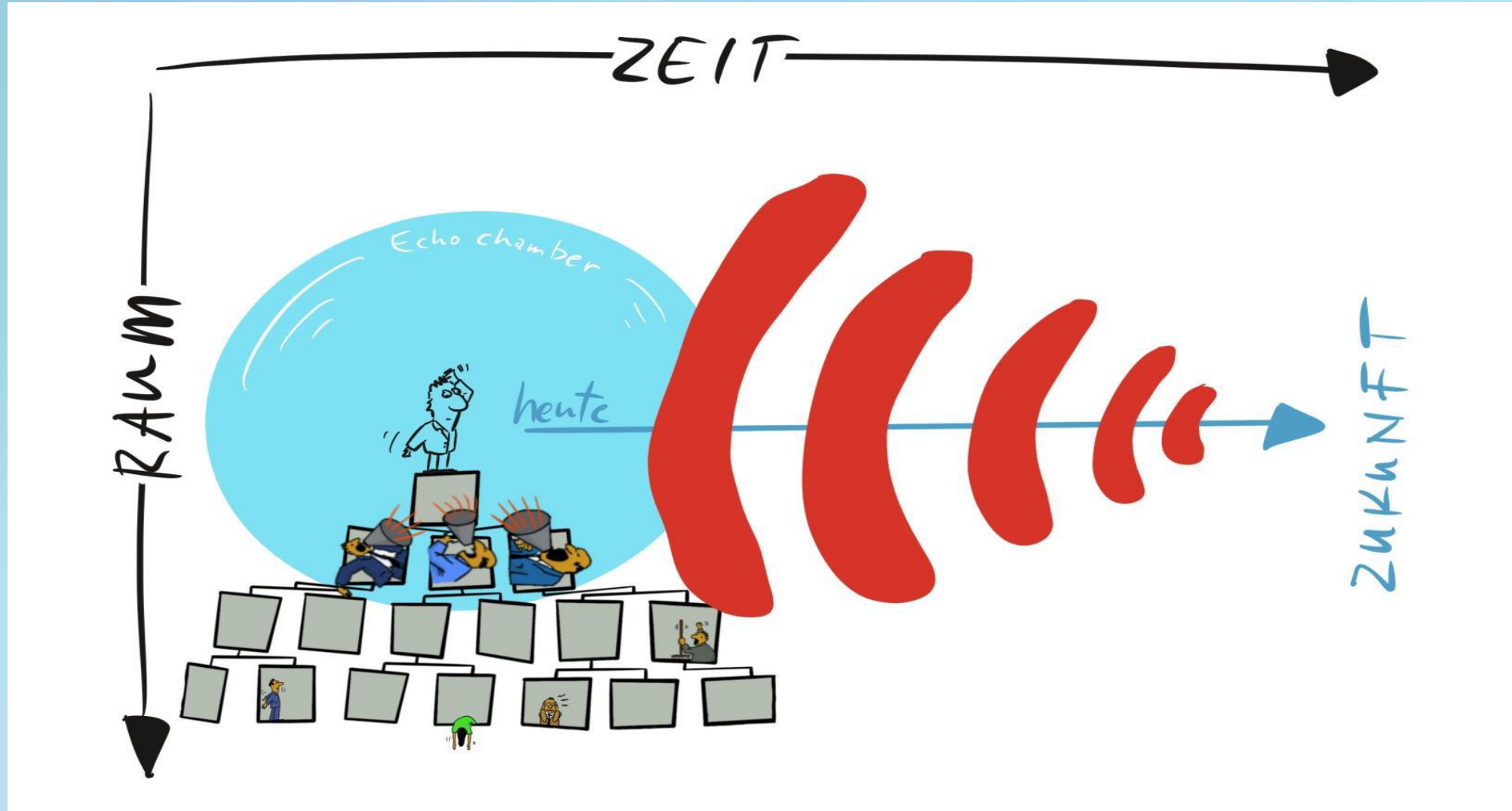
Oliver Wyman 2016

„**Kfz-Versicherung**: Sorgt Corona für **"Wechsel-Beben"**?“

Versicherungsbote, Nov. 2020



# Leading by „Weak Signals“



# Unternehmen sind ...

 **komplizierte Systeme**

 **komplexe Systeme**



vs.





A man and a woman are shown in profile, looking towards the right. The man is pointing with his right hand towards a vast mountain range in the distance. The woman is holding an open map, and they appear to be consulting it. The background features a dramatic landscape with snow-capped mountains under a cloudy sky. The overall color palette is dominated by blues and greys, with some brown tones in the foreground hills.

# Leading by weak signals @ Talanx

# 1. It's about People & Culture

A top-down view of several people's hands stacked together in a circle, symbolizing teamwork and unity. The hands are of various skin tones and are wearing different colored sleeves and watches. The background is a dark, textured surface.

***Vertrauenskultur –  
Unsere Antwort  
auf Komplexität***

# 1. It's about People & Culture



## Passende Unternehmenskultur

72%

*Innovationsfähigkeit*

40%

*Homeoffice*

38%

*Flexible Arbeitszeiten*

27%

*Starke Marktposition*

22%

*Umsatz-/Gewinnbeteiligung*

16%

# 1. It's about People & Culture

## Executive Perspective on Top Risks

Rang

2023

2032

1.



**Wettbewerb um Talente**



**Wettbewerb um Talente**

2.



**Rezession**



**Disruption**

3.



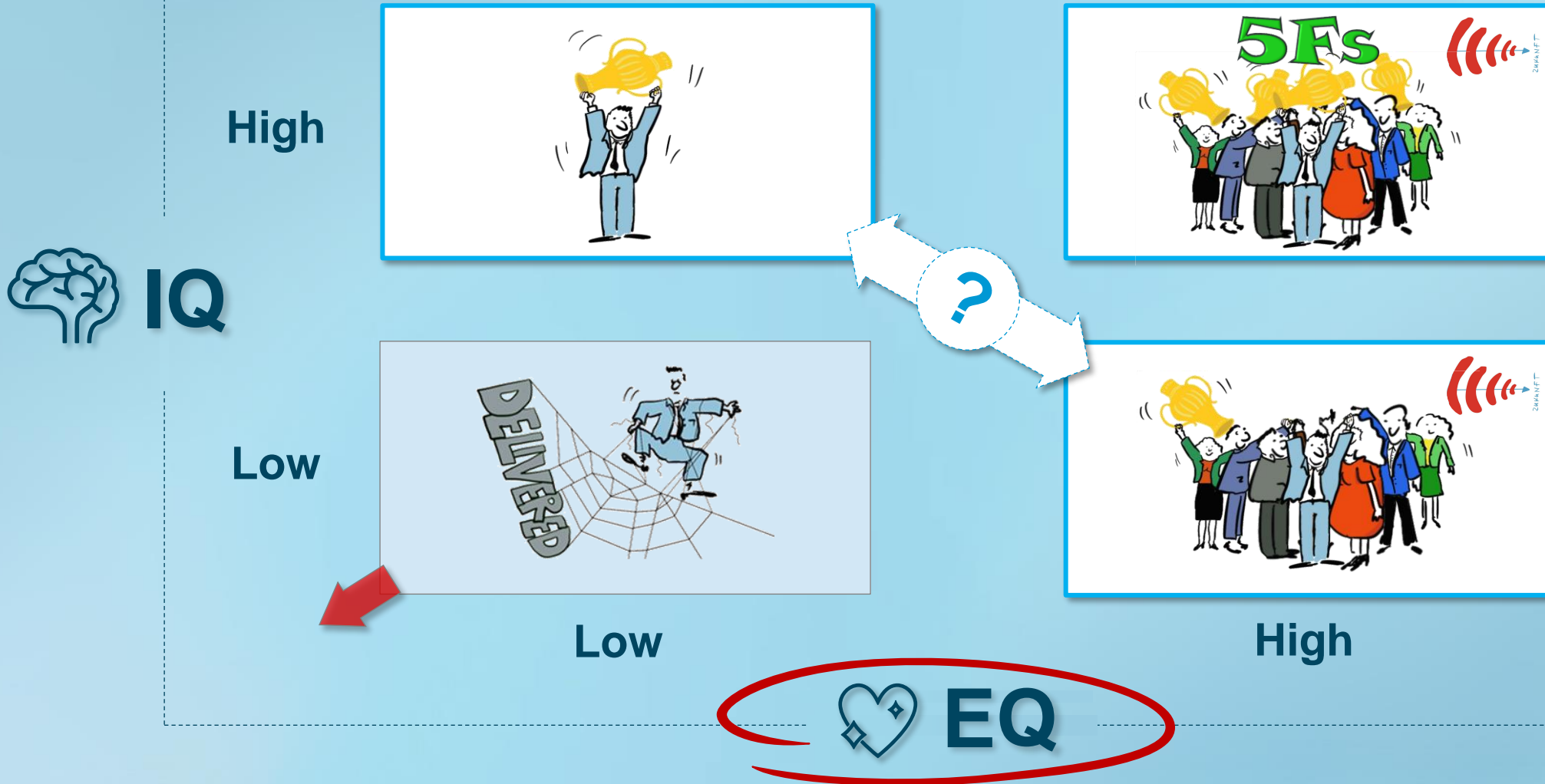
**New Work**



**Organisatorische Trägheit**

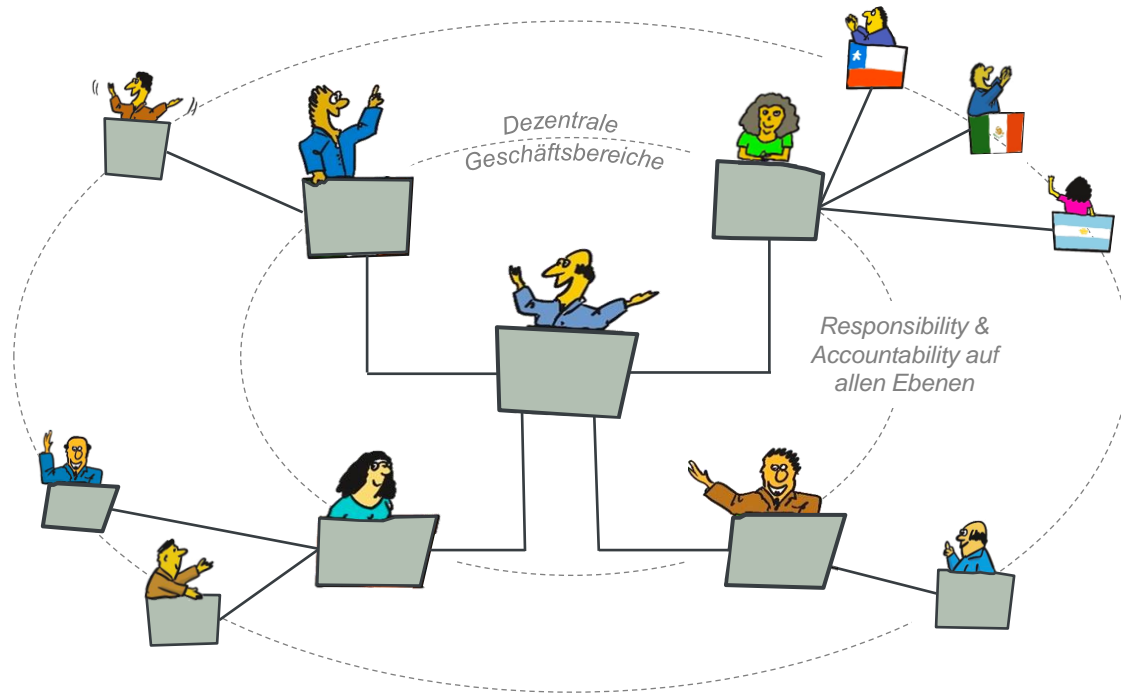
# 1. It's about People & Culture

## Getting the right leaders



# 2. It's about Structure

## Dezentrales Unternehmertum



## Rahmenbedingungen

1 Klarer Rahmen

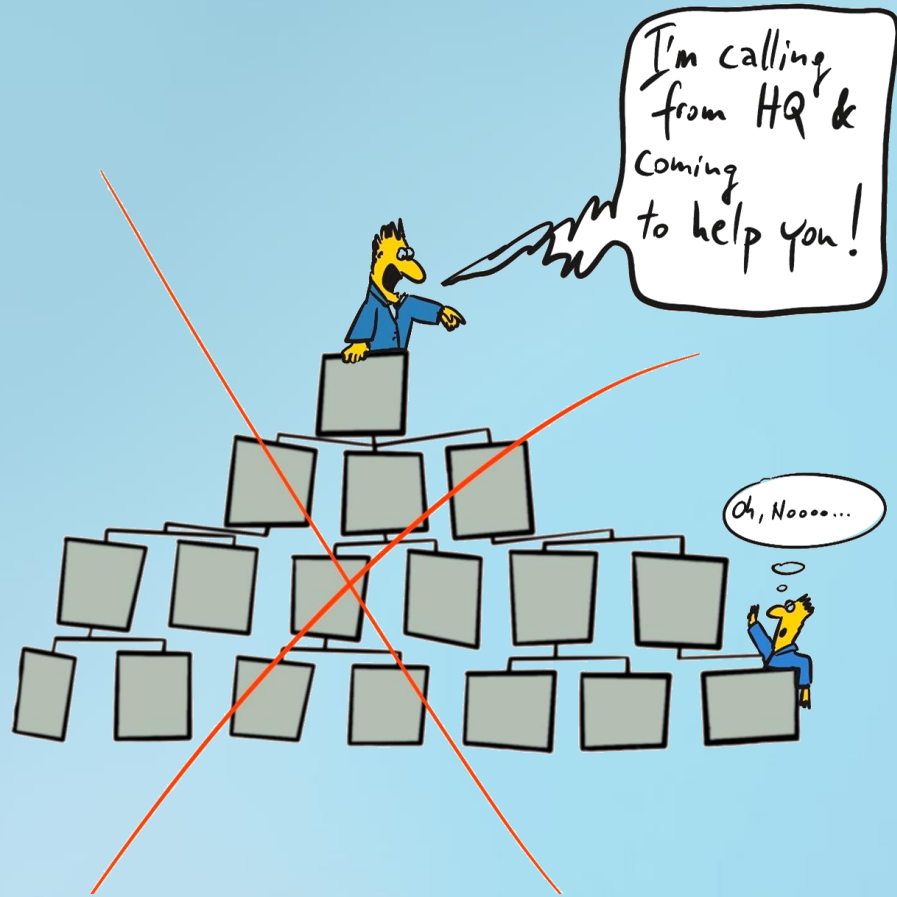
&

2 Transparenz

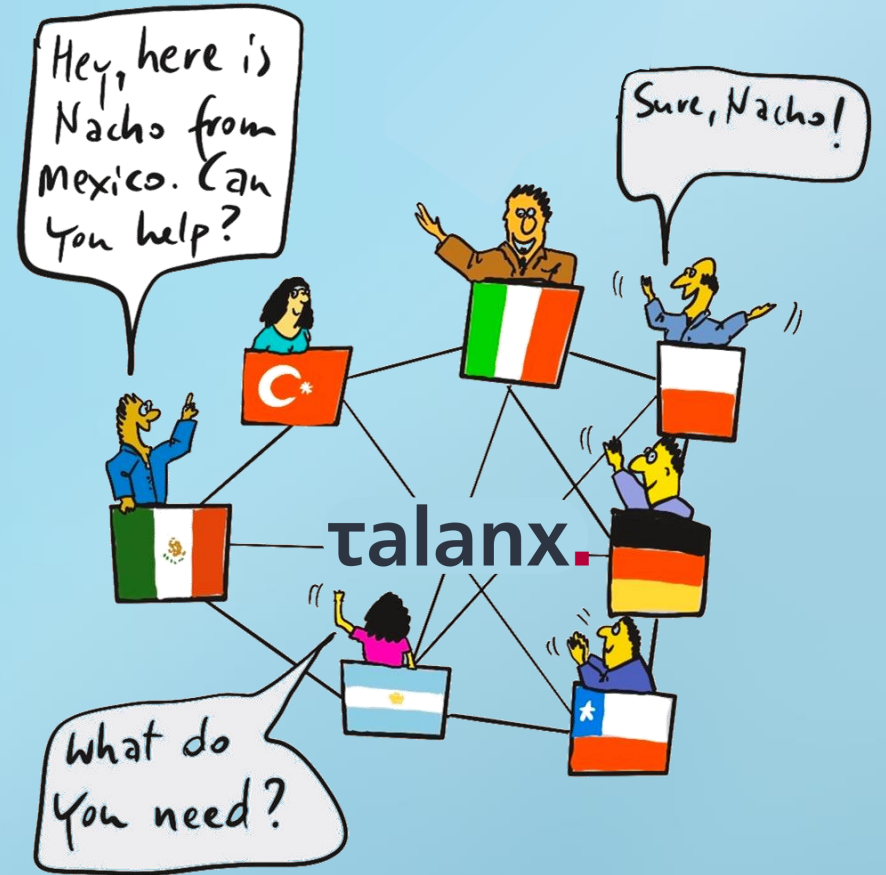
&

3 Konsequenz

## 2. It's about Structure

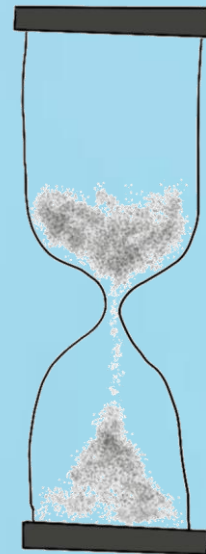
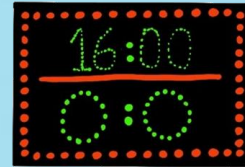


Pull  
statt  
Push



# 3. It's about Results

## Relative Performance counts





# New Normal @ Talanx

Wie „Weak Signals“ in einer komplexen Welt erkennen ...



1. Vertrauen



2. Dezentrale unternehmerische Kultur



3. Relative Ergebnisse im Fokus