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From Río Uruguay Seguros to...

... RUS



The Digital transformation is a cultural transformation

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From Río Uruguay Seguros to...

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The Digital transformation is a cultural transformation

2018  
"A flote"

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The Digital transformation is a cultural transformation

2018  
"A flote"

2019  
Learning how  
to navigate



**The Digital transformation is a cultural transformation**

2018  
"A flote"

2019  
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2020  
Acceleration

2019  
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to navigate

2018  
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**The Digital transformation is a cultural transformation**

## Situation of RUS



## Situation of RUS



**2018**













Insurance company with the highest growth in 5 years



Insurance company with the highest growth in 5 years

Brand very present in the sport



Insurance company with the highest growth in 5 years

Brand very present in the sport

Responsibility for long-term sustainability



Brand very present in the sport

Responsibility for long-term sustainability





Responsibility for long-term sustainability







Lack of decision in the teams



Lack of decision in the teams

Insufficient connections



Lack of decision in the teams

Insufficient connections

Innovation and technology to be empowered



# Holocracy



# Holocracy

Modelo de Gestión Brian Robertson

# Holocracy

Democratization and  
expansion of shared leadership

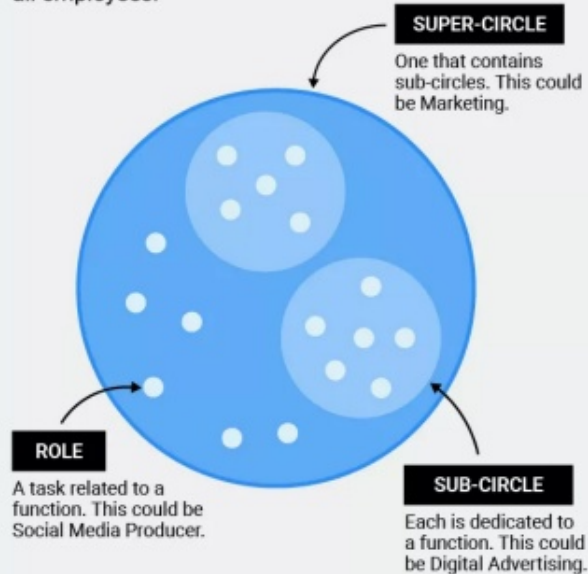
Modelo de Gestión Brian Robertson

# Holocracy

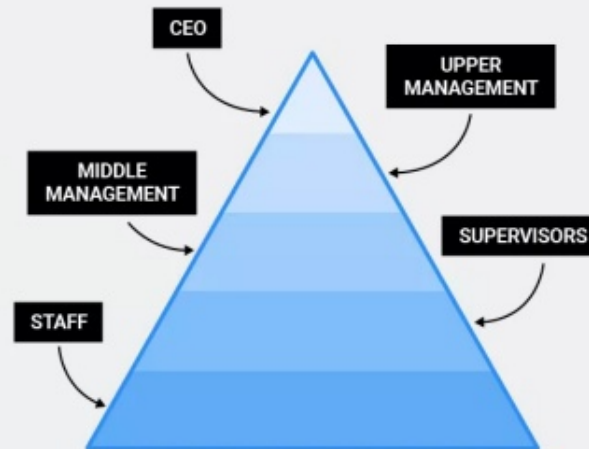
Democratization and expansion of shared leadership

## HOLACRACY VS. HIERARCHY

**Holocracy** takes powers traditionally reserved for executives and managers and spreads them across all employees.



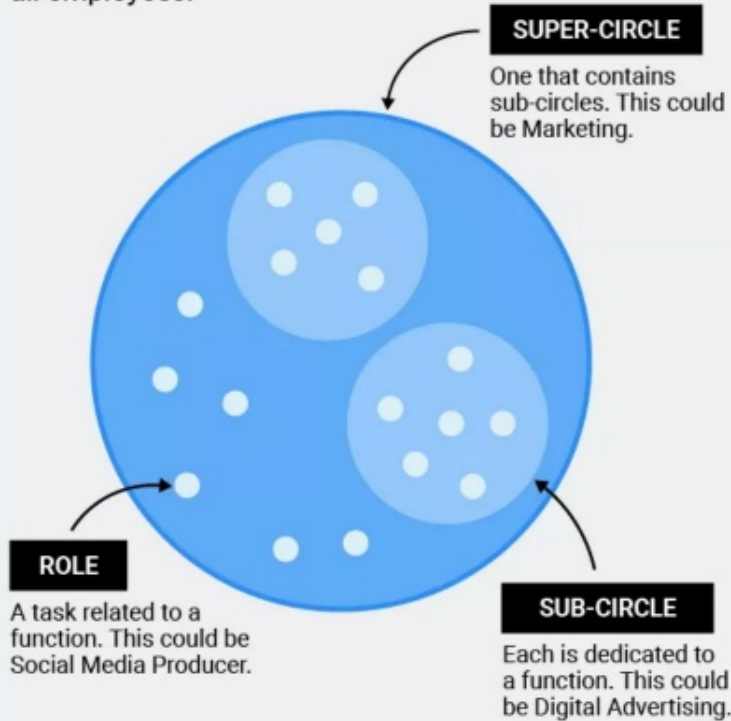
In a **traditional hierarchy**, layers of management establish how products are approved and monitored.



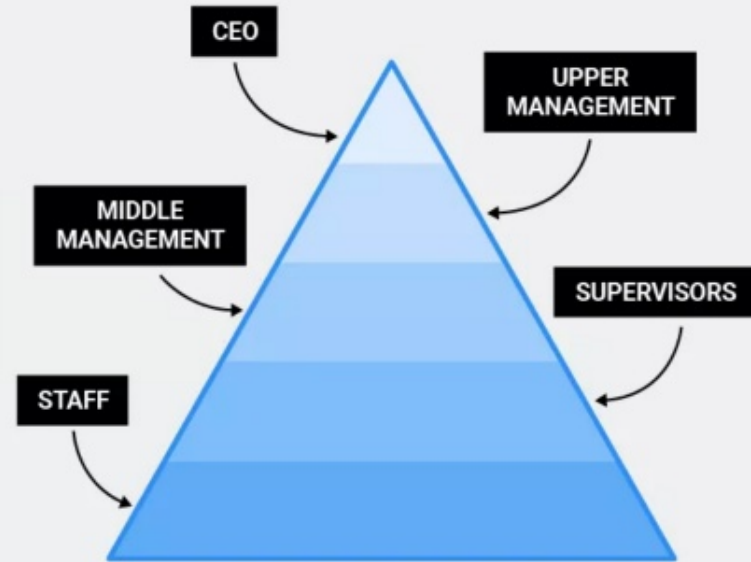
Modelo de Gestión Brian Robertson

# HOLACRACY VS. HIERARCHY

**Holacracy** takes powers traditionally reserved for executives and managers and spreads them across all employees.



In a **traditional hierarchy**, layers of management establish how products are approved and monitored.



Modelo de Gestión Brian Robertson



Universidad  
**U-RUS**®

# Digital Training: 100% of the staff



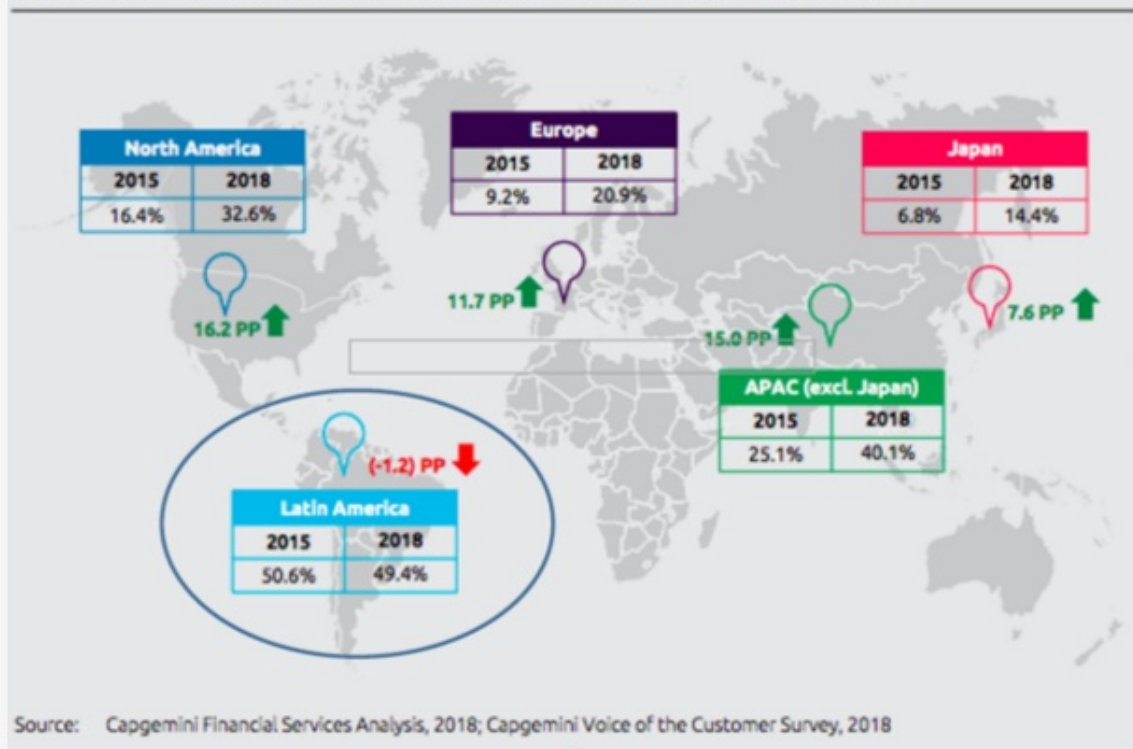






## Why are we convinced of the Digital Transformation?

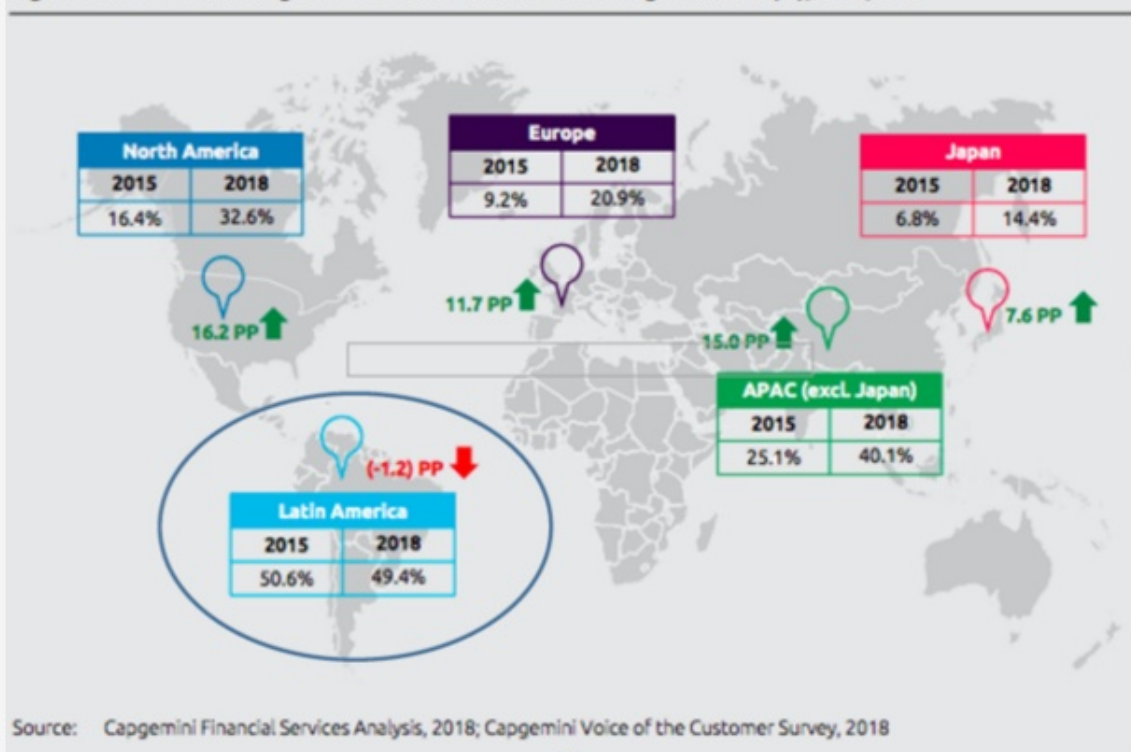
Figure 1.8 Customer Willingness to Purchase Insurance from BigTech Firms (%), 2015, 2018



## Why are we convinced of the Digital Transformation?

50% of respondents in Latin America would buy insurance from a large technology company (e.g. Apple, Google, Amazon).

Figure 1.8 Customer Willingness to Purchase Insurance from BigTech Firms (%), 2015, 2018



# Changes that impact on Insurance

# Changes that impact on Insurance

## Mobility changes



# Changes that impact on Insurance

## Mobility changes



## Artificial Intelligence



# Changes that impact on Insurance

## Mobility changes



## Artificial Intelligence



## Internet of things



# Changes that impact on Insurance

## Mobility changes



## Artificial Intelligence



## Internet of things



## Increased Life Expectancy



2020  
Acceleration

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**The Digital transformation is a cultural transformation**

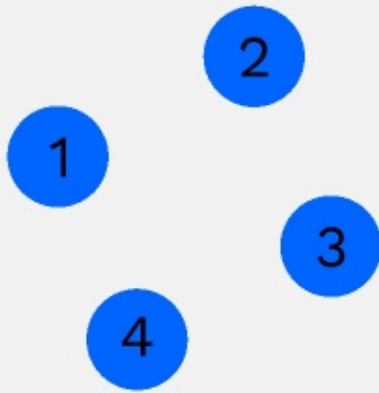


How are we doing  
cultural change?

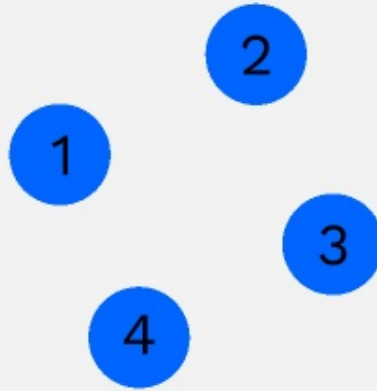


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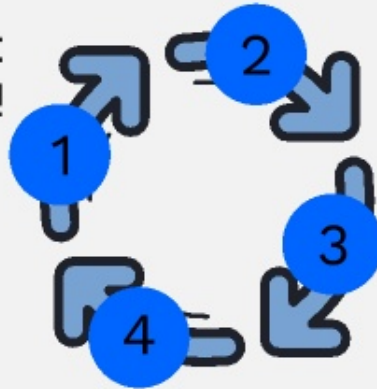


# Cultural change led by the Board of Directors



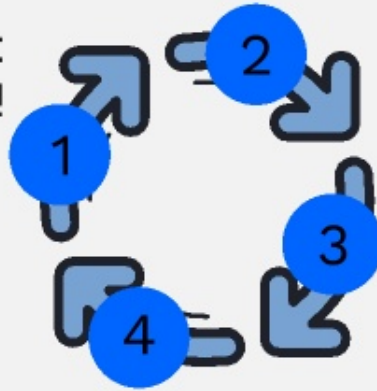
# Cultural change led by the Board of Directors

Lead by example :  
**the change is now - action !**



# Cultural change led by the Board of Directors

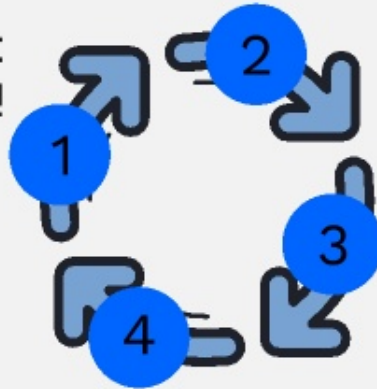
Lead by example :  
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Digital transformation strategy  
**in 8 blocks**

# Cultural change led by the Board of Directors

Lead by example :  
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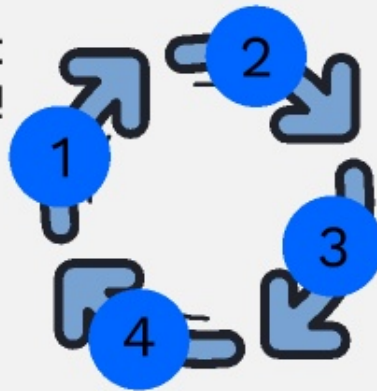
Digital transformation strategy  
**in 8 blocks**

Encourage **innovation**  
**and entrepreneurship**

# Cultural change led by the Board of Directors

Lead by example :  
**the change is now - action !**

New leitmotiv :  
**colaboration**



Digital transformation strategy  
**in 8 blocks**

Encourage **innovation**  
**and entrepreneurship**



# Reorganisation

# Reorganisation

- 1 Digital Coordinator

# Reorganisation

- 1 Digital Coordinator
- 2 Quality and customer-centricity equipment

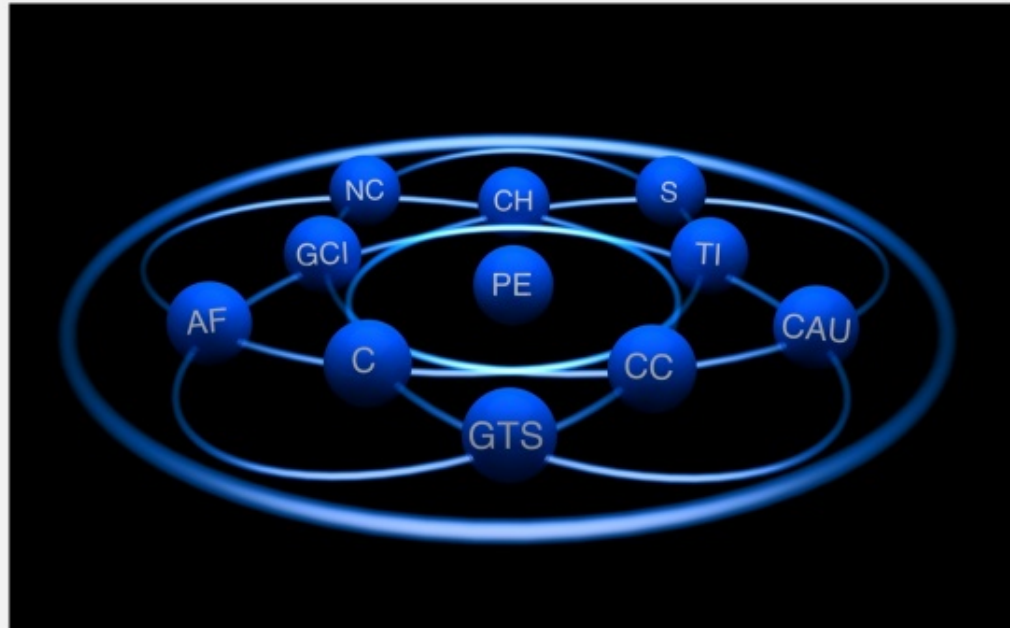
# Reorganisation

- 1 Digital Coordinator
- 2 Quality and customer-centricity equipment
- 3 New leadership structure

New structure  
leading

Equipo de Coordinación

# New structure leading

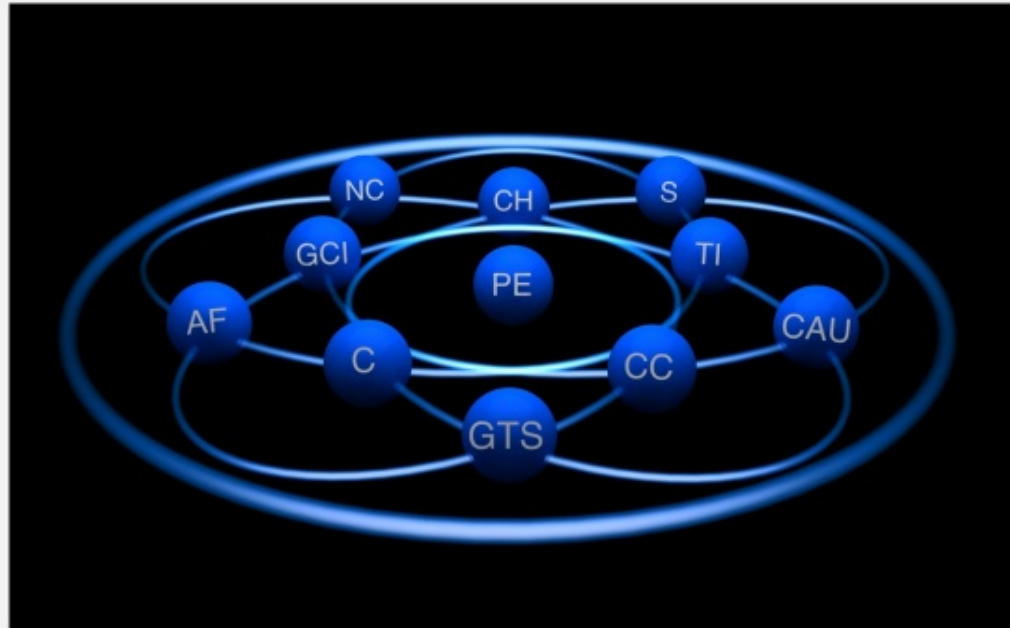


- Executive Presidency
- Corporate Business
- Technical Management and Subscription
- Commercialization
- Quality and Infrastructure Management
- Administration and Finance
- Claims
- Human Capital
- Information Technology
- Corporate Communication
- U-RUS - Institutional Management with the CA
- Digital

# New structure leading

## Responsibility:

- Strategies
- Operability
- Materialisation



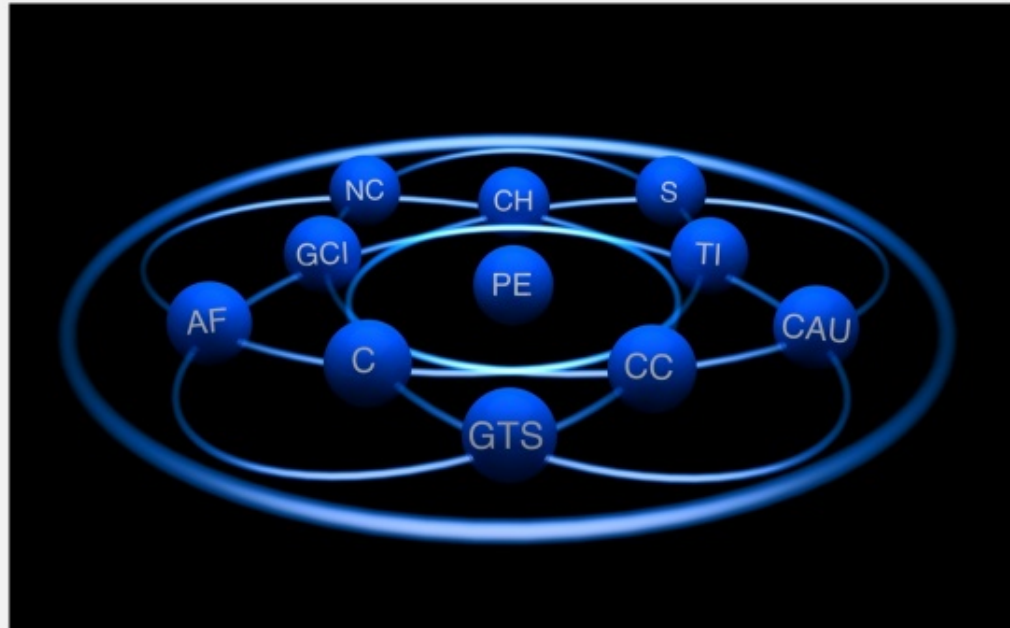
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# New structure leading

Responsibility:

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Are not related to each other  
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- Executive Presidency
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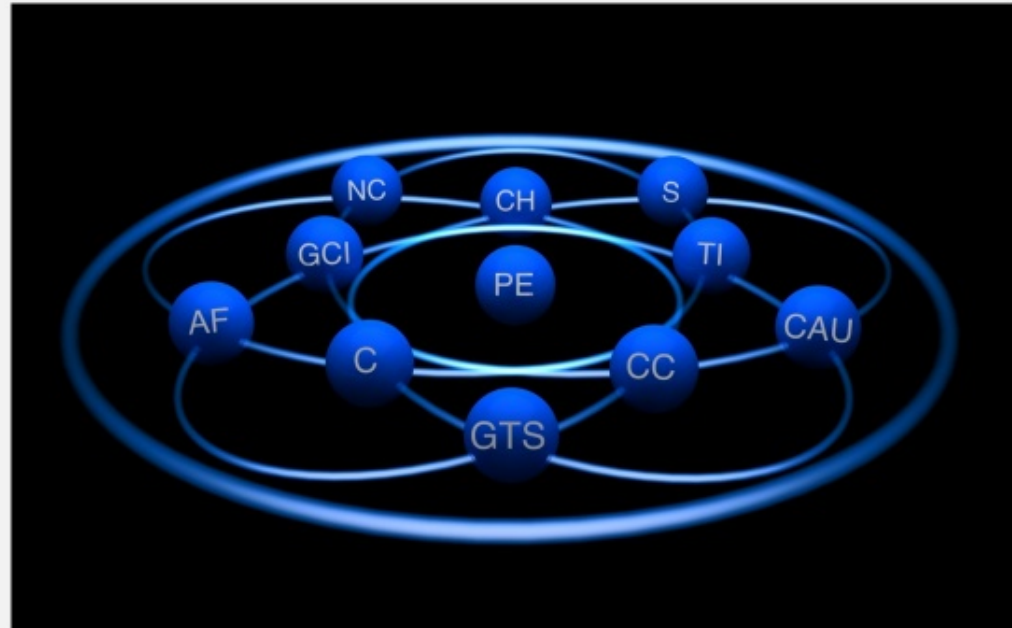
# New structure leading

Responsibility:

- Strategies
- Operability
- Materialisation

Are not related to each other  
by hierarchical dependencies

Equitable, integral, synergistic  
and holocratic work



- Executive Presidency
- Corporate Business
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- Digital

# 3 tips of digital leadership

2

## 3 tips of digital leadership

1 Encourage yourself to try

2

## 3 tips of digital leadership

- 1 Encourage yourself to try
- 2 Make decisions and pivot if necessary

## 3 tips of digital leadership

- 1 Encourage yourself to try
- 2 Make decisions and pivot if necessary
- 3 Collaborate, collaborate, collaborate

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**The Digital transformation is a cultural transformation**



- 22** Projects presented
- 3** incubated insurance projects
- 3** mentors per projects
- 6** strategic agreements





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- 3** incubated insurance projects
- 3** mentors per projects
- 6** strategic agreements







**INCUBADORA**

**RUS**®

ideas y proyectos



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ideas y proyectos



**INCUBADORA**

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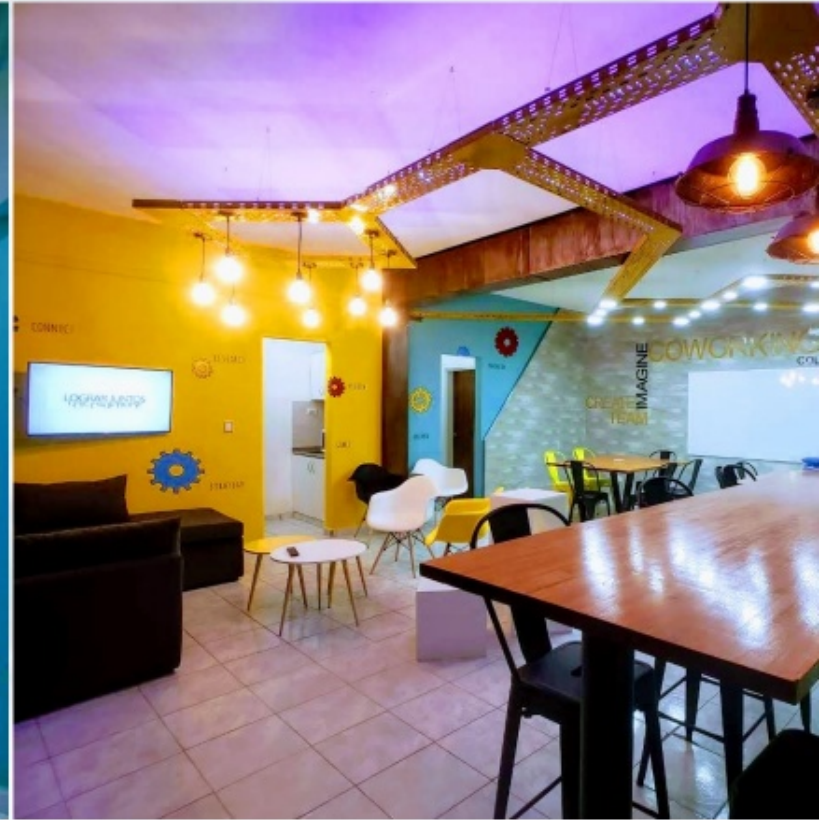


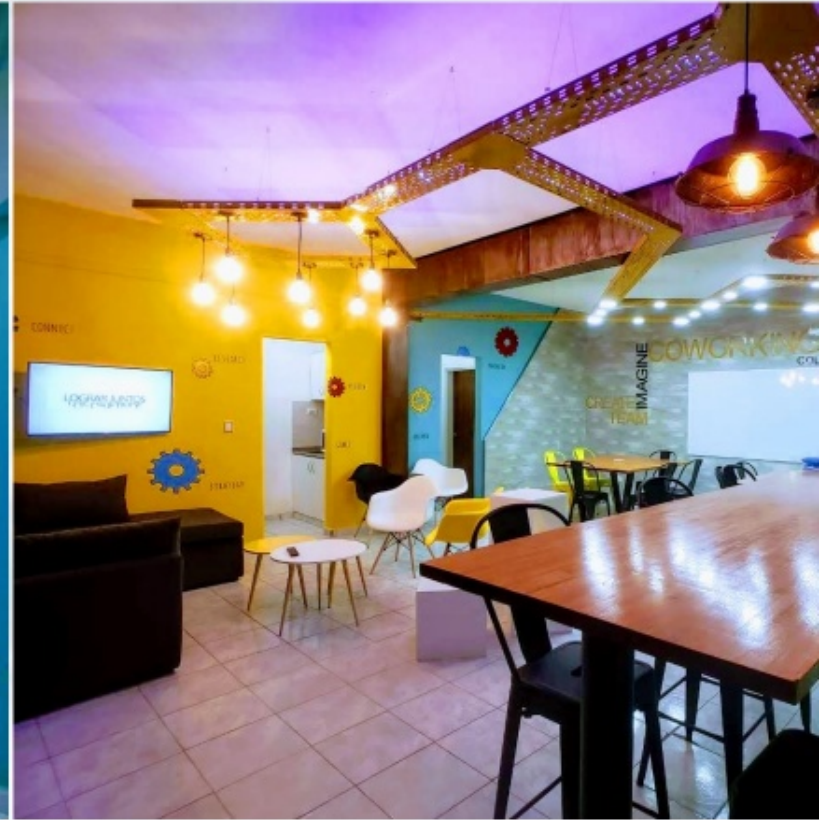
# Inspiring physical spaces



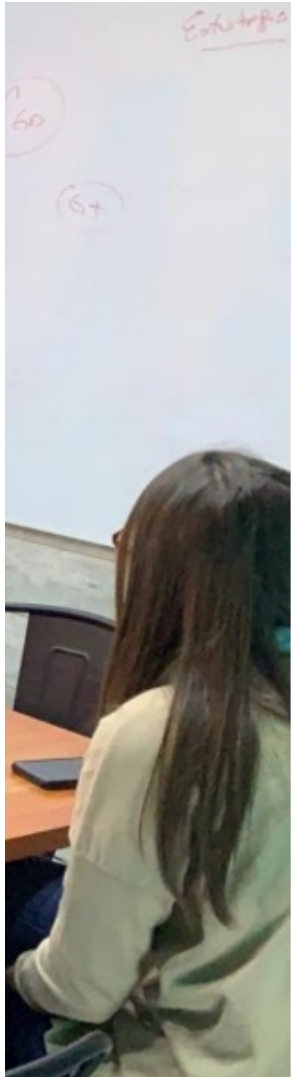
# Inspiring physical spaces

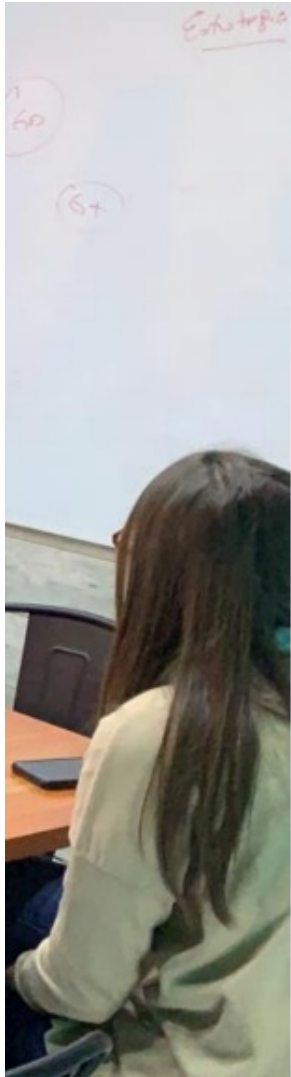


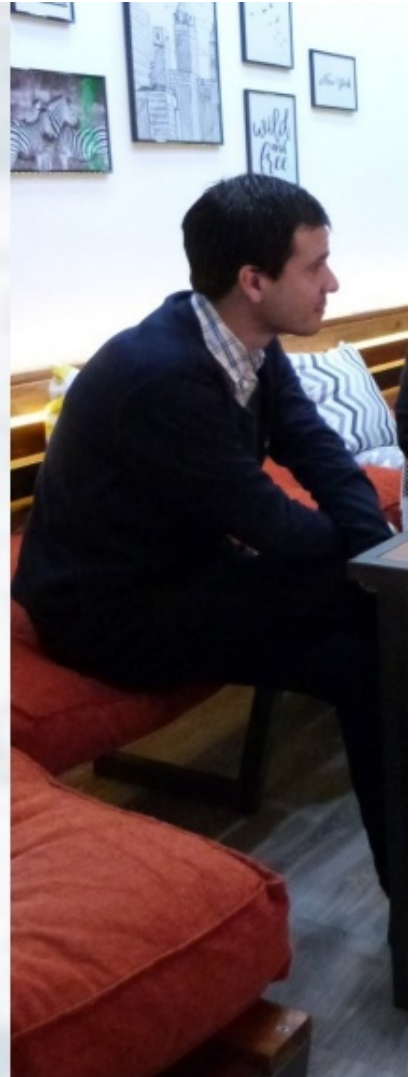












## Collaboration with 10+ insurtechs or digital platforms



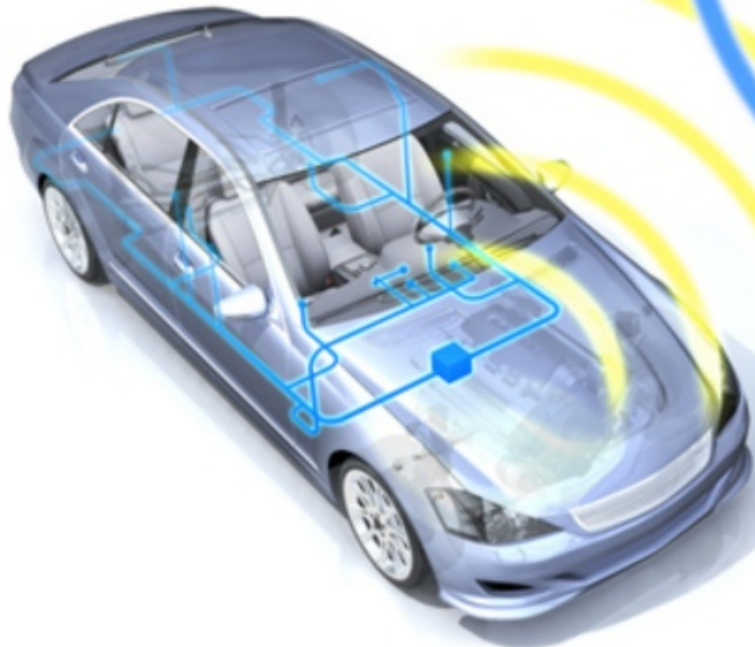
# Collaborative insurtech ecosystem support



RUSCOM



# Telematics



## 4 Key ideas

4



## 4 Key ideas

- 1 The cultural change is driven from the direction

4

## 4 Key ideas

- 1 The cultural change is driven from the direction
- 2 Digital transformation = cultural transformation

4

## 4 Key ideas

- 1 The cultural change is driven from the direction
- 2 Digital transformation = cultural transformation
- 3 Collaboration / open your eyes

4

## 4 Key ideas

- 1 The cultural change is driven from the direction
- 2 Digital transformation = cultural transformation
- 3 Collaboration / open your eyes
- 4 We're 60 years old and there's no age for change.

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