

# ORSA SWITZERLAND

## INSIGHT INTO THE STATUS QUO OF SWISS INSURERS AND REINSURERS

*July 2017*



Zürcher Hochschule  
für Angewandte Wissenschaften



**School of  
Management and Law**



**MAZARS**

Illustration 2: Which line of business is your company in?

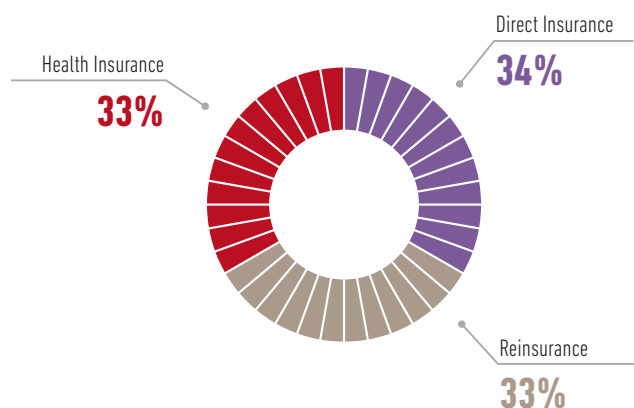


Illustration 3: Please select the supervisory category to which your company is assigned

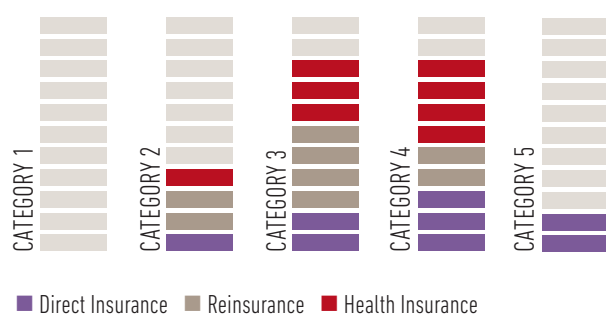


Illustration 4: What is the state of implementation? Evaluation by business activity.

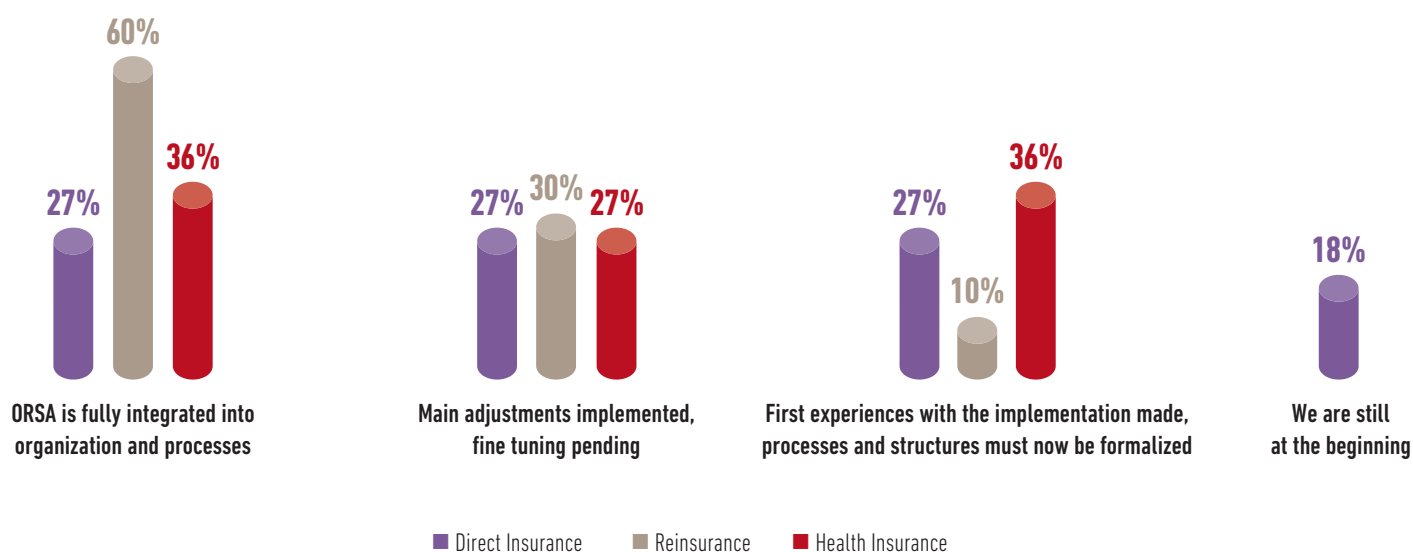




Illustration 5: What is the state of implementation? Evaluation by supervisory category.

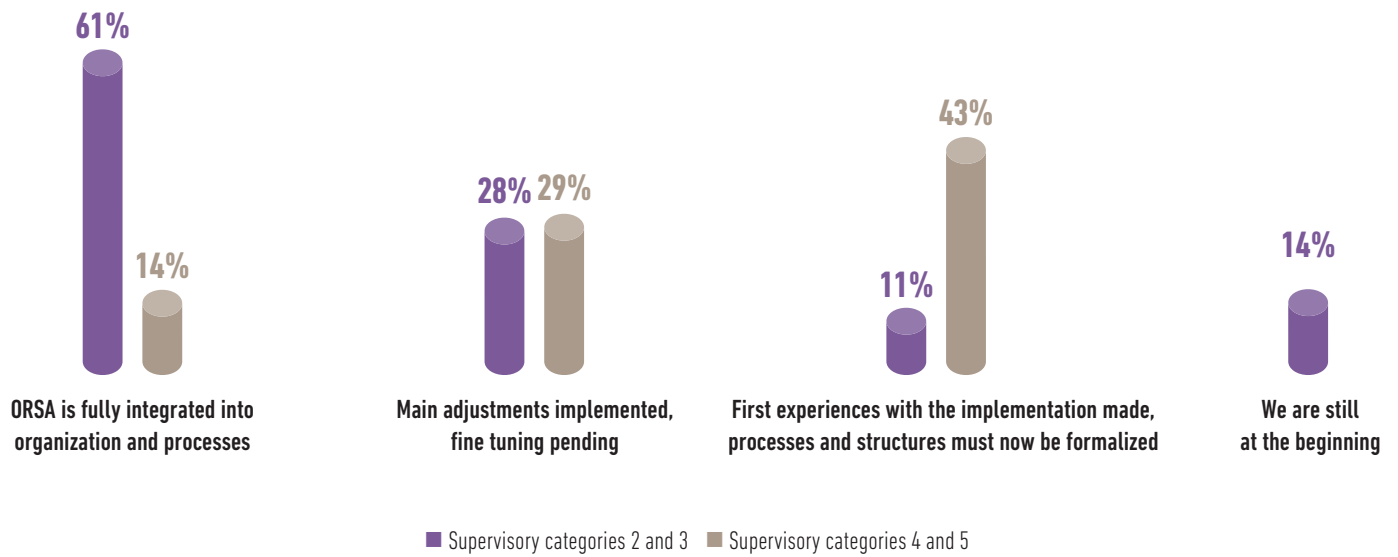
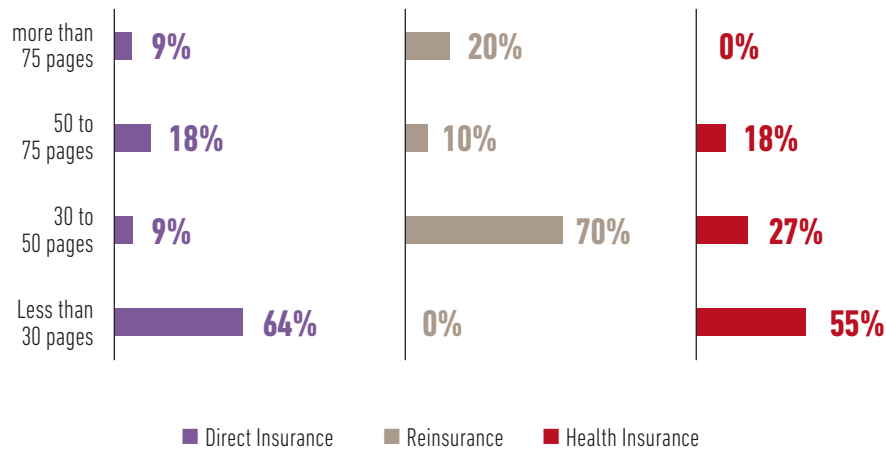
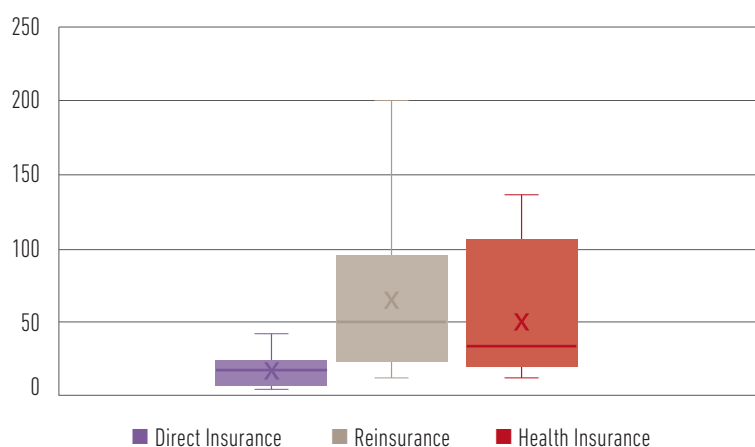


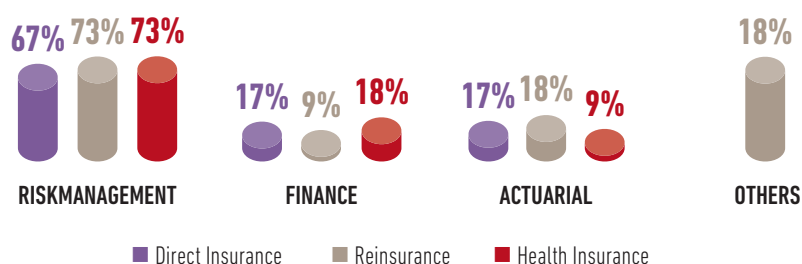
Illustration 6: Scope of the ORSA report



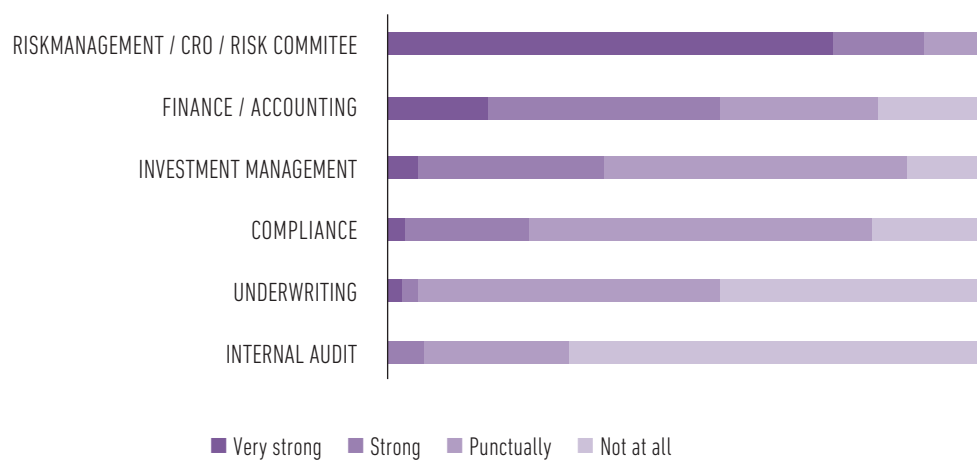
**Illustration 7: Estimated expense in man days for the implementation of the ORSA process (expenditure of all staff involved).**



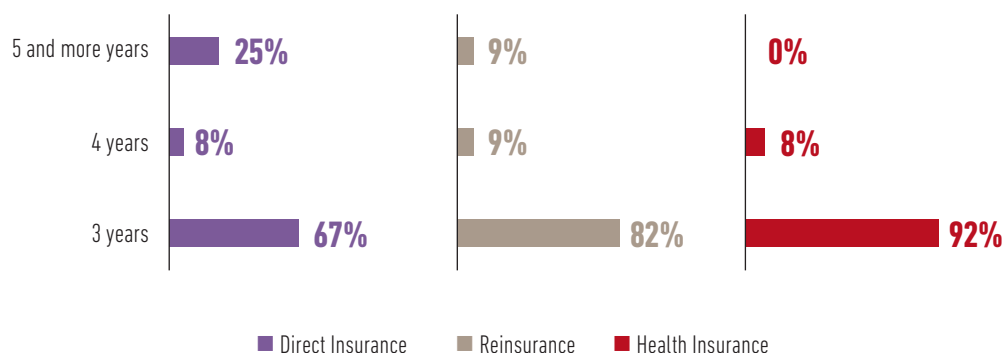
**Illustration 8: Which business area is responsible for the execution of ORSA?**



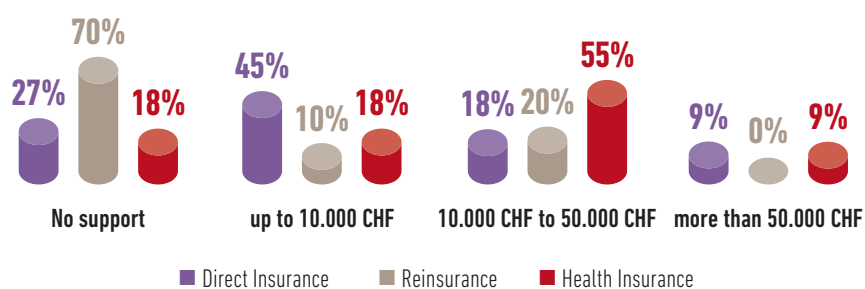
**Illustration 9: What was the involvement of the different business areas in the ORSA process?**



## Illustration 10: Planning horizon for the ORSA



## Illustration 11: Has external support been used for the implementation of ORSA 2016?



## Illustration 12: In addition to the regulatory framework which views were applied?

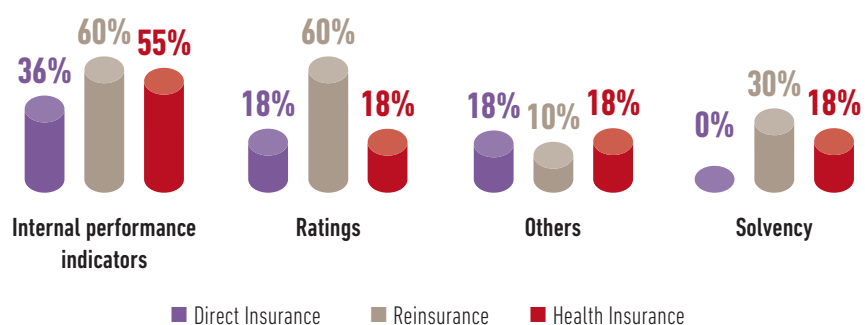


Illustration 13: Which risks were considered within the scenarios?

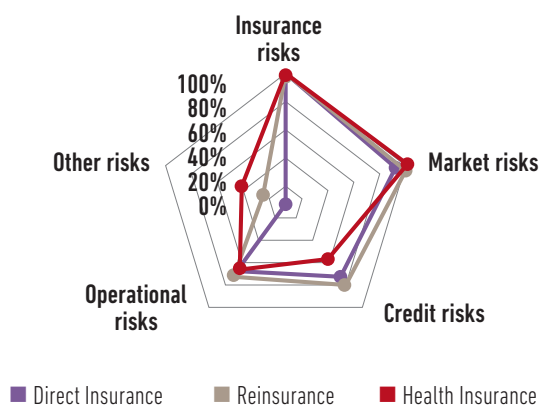


Illustration 14: How many scenarios were evaluated?

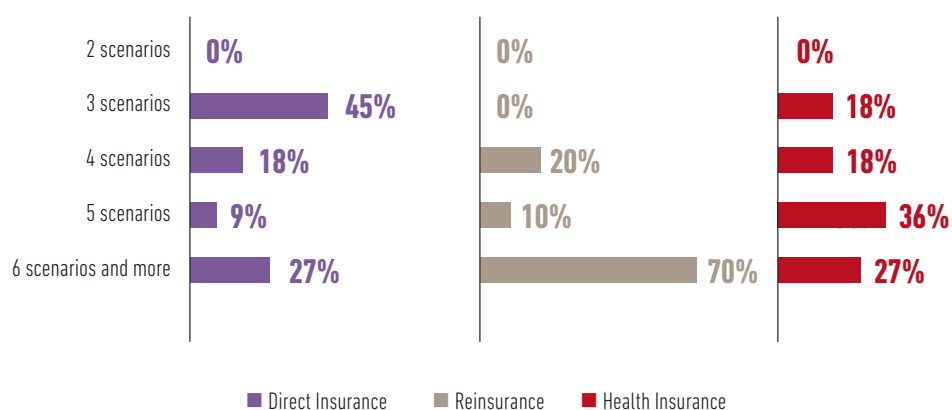


Illustration 15: Who confirmed on behalf of the company that the selected scenarios are representative of the overall risk profile?

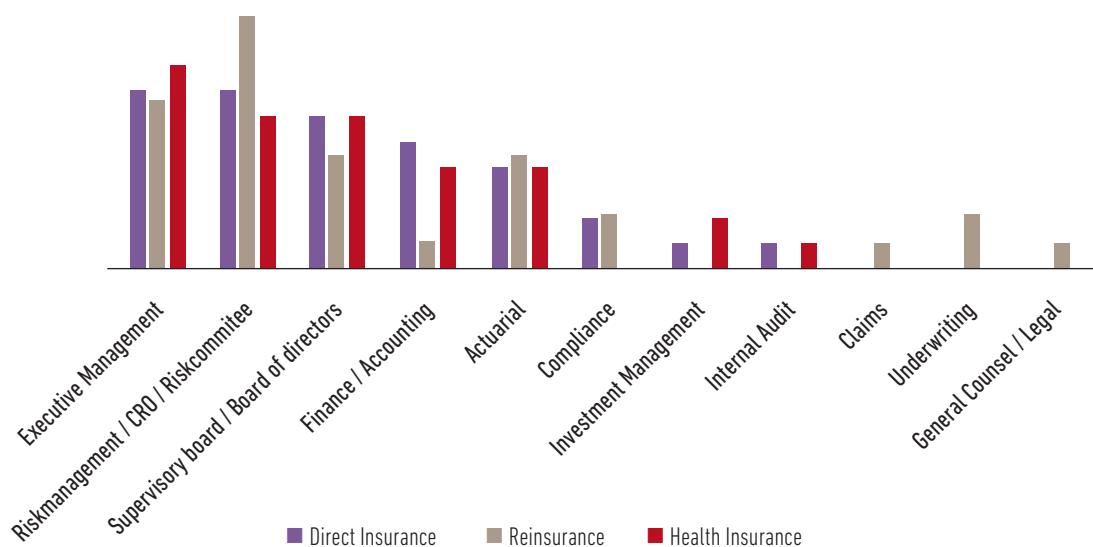


Illustration 16: Which risk mitigating measures were taken into account in the scenarios?

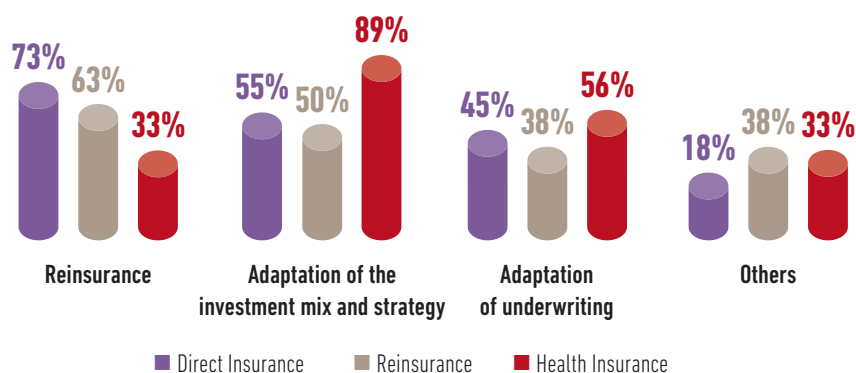


Illustration 17: What is the SST ratio after 3 years in the planning scenario?

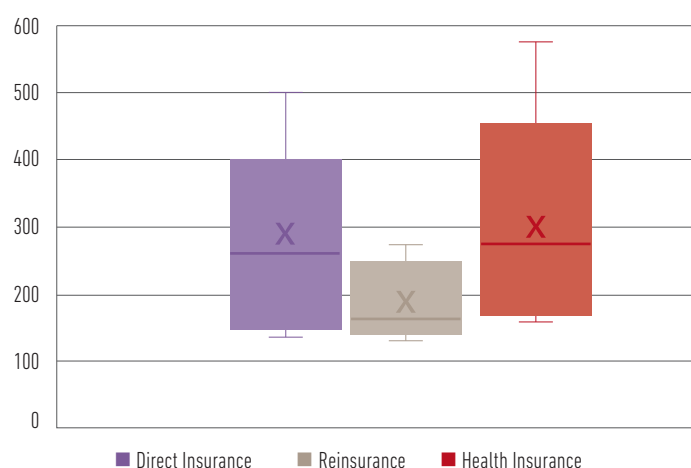
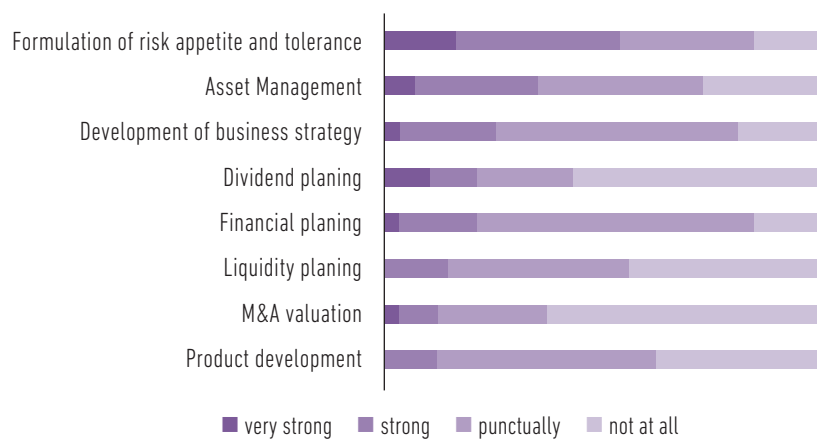


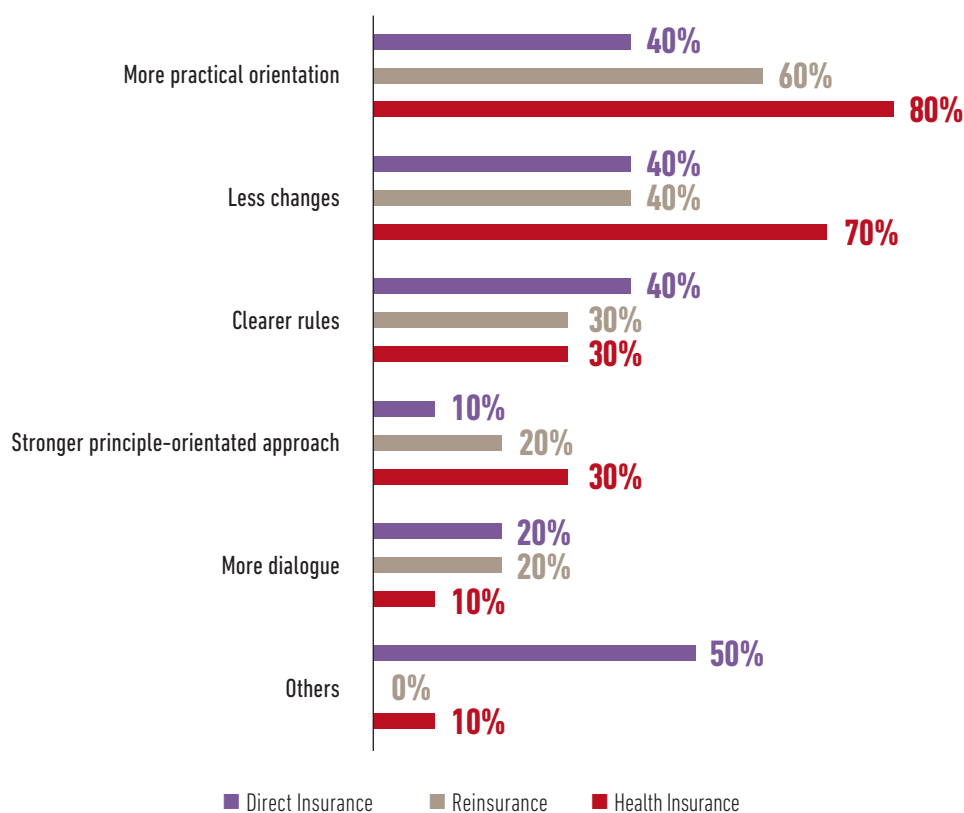
Illustration 18: To what extent does ORSA influence strategic business processes?



**Illustration 19: To what extent has the implementation of ORSA improved the following aspects in the company?**



**Illustration 20: What do you expect from politics and / or supervision?**





## Illustration 21: Pending action fields

STAGE OF DEVELOPMENT	EMBEDDING IN THE ORGANIZATION	INSTRUMENTS UND TOOLS
«We have fully integrated ORSA into our organization and processes.»	<ul style="list-style-type: none"> <li>- Analyze the use of ORSA as a management instrument</li> <li>- Review the effectiveness of the process</li> <li>- Foster the involvement of business units</li> </ul>	<ul style="list-style-type: none"> <li>- Measure efficacy and efficiency of the process</li> <li>- Review by internal auditors</li> </ul>
<p>«We implemented the most important adjustments, now we are talking about fine tuning.»</p> <p>«We gained initial experience with the implementation and now have to formalize processes and structures.»</p>	<ul style="list-style-type: none"> <li>- Integrate ORSA in the existing risk management and planning process</li> <li>- Increase awareness and align objectives across business units</li> <li>- Eliminate duplications</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct a Gap-Analysis</li> <li>- Establish ORSA as a standing item on the agenda of the supervisory board</li> </ul>
«We are at the beginning of the implementation.»	<ul style="list-style-type: none"> <li>- Develop multi-year planning (financial planning) and integrate with ORSA</li> <li>- Coordinate ORSA with other business processes</li> </ul>	<ul style="list-style-type: none"> <li>- Arrange a workshop with the supervisory board</li> <li>- Increase awareness among management regarding the relevance and use of ORSA</li> </ul>



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