Latitude 47 Executive Perspectives 2026

Independent Empirical Executive Survey Report

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Executive Summary

Strategic direction is changing faster than organizational integration. Based on 73 responses from corporate, insurance, reinsurance, brokerage and advisory professionals, the survey suggests a clear shift toward greater integration of risk, insurance and capital. However, governance, data and decision-making frameworks have not yet evolved at the same pace.

Key Messages

1. *Strategic expectations are evolving faster than organizational integration.*
2. *Insurance is increasingly viewed as a resilience, financing and capital-management tool.*
3. *Data and analytics are expected to drive the next phase of development.*
4. *Organizational silos remain the primary barrier to progress.*
5. *The debate is no longer whether integration is needed, but how quickly organizations can achieve it.*

Introduction

The relationship between risk, insurance and capital is increasingly relevant to executive and board-level decision-making. The survey was designed to examine whether this strategic convergence is matched by organizational integration and decision quality.

Research questions

1. *To what extent are risk, insurance and capital discussed together at executive or board level?*
2. *Where do the most significant interface gaps and organizational barriers to integration arise?*
3. *How is the strategic role of insurance perceived today, and how is it expected to develop?*
4. *Which priorities and perspectives shape the future integration of risk, insurance and capital?*

Structure of the report

The report first establishes the conceptual context, then describes the survey design and analytical approach, presents the empirical results, discusses their implications and limitations, and concludes with implications for boards and executives.

Conceptual Framework

Integrated risk, insurance and capital

The survey is based around the proposition that risk management, insurance and capital allocation are no longer isolated management disciplines. The empirical framework therefore treats them as connected elements of enterprise risk financing and governance. The original survey report does not contain a formal literature review; accordingly, this section records the conceptual framework used in the study without introducing external sources.

Strategic role of insurance

A central analytical distinction is made between insurance as a traditional risk-transfer mechanism and insurance as part of a broader resilience, financing and capital-management strategy.

Governance, data and decision quality

The survey also frames integration as a governance and decision-quality issue. Data and analytics, risk appetite, capital allocation and board-level decision-making are treated as interfaces through which strategic integration can either be strengthened or constrained.

Research Design

Data collection and sample

The study is based on 73 fully completed and anonymous survey responses collected via Typeform. The respondent population comprises a diverse range of stakeholders from across the risk, insurance, and risk financing ecosystem, providing a broad perspective on the topics addressed in the survey.

The largest respondent group consists of Corporate / Industry representatives, accounting for 31 participants (42%). This is followed by respondents from Insurance /

Reinsurance organizations with 19 participants (26%), Broker / Intermediary firms with 12 participants (16%), and Advisory / Professional Services organizations with 10 participants (14%). One respondent (1%) identified as Other.

The composition of the sample enables a comparison of perspectives across different parts of the risk financing value chain, incorporating both buyers and providers of risk management and insurance solutions. As such, the findings reflect views from organizations responsible for managing risk exposures as well as those involved in designing, placing, financing, and advising on risk transfer and risk financing strategies.

Questionnaire and variables

The questionnaire covers respondent profile, current priorities, frequency of joint discussion of risk, insurance and capital, interface gaps, the current role of insurance, future strategic priorities, barriers to integration and strategic outlook. Several questions are multi-select.

Analytical approach

The analysis is primarily descriptive. Percentages are calculated using the 73 completed responses unless otherwise stated. Selected subgroup comparisons are used to identify convergence and divergence; they are explicitly descriptive and are not presented as statistically representative.

Limitations

The survey uses a mixed respondent population and a voluntary response design. Multi-select questions do not sum to 100%. The smaller subgroup in the corporate scale comparison comprises nine respondents. A Germany-versus-International comparison was excluded because the export does not reliably identify the response wave.

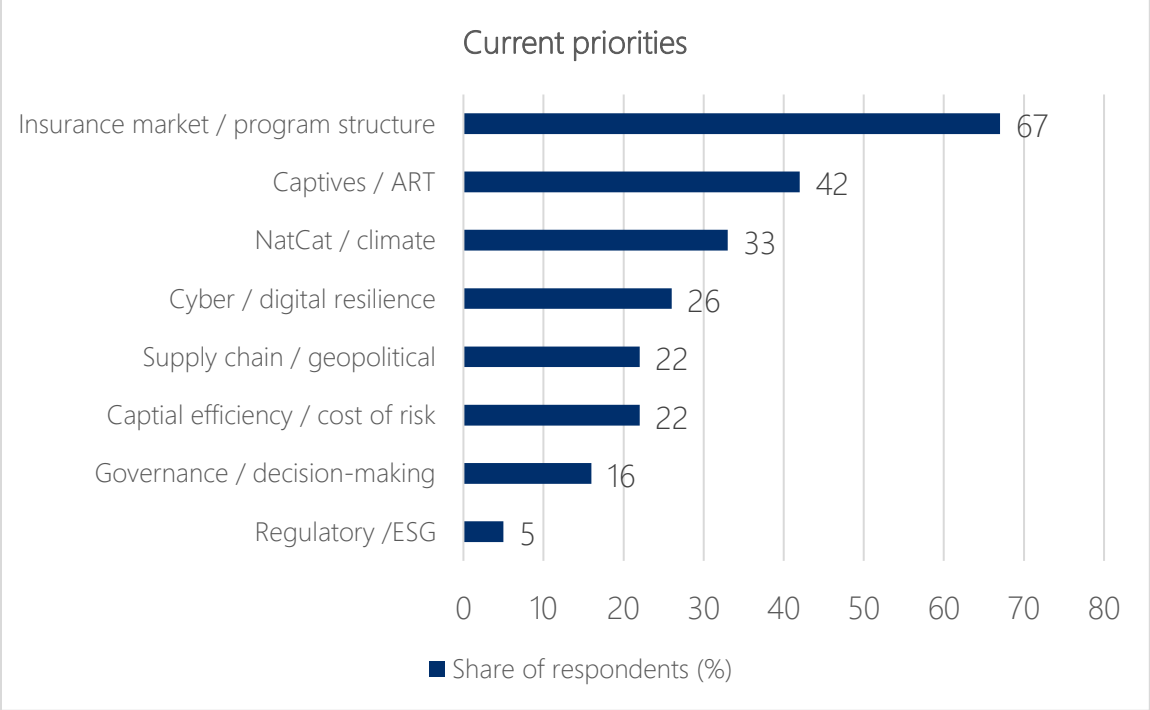
Interpretation Note

The findings should be viewed as directional insights from experienced market participants rather than as statistically representative conclusions for the broader market.

Findings

Current priorities

Which of the following topics currently receive the greatest attention in your organization?



The survey indicates that insurance program structure, market conditions and captive utilization currently dominate executive attention. Traditional governance, ESG and regulatory topics rank materially lower. This suggests that organizations remain focused on managing immediate financing and transfer mechanisms rather than broader strategic integration questions.

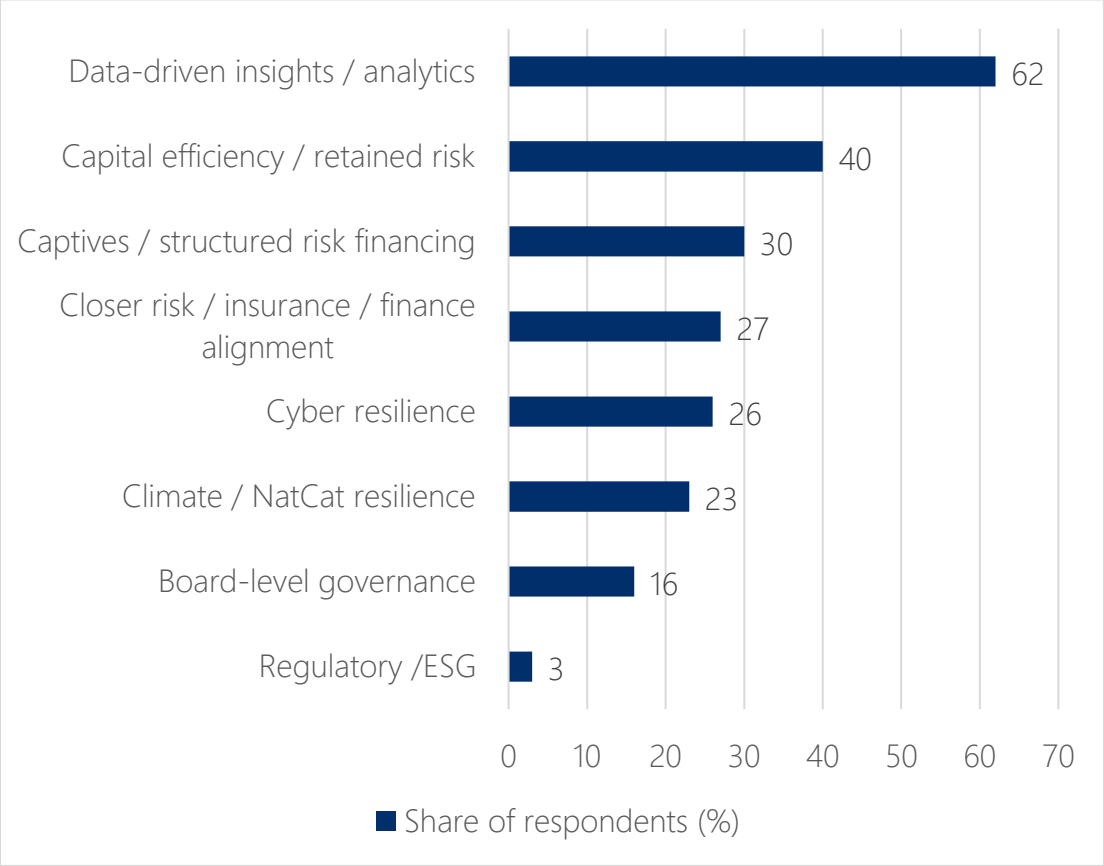
The prominence of captives and alternative risk transfer (ART) further highlights a growing interest in retaining and structuring risk rather than relying solely on conventional insurance market solutions.

Key Takeaway:

Organizations remain focused on optimizing today's risk transfer structures, while the broader integration of risk, insurance and capital is still emerging as a strategic agenda.

Future strategic priorities

Which areas do you believe will become the most important priorities over the coming years?



Future priorities shift noticeably away from market conditions and toward decision quality, analytics and economic optimization. Data-driven insights emerge as the clear leading priority, followed by capital efficiency and structured risk financing.

The findings suggest that competitive advantage is expected to come less from access to insurance capacity and more from the ability to make better-informed, economically grounded risk-financing decisions.

Key Takeaway:

The future focus shifts from placing risk to understanding, quantifying and financing risk more effectively.

From current focus to future priorities

The comparison between current and future priorities reveals a clear shift in emphasis. Today's agenda remains focused on insurance structures, market conditions and program optimization, whereas future priorities increasingly center on analytics, capital efficiency, governance and decision quality. The findings suggest that organizations expect value creation to move beyond risk transfer towards more integrated risk-financing and capital-management decisions.

Key shifts

Current priorities	Future priorities	What it suggests
Insurance market conditions	Data & analytics	From market monitoring to insight generation
Captives & ART	Capital efficiency	From structures to economic outcomes
Program structure	Decision quality & governance	From implementation to strategic management
Coverage and placement	Integrated risk financing	From transferring risk to financing risk

Key Takeaway:

The survey suggests an evolution from operational insurance management towards integrated risk-financing, governance and capital-management decision-making.

Integration

How regularly are risk, insurance and capital considerations discussed together at executive or board level?

Risk, insurance and capital considerations are discussed together relatively regularly, with an average frequency of 3.9 out of 5. Of the 73 respondents, 48 (66%) rate the frequency at 4 or 5, indicating that joint discussion is already established in many organizations.

Despite frequent discussion, key gaps remain between insurance, capital allocation and board-level decisions. Integration is stronger operationally than strategically.



While day-to-day interaction between functions appears relatively strong, the weakest connections are found where strategic value is ultimately created: linking insurance decisions to capital allocation, board decision-making and long-term business priorities.

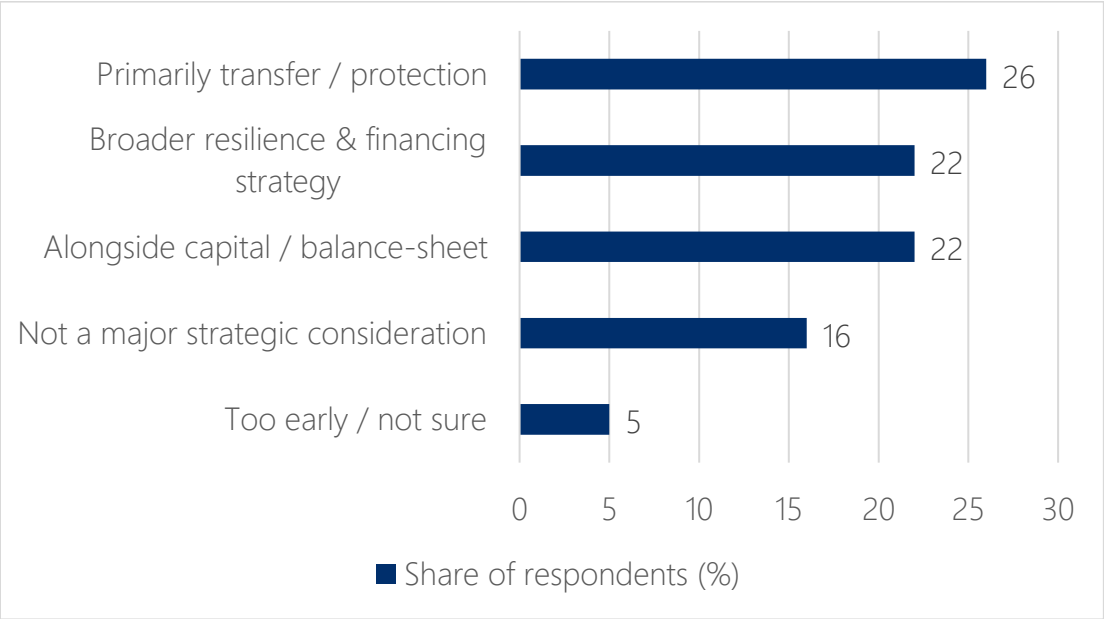
The data suggests that organizations may have established communication channels, but many have not yet achieved true integration of risk, insurance and financial decision-making. Integration remains stronger at the operational level than at the strategic level.

Key Takeaway:

The greatest opportunity lies not in improving communication, but in connecting insurance decisions to enterprise-wide financial and strategic outcomes.

Role of insurance today

How would you describe the role of insurance in your organization today?



Respondents remain divided between viewing insurance as a traditional transfer mechanism and seeing it as part of a broader resilience and financing strategy. The results indicate that the market is currently in transition.

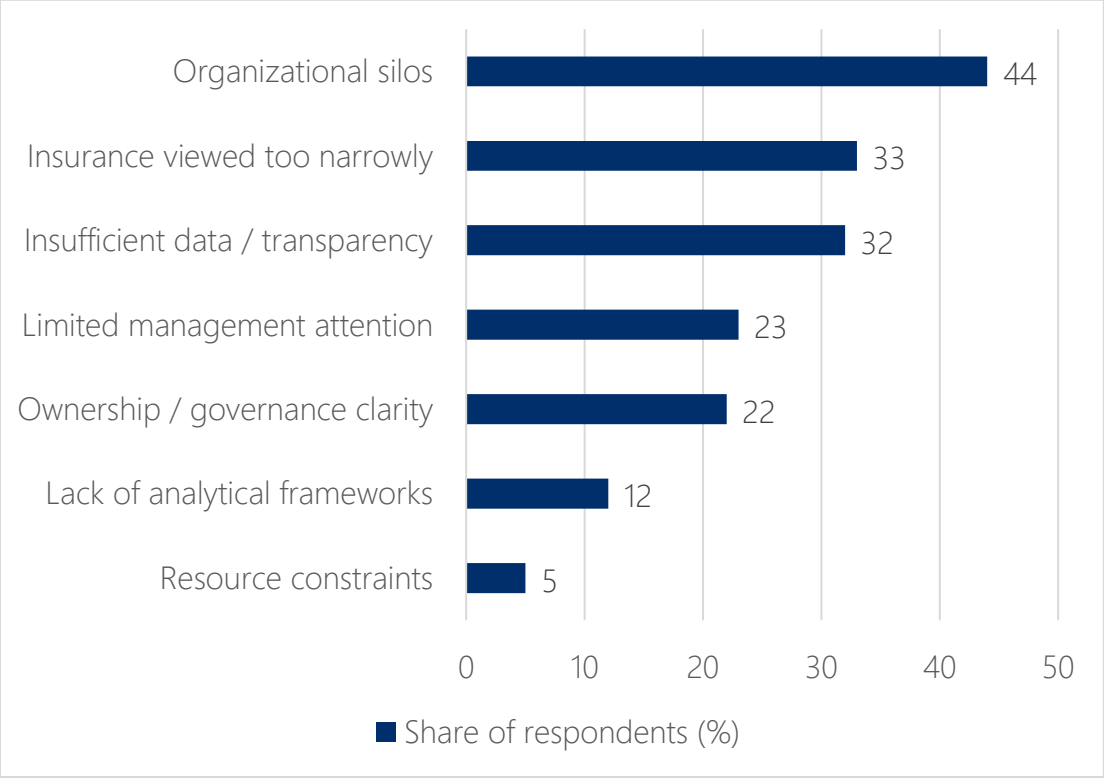
Nearly half of participants already position insurance beyond pure protection, linking it to broader resilience, financing and capital-management considerations. This suggests an expanding strategic mandate for insurance functions within leading organizations.

Key Takeaway:

Insurance is increasingly viewed as a strategic resilience and financing tool rather than solely as a mechanism for transferring risk.

Barriers

What are the main barriers to better alignment between risk, insurance and capital decision-making?



The most frequently cited barriers are organizational rather than technical. Silos, limited transparency and a narrow perception of insurance outweigh concerns about resources or analytical frameworks.

This indicates that many organizations may already possess sufficient technical capabilities but struggle to align stakeholders, governance structures and decision processes across functions. The challenge appears less about tools and more about organizational coordination.

Key Takeaway:

Most organizations do not lack tools; they lack alignment across risk, insurance and finance functions.

Strategic direction

Which statement best reflects your view?

64 of 73 respondents (88%) select one of the three forward-looking perspectives:

1. Closer integration,
2. Increasing strategic importance of insurance/risk financing, or
3. Stronger governance and decision quality.

Taken together, these responses deliver the strongest and most consistent message of the survey:

Executives expect a more integrated approach to risk, insurance and finance, supported by stronger governance and more strategic use of insurance.

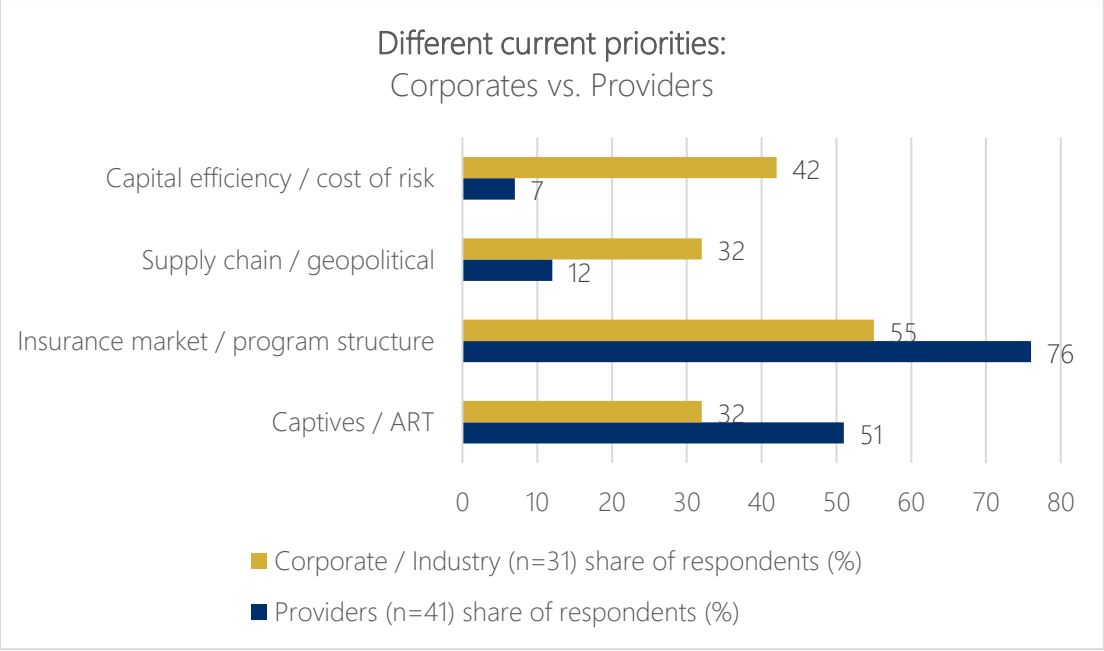
Only a small minority support maintaining the status quo, indicating a direction of travel, even if organizational structures have not yet fully adapted to support this shift.

Key Takeaway:

The debate is no longer whether integration is needed, but how quickly organizations can achieve it.

Cross-perspective analysis

Corporate vs. Provider



Descriptive comparison only; not statistically representative.

Corporate / Industry respondents (n=31) with Providers (n=41) reveal a notable divergence in how future priorities are perceived across the risk-financing ecosystem. While both groups recognize the increasing strategic importance of risk financing, they emphasize different sources of value and different areas of focus.

The comparison reveals a meaningful difference in priorities between buyers and providers of risk-financing solutions. Corporates focus more strongly on capital efficiency, retained risk and business exposures such as supply-chain disruption and geopolitical uncertainty.

Providers place greater emphasis on insurance market structures and captives, reflecting their role in designing and delivering risk-financing solutions. The contrast highlights a potential alignment challenge between corporate strategic needs and market-based product perspectives.

Key Takeaway:

Corporates and providers broadly agree on the destination but differ in their priorities and perspectives on how value is created.

Cross-perspective insight

Board and functional executives are closely aligned on the frequency of joint discussion (3.8 vs. 3.9 out of 5), indicating broad recognition across the organization.

The differences lie mainly in emphasis: Boards focus more on market conditions and management attention, while functional executives place greater weight on data, silos and the link between operational risk and board decisions.

The direction is shared; the perceived priorities and barriers differ.

Corporate scale

Within the Corporate sample, larger organizations place relatively more emphasis on data and analytics, captives/structured risk financing and governance, while the smaller group places relatively more emphasis on capital efficiency, retained risk and business exposures. The smaller group comprises nine respondents; the comparison is therefore directional only.

Across the subgroup comparisons, the common denominator is clear: the direction of travel is broadly shared, while the emphasis differs.

Discussion

Questions for Boards

The direction of travel is clear: organizations are moving towards a more integrated approach to risk, insurance and capital. The key question for boards is whether governance structures, decision processes and information flows are evolving at the same pace. The following questions may help assess organizational readiness for this transition:

- Who owns retained risk?
- Are insurance decisions connected to capital allocation and risk appetite?
- Does the right risk information reach the board early enough?
- Can transfer, retention and alternative financing be compared on a common economic basis?

Key Takeaway:

Boards should challenge whether risk retention, insurance purchasing and capital allocation decisions are being made through a coherent strategic framework.

LAT47 perspective

The issue is no longer whether risk, insurance and capital are strategic topics. The survey suggests that there is broad consensus that they are. The more pressing question is whether organizations have the governance, data and decision frameworks required to connect these disciplines in a consistent and economically meaningful way.

The survey points to a structural transition. Insurance is increasingly viewed as part of a wider risk-financing and capital-management agenda, yet organizational integration has not kept pace with this changing role.

The central challenge is therefore not awareness but execution. Organizations that successfully connect risk, insurance, capital allocation and governance are likely to make more resilient and economically efficient decisions than those that continue to manage these disciplines separately.

Key Takeaway:

The central challenge is not recognizing the opportunity, but integrating the functions required to capture it.

Conclusion

The survey points to a clear shift toward a more integrated view of risk, insurance and capital. While awareness appears well established, governance structures, data capabilities and decision frameworks have not evolved at the same pace. Organizations that successfully connect these disciplines are likely to be better positioned to improve resilience, capital efficiency and decision quality.

References

The current source document is an empirical survey report and does not contain a formal bibliography.