CC

A SERIOUS GAME FOR LEARNING INSURANCE STRATEGY

Carrier Challenge

Participant Overview

Price it right. Grow at a pace you can support. Watch what you can't see coming.

WELCOME

Welcome to Your New Job

Your team has just been given the keys to a newly launched insurance carrier, entering a competitive market alongside every other team in the room. You'll all chase the same pool of customers — and discover what your rivals are doing by watching the standings move.

$ Your Mandate

- Price and underwrite a book of insurance business
- Build distribution and keep customers satisfied enough to stay
- Choose a product mix and manage growth against capital strain
- Invest reserves and staff the operation prudently

✓ How You'll Be Judged

- Each round, six seats submit pricing, underwriting, and investment decisions together
- The facilitator advances the round for the whole market at once
- Your surplus compounds — or erodes — round after round
- Highest surplus at the final round wins

01

Your Company

Starting position, the round cycle, and the six seats that run the business.

Starting Position

Every team starts identically — differences that emerge over the game come entirely from the decisions you make, not from a head start.

Item	Starting value	Notes
Written premium base	Set by facilitator	Your starting book of business
Surplus	Set by facilitator	Your scorecard — grows with net income, shrinks with losses or dividends
Invested assets	Set by facilitator	Reserves + surplus, earning investment yield from round 1
Product mix	100% Base	The neutral starting line — you choose the mix from round 1 onward

There is no starting advantage — your only lever on capital strength is the net income you generate, round after round.

How Rounds Work

1

Decide

Each of your six seats sets pricing, underwriting, distribution, service, talent, and AI decisions — independently, at the same time.

2

Lock

The CEO locks the team once every seat has submitted. A team that runs out of time is still resolved, using default decisions for anything not submitted.

3

Resolve

Once every team is ready, the facilitator advances the round — market share, results, and financials are calculated for every team at once.

4

Review & Advance

Teams review results and the standings, then the facilitator opens the next round and the cycle repeats.

A team that misses the submission window is not skipped — it's resolved with default, middle-of-the-road decisions, so falling behind still costs you competitively.

02

Your Six Seats

Six decision-makers, one shared round — pricing & underwriting, growth, and stewardship.

DECISION LEVERS

Underwriting

Broker commission & reinsurance

Commission 5%–20% · Reinsurance On/Off

Commission funds your broker relationships — a real, ongoing expense. Reinsurance cedes a share of premium every round it's held, but provides real loss-ratio relief, including protection if an industry-wide shock hits.

Risk appetite

1 (conservative) – 10 (aggressive)

Conservative appetite improves your loss ratio at the cost of being a little less competitive to sell against. Aggressive appetite wins easier volume but runs a hotter loss ratio. There's no free lunch.

New-business focus

0% – 100%

How much of your underwriting attention leans toward winning new business versus servicing your renewal book. A pure new-business focus can strain the operation if distribution and service aren't funded to match.

DECISION LEVERS

Product & Distribution

Price & coverage

Price −10% to +10% · Coverage 1–10

Cutting price and broadening coverage both grow demand; raising price protects margin per policy but slows growth. You can also launch a new product line for a one-off cost and a temporary growth bonus.

Product mix

Base / Growth / Balanced-Pension %

Growth: cheaper, faster-growing, more customers — but a hotter loss ratio, choppier retention, and little investable float. Balanced/Pension: slower growth but a safer loss ratio, stickier customers, and by far the most investable reserve.

Distribution spend

Marketing $0–6,000K · Incentive 0–8%

Marketing spend and broker incentives drive new-business growth. Your channel mix — Direct, Referral, Affinity — shapes who you're winning, and matters for how your team can respond to at least one Field Memo.

DECISION LEVERS

Service, Talent & AI Investment

Service & claims

Service 1–5 · Claims speed 1–5 · Claims approach 1–10

Service level and claims speed both reduce churn and lift your Customer Satisfaction Index (CSI). Claims approach trades cost (generous = costlier) for customer loyalty, especially valuable during a disruption.

Talent — investment & staffing

Investment approach 1–10 · Staffing $0–4,000K · Dividend 0–5%

Investment approach sets both the expected yield and its volatility on your invested assets — often your single biggest profit lever. Staffing spend trims admin costs; dividends return capital but slow surplus compounding.

AI Investment (CEO-owned)

$0K – $5,000K per round

Sustained spend builds a decaying capability score that unlocks tiered AI Advisor insight — a peer snapshot, then trends, then templated recommendations. A single big round fades fast; treat it as a sustained program.

03

Market Mechanics

How growth, churn, capital strain, and product mix actually play out round to round.

MARKET MECHANICS

Winning (and Keeping) Customers

Policies in force = (prior book × (1 − churn)) + new business sold this round

What raises growth

- A lower price
- Broader coverage
- More marketing spend
- Higher service level
- Launching a new product line

What raises churn

- A baseline rate every round, regardless of decisions
- Weak customer service
- Slow claims payment

A larger, stickier book compounds your premium income round after round — a leaky book quietly erodes revenue even while new-business numbers look fine.

MARKET MECHANICS

The Cost of Growing Too Fast

New-business strain

Growing new-policy sales fast without matching distribution and service spend stretches the operation thin — a penalty that's entirely avoidable simply by pacing growth against the spend that supports it.

Product mix amplifies your direction

Your product mix doesn't just change your loss ratio — it amplifies or dampens whichever way your other decisions already point. Growth-heavy swings harder both ways; Balanced/Pension-heavy damps it down for a steadier book.

Both mechanics teach the same lesson from different angles: growth that outruns your operational capacity is expensive, not free.

MARKET MECHANICS

Field Memos — Curveballs You Can't Plan Around

At least twice during the game, a Field Memo arrives without warning — a real business event your whole team must respond to. Everyone can read it and discuss; only the CEO submits and locks the team's official stance.

1

No forecast preview

You decide under uncertainty, the same way a real leadership team would — there's no directional tool for this one.

2

The say–do gap

Your team's claimed stance only pays off at full strength if your actual decisions back it up that same round. The memo screen spells out exactly what backing it up requires — read the hints before you commit.

3

Expect the unexpected

Different memos test different parts of your operation — a shift in customer expectations, an industry-wide event. Treat each one as a genuine surprise; that's the point of the exercise.

04

Financials & Scoring

Reading your results and understanding how the game determines a winner.

FINANCIALS

Reading Your Results

Field	Meaning
Net written premium	Your premium after any reinsurance ceded — the base for losses, expenses, and reserves
Loss ratio	Claims as a share of net written premium — your key operating signal
Combined ratio	(Losses + expenses) ÷ net written premium — under 100% is a profitable underwriting result
Investment income	Invested assets carried in × your Talent seat's yield this round
Net income	Underwriting result + investment income, after fixed overhead and tax
CSI	0–100 score built from service level, claims speed, and price fairness

Your balance sheet always satisfies Invested assets = Reserves + Surplus, by construction — every decision flows straight through the moment the round is resolved.

How You're Scored & Key Rules

1. The team with the highest surplus at the final round wins.
2. Each round's Team Score blends Profit, CSI, and Growth — the CEO's strategy priority shifts the weighting between them.
3. Every decision locks in the moment your team's CEO submits — not when the round later resolves.
4. A team that doesn't finish submitting is still resolved, using default, middle-of-the-road decisions.
5. Surplus below zero puts you on the Watch List and roughly halves your attractiveness to new customers.
6. Nothing resets between rounds — your full history carries through the whole game.

GOOD LUCK

Run a Carrier People Can Trust.

Price fairly, grow at a pace you can support, and keep enough capital in reserve for the round you didn't see coming. See you on the leaderboard.