Digital Insurance Bridge to 2020

17 **II** 17

Chuchai Vachirabanchong

WTO, AEC

GATT – General Agreement on Tariffs and Trade (1 Jan 1948)

APEC – ต้องการให้ APEC เป็นประชาคมที่มีการค้าและการลงทุนโดยเสรีสมบูรณ์แบบ (โดยไม่มีข้อกีดขวางใดๆทั้งสิ้น) ภายในปี ค.ศ. 2020

AEC – liberalisation by 2015 (Brunei, Cambodia, Indonesia, Malaysia, Philippines, Singapore and Viet Nam)

ASEAN Leaders declared that the ASEAN Economic Community (AEC) shall be the goal of regional economic integration by 2020.

n = 578 senior business leaders.
Source: CEB Digital Enterprise 2020 Survey.

Source: Gartner (July 2016)

Figure 1. Hype Cycle for Insurance Technologies, 2005

Key: Time to Plateau
- Less than two years
- Two to five years
- Five to 10 years
- More than 10 years
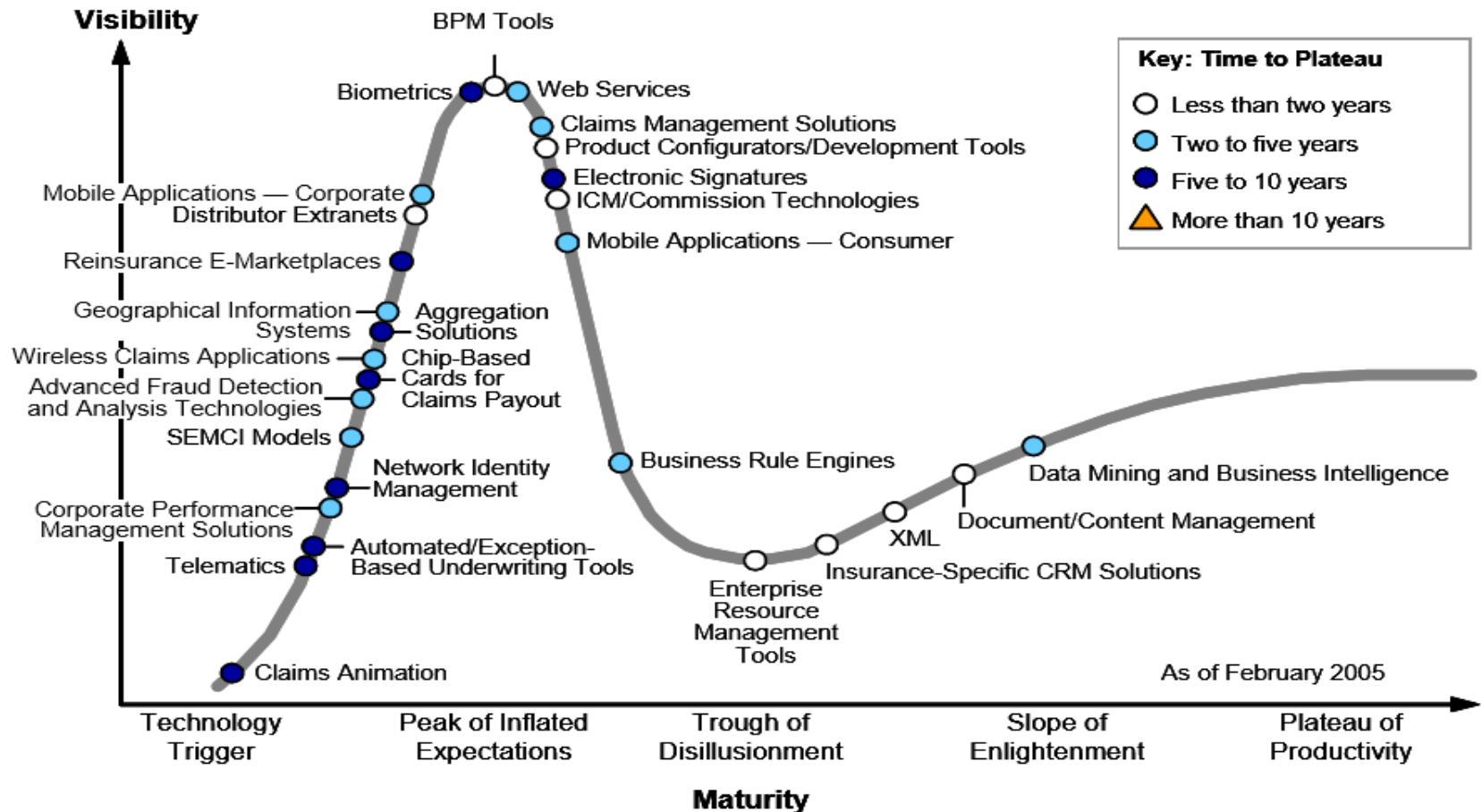
Acronym Key
BPM	business process management	**ICM**	incentive and compensation management
CRM	customer relationship management	**SEMCI**	Single Entry Multiple Company Interface

Source: Gartner Research (February 2005)

Gartner Hype Cycle Digital Insurance Trend 2013
On the Rise
P&C Insurance App Stores
Web-Based Sales Platforms
Peer-to-Peer Insurance Business Models
Real-Time Operational Intelligence
Big Data
Digitalization
Gamification
Case Management Solutions
Customer Experience Management
Next-Generation Portals
Agency CRM SaaS
Agent Portal Solutions
Aerial and Digital Imagery
eEG7 Standard
Underwriting Workstation
Microinsurance Solutions
Insurance Data Models
P&C Insurance Policy Administration/Management SaaS
Takaful Solutions
Modular Core Solutions
P&C Insurance BPO
Customer Communications Management Solutions

Gartner Hype Cycle Digital Insurance Trend 2014
On the Rise
P&C Insurance App Stores
Pricing Optimization Solutions
Peer-to-Peer Insurance Business Models
Web-Based Sales Platforms
Video Chat
Cross-Channel Analytics
Gamification
Quantified Self
Augmented Reality Applications
Automobile eCall
Big Data
Customer Experience Management
Loyalty Marketing
Virtual Assistants in Insurance
Case Management Solutions
Data Science
Internet of Things in Insurance
Social Analytics
Crowdsourcing
Aerial and Digital Imagery
Agent Portal Solutions
Mashups
Wearable User Interfaces
Digitalization
Analytical In-Memory DBMS
Digital Marketing

Gartner Hype Cycle Digital Insurance Trend 2015
On the Rise

Artificial Intelligence
P&C Insurance App Stores
Commercial UAVs (Drones) for Insurance
Connected Home
Multichannel Sales Platforms
Pricing Analytics
Autonomous Vehicles
Billing as a Service (BaaS)
Peer-to-Peer Insurance Business Models
Real-Time Operational Intelligence
Gamification
Customer Experience Management
P&C Data Platforms
Underwriting Workstation
Aerial and Digital Imagery
Big Data
Case Management Solutions
Microinsurance Solutions
Takaful Solutions
Agent Portal Solutions

Gartner Hype Cycle Digital Insurance Trend 2016
On the Rise

Microservices
Smart Machines
Software-Defined Architecture
Digital Data Services
Blockchain
Design Thinking
Commercial UAVs (Drones)
IoT Platforms
Pricing Analytics
Video Chat
Multichannel Sales Platforms
Data Science
Loyalty Marketing
Augmented Reality Applications
Gamification
Virtual Assistants
Quantified Self
Customer Experience Management
Peer-to-Peer Insurance Business Models
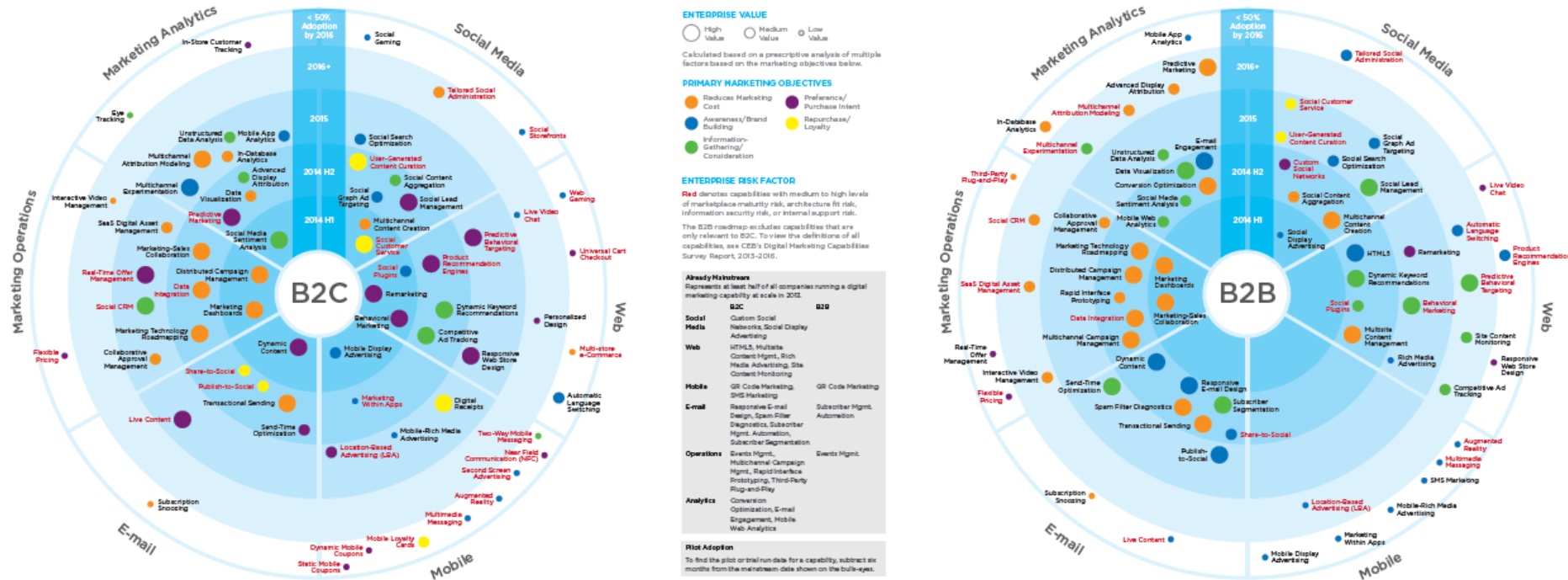
Digital Marketing Capabilities Roadmaps, 2013–2016

IT and Marketing Leaders at More Than 100 Organizations Worldwide Benchmarked the Adoption of 96 Digital Marketing Capabilities

Capabilities by Mainstream Adoption Timeline, Value, and Primary Marketing Objective
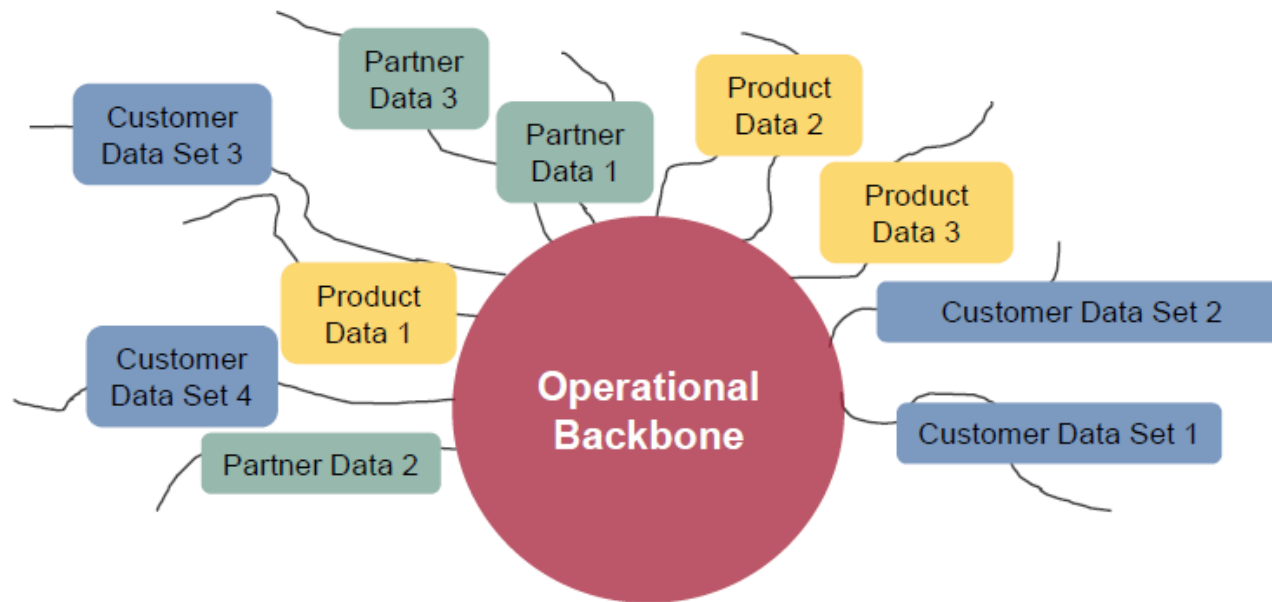
MARKETERS FACE A PROFUSION OF DIGITAL MARKETING CAPABILITIES

Representative List of Digital Marketing Capabilities

Digital Channels

Mobile

1. Augmented Reality
2. Dynamic In-Game Marketing
3. Dynamic Mobile Coupons
4. Location-Based Advertising (LBA)
5. Marketing Within Apps
6. MMS Marketing
7. Mobile Display Advertising
8. Mobile Loyalty Cards
9. Mobile Rich Media Advertising
10. Near Field Communications (NFC)
11. QR Code Marketing
12. Second Screen Advertising
13. SMS Marketing
14. Static In-Game Marketing
15. Static Mobile Coupons
16. Two-Way Messaging

Web

17. Automatic Language Switching
18. Behavioral Marketing
19. Competitive Ad Tracking
20. Dynamic Keyword Recognition
21. HTML5
22. Live Video Chat
23. Multiplayer Web Gaming
24. Multisite Content Management
25. Persistent Web Gaming
26. Predictive Behavioral Targeting
27. Rich Media Advertising
28. Site Content Monitoring
29. Social Plugins
30. Web Gaming

Social

31. Custom Social Networks
32. Multichannel Content Creation
33. Social Content Aggregation
34. Social Customer Service
35. Social Display Advertising
36. Social Gaming
37. Social Graph Ad Targeting
38. Social Lead Management
39. Social Search Optimization
40. Tailored Social Administration
41. User-Generated Content Curation

E-Mail

42. Dynamic Content
43. Live Content
44. Publish-to-Social
45. Responsive E-Mail Design
46. Send-Time Optimization
47. Share-to-Social
48. Spam Filter Diagnostics
49. Subscriber Management Optimization
50. Subscriber Segmentation
51. Subscription Snoozing
52. Transactional Sending

Supporting Capabilities

E-Commerce

53. Digital Receipts
54. Flexible Pricing
55. In-Stream Payments
56. Multistore E-Commerce
57. Personalized Design
58. Product Recommendation Engines
59. QR Code Offers
60. QR Code Payments
61. Real-Time Offer Management
62. Remarketing
63. Responsive Store Design
64. SMS Payments
65. Social Storefronts
66. Universal Cart Checkout

Marketing Operations

67. Collaborative Approval Management
68. Data Integration
69. Distributed Campaign Management
70. Events Management
71. Interactive Video Management
72. Marketing Dashboards
73. Marketing Technology Roadmapping
74. Marketing-Sales Collaboration
75. Multichannel Campaign Management
76. Rapid Interface Prototyping
77. SaaS CRM Solutions
78. SaaS Digital Asset Management
79. Social CRM
80. Third-Party Plug-and-Play

Marketing Analytics

81. Advanced Display Attribution
82. Conversion Optimization
83. Data Visualization
84. E-Mail Engagement
85. Eye Tracking
86. Google Big Query
87. In-Database Analytics
88. In-Memory Analytics
89. In-Store Customer Tracking
90. Mobile App Analytics
91. Mobile Web Analytics
92. Multichannel Attribution Modeling
93. Multichannel Experimentation
94. Predictive Marketing
95. Social Media Sentiment Analysis
96. Unstructured Data Analysis

> Marketers are experimenting with hundreds of digital marketing capabilities to reach their objectives.

To view the definitions of these digital marketing capabilities, see the Appendix on pp. 82-90.

Source: CEB 2013–2016 Digital Marketing Capabilities Survey.

Companies appear to build silos of connectivity instead of a digital services platform

What are the implications of this approach to APIs?
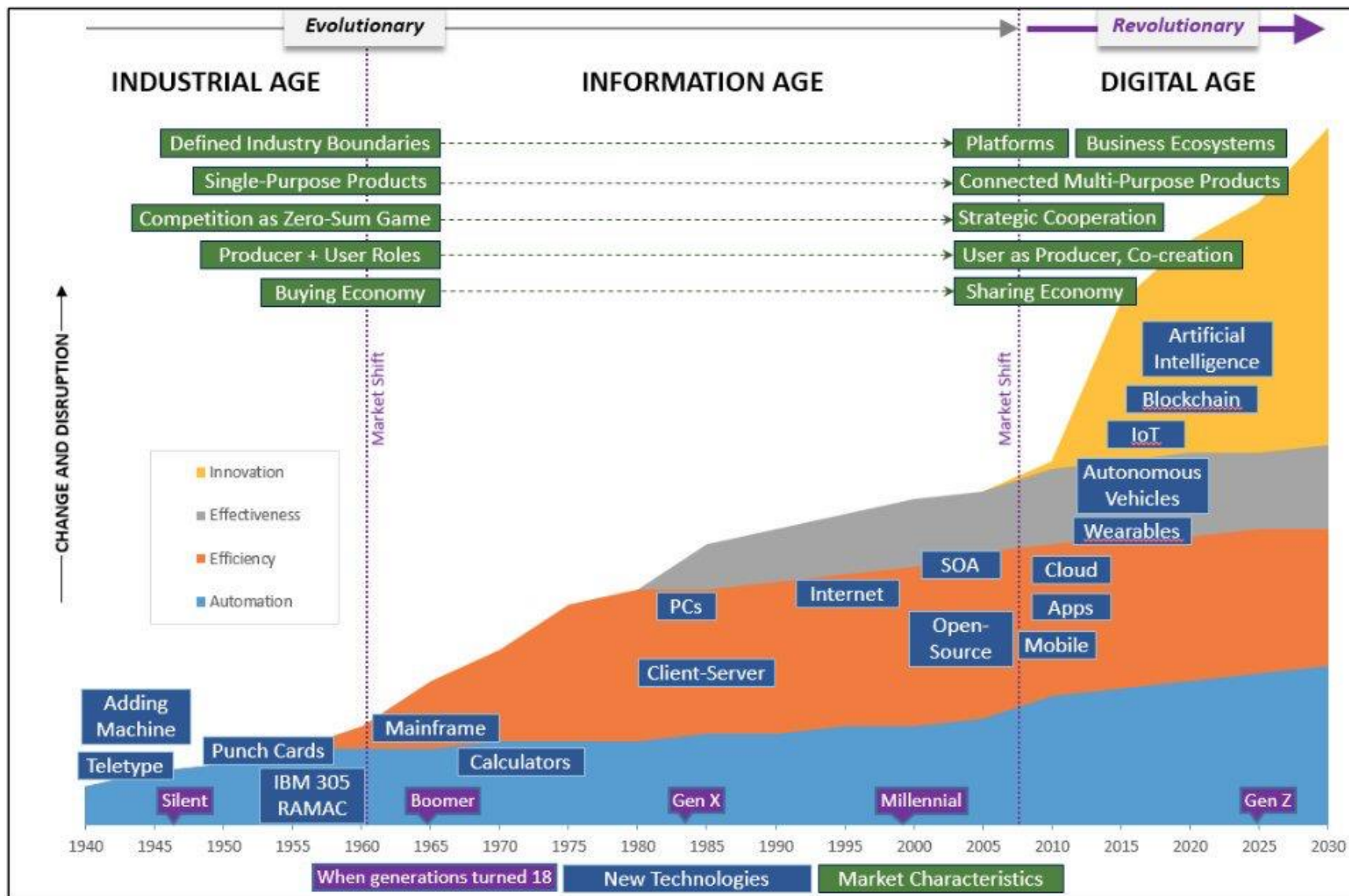
Source : tweeter

Digital Strategy

MIT CISR Annual Research Forum

**Transforming Your Business: How
Big Old Companies
Become Digital**

The digital economy is driving organizational redesign

MITCISR

Divide & Conquer

In the pre-digital economy we architected for *efficiency*

In the digital economy we architect for *agility*

Empower & Partner

PARTNER SHIP

How do we design for agility?

The outcomes to expect from a successful digital strategy

MIT CISR

Marketing/Sales Driven Digital Strategy

Customer Engagement Strategy

Digitized Solutions Strategy

R&D Driven Digital Strategy
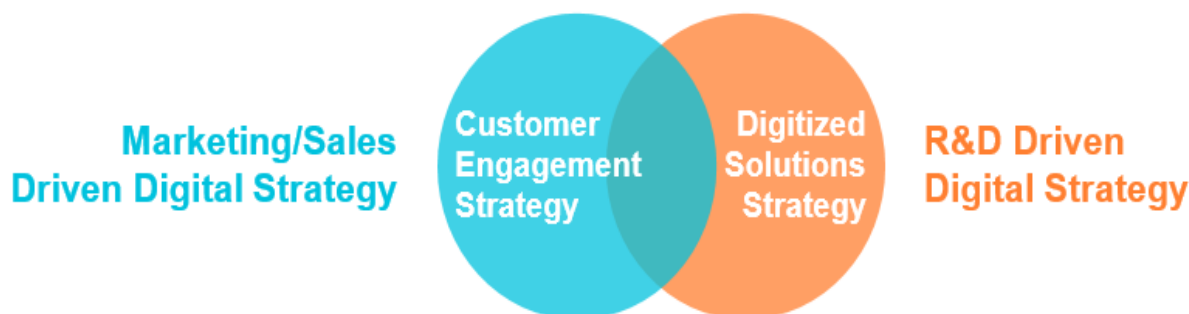
Seamless across all channels and **consistent** across sales and servicing ›

Responsive to changes in customer expectations ›

Engages customer in a **personalized** relationship, differentiated by customer segments, supported by deep **insights** ›

Connects customer with related **community** when desired ›

Differentiated from customer experience at competitors ›

› **Integrated** to provide a customer solution

› **Responsive** to emerging opportunities in the market

› **Enriched** with meaningful information and insights

› Seamlessly includes **partner** products and service as appropriate

› **Differentiated** from competitor products

Companies tend to have neither or both of these sets of outcomes.

Source: Survey of 171 senior executives, August 2016.

Execution of digital strategy depends on digital capabilities

MITCISR

Agility and Innovativeness

Digital Services Platform

Marketing/Sales Driven Digital Strategy

Customer Engagement Strategy

Digitized Solutions Strategy

R&D Driven Digital Strategy

Operational Backbone

Operational Excellence

Source: Ross et al, "Designing Digital Organizations,"
MIT CISR Working Paper No. 406, March 2016.

A digital services platform grows organically

The digital services platform is like a coral reef

› Facilitates rapid innovation and responsiveness to new market opportunities

› Incorporates repositories of data for analytics and analytics engines

› Includes a store/catalog of digital components like apps, microservices, partner offerings

Can you architect a digital services platform (i.e., a coral reef)?

Source : MIT – Enterprise Architecture for Digital Companies

What is digital business transformation?

MITCISR

Integrated Experience		**Future Ready**
• Customer gets an (simulated) integrated experience despite complex operations		• Both innovative and low cost
• Strong design and UX		• Great customer experience
• Rich mobile experience including purchasing products		• Modular and agile
		• Data is a strategic asset
		• Ecosystems ready
Silos and Spaghetti		**Industrialized**
• Product driven		• Plug and play products/services
• Complex landscape of processes, systems and data		• Service enabled 'crown jewels'
• Perform via heroics		• One best way to do each key task
		• Single source of truth

Customer Experience — Increasing NPS
Transformed / *Traditional*

Traditional | **Transformed**

Operational Excellence
Improving cost to income ratio

Source: MIT CISR 2015 CIO Digital Disruption Survey (N=413 and 2016 interviews) and 2016 company interviews. Customer Experience=effectiveness on customer knowledge+omnichannel capability+customer experience projects+customer experience performance. Operational Excellence=effectiveness on automation and employee productivity projects+% of core capabilities with APIs+cost of operations performance. Quadrants are splits at 2/3 along each axis.

Source : MIT – Enterprise Architecture for Digital Companies

The four pathways to Future Ready

Integrated Experience
- Customer gets an (simulated) integrated experience despite complex operations
- Strong design and UX
- Rich mobile experience including purchasing products

Future Ready
- Both innovative low cost
- Great customer experience
- Modular and agile
- Data is a strategic asset
- Ecosystems ready

Silos and Spaghetti
- Product driven
- Complex landscape of processes, systems
- Data
- Perform via heroics

Industrialized
- Plug and play products/services
- Service-enabled 'crown jewels'
- One best way to do each key task
- Single source of truth

Customer Experience — Increasing NPS

Transformed / Traditional

Traditional / Transformed

Operational Excellence
Improving cost to income ratio

The lines are the transformation pathways.

Source: MIT CISR 2015 CIO Digital Disruption Survey (N=413) and 2016 company interviews. Customer Experience= effectiveness on customer knowledge+ omnichannel capability+customer experience projects+customer experience performance. Operational Excellence =effectiveness on automation and employee productivity projects+% of core capabilities with APIs+cost of operations performance. Quadrants are splits at splits at 2/3 along each axis.

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The four pathways to Future Ready
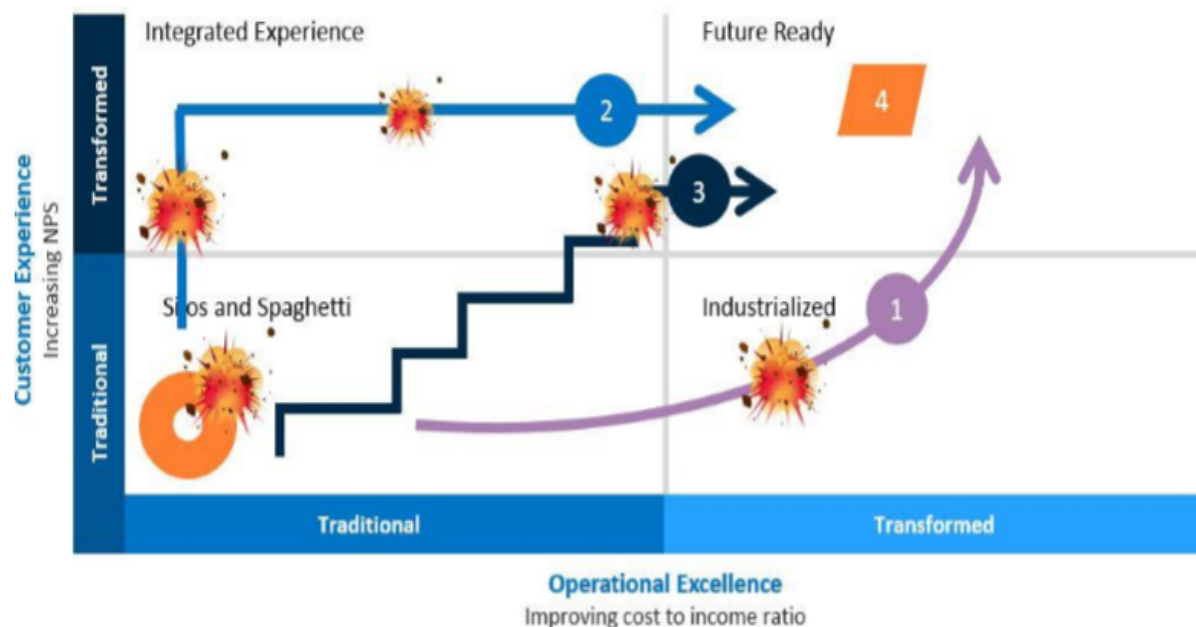
Choose a Pathway

1. Where are you today on business digital transformation?

2. Move right on path 1 if your customer experience is ok (e.g., NPS around industry average).

3. If you can't wait to improve your customer experience (e.g., NPS is below industry average or new scary competitors), then move up on path 2.

4. If you can't wait to improve customer experience but can do a few initiatives that make a big difference (e.g., build a great app), start with those and then focus on operations—and repeat in small steps, say 120 days each—on path 3.

5. If you can't see a way to change the culture of your company and its customer experience and operations fast enough to survive—build a new company using path 4.

Source : MIT – Enterprise Architecture for Digital Companies

Source : MIT – Enterprise Architecture for Digital Companies
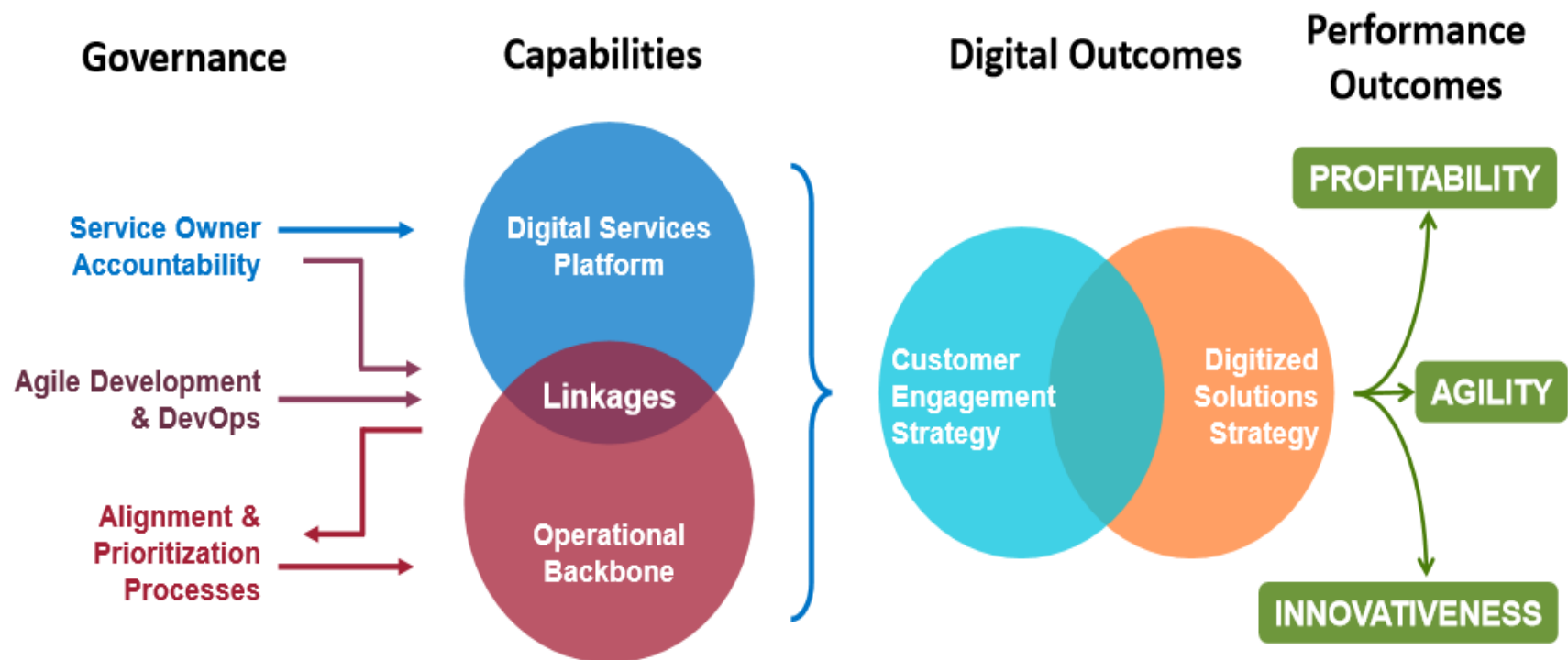
Key characteristics of an operational backbone
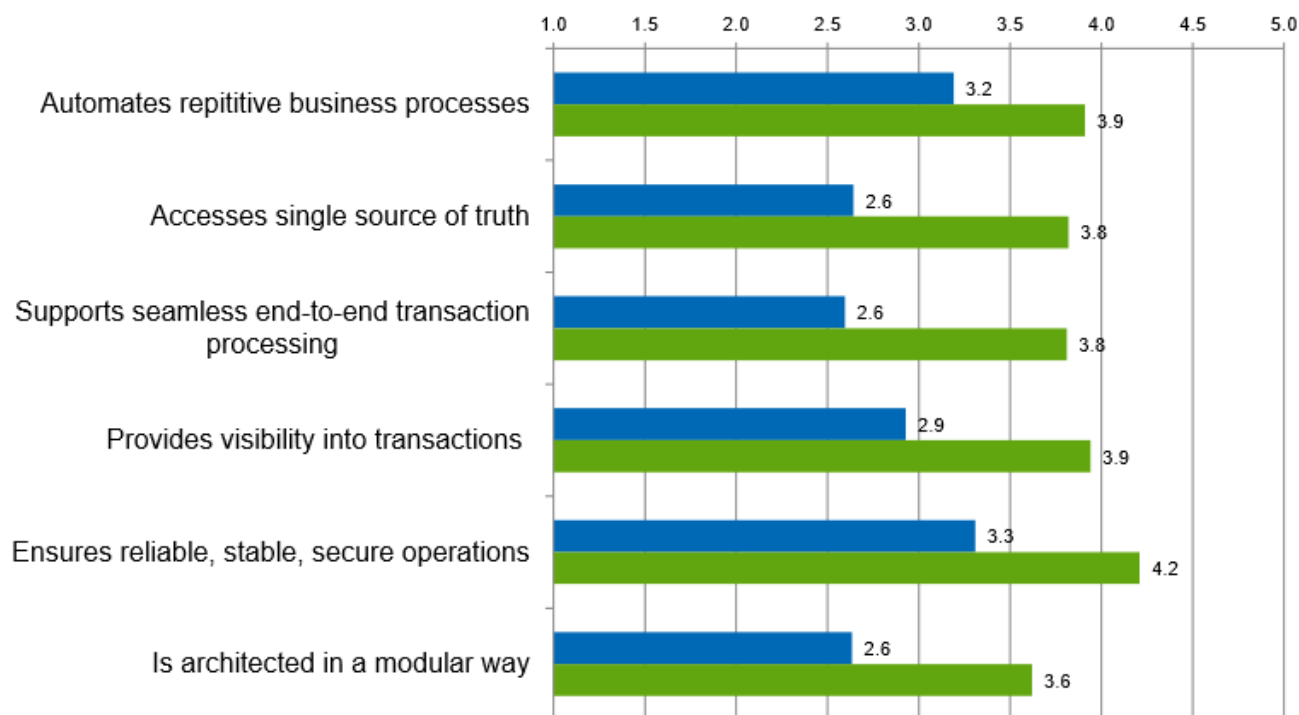
| | 1.0 | 1.5 | 2.0 | 2.5 | 3.0 | 3.5 | 4.0 | 4.5 | 5.0 |

Automates repititive business processes — 3.2 (Bottom Performers), 3.9 (Top Performers)

Accesses single source of truth — 2.6 (Bottom Performers), 3.8 (Top Performers)

Supports seamless end-to-end transaction processing — 2.6 (Bottom Performers), 3.8 (Top Performers)

Provides visibility into transactions — 2.9 (Bottom Performers), 3.9 (Top Performers)

Ensures reliable, stable, secure operations — 3.3 (Bottom Performers), 4.2 (Top Performers)

Is architected in a modular way — 2.6 (Bottom Performers), 3.6 (Top Performers)

Bottom Performers
Top Performers

Source: Survey of 171 senior executives, August 2016. Respondents were asked to describe these characteristics of their digital foundations on a scale of 1 (not at all) to 5 (best in class). High and low performers represent top and bottom quartile on 2 measures of agility and 2 measures of innovativeness.

Key characteristics of a digital services platform

	Bottom Performers	Top Performers
Repository of reusable biz services	2.1	3.5
Repository of reusable tech services	2.4	3.5
Supports partner created services	1.9	3.3
API accessible to external partners	2.0	3.0
API accessible to internal partners	2.2	3.3
Repository for analyzing sensor data	1.7	3.2
Repository for analyzing social media data	1.9	3.0
Leverages a cloud-based platform (PaaS)	2.2	3.4
Leverages open-source software	2.4	3.5
Facilitates experiments A/B testing	2.3	3.5

Key characteristics of digital linkages

MIT CISR

| | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 |

Allows digital services to access customer master data
1.9
3.6

Allows digital services to access product master data
2.1
3.6

Links digital services to our transaction processing systems
2.3
3.6

Bottom Performers
Top Performers

Source: Survey of 171 senior executives, August 2016. Respondents were asked to describe these characteristics of their digital foundations on a scale of 1 (not at all) to 5 (best in class). High and low performers represent top and bottom quartile on 2 measures of agility and 2 measures of innovativeness.

To become digital, Lego's platforms expanded beyond operational excellence

OPTIMIZATION
(Operational Backbone)

INNOVATION
(Digital Services Backbone)

Supply Chain

HR

Manufacturing

PLM

Open IT (Cloud)

Ideas

Engagement

2004 — 2005 — 2006 — 2007 — 2008 — 2009 — 2010 — 2011 — 2012 — 2013 — 2014 — 2015

Ping An Direct – Customer Centric Digital Transformation initiative

Ping An Direct is an initiative started by Ping An Group in 2014 to capitalise on the potential of digital. The Business Unit is a digital retail financial service business providing insurance (P&C and Life), personal financing and investment products through telemarketing, internet, mobile apps and social media. Ping An Direct is now the market leader with 14.7Mn customers and 50,000 employees.

Started as a channel development business unit in 2004, it has since evolved into the largest digital sales ecosystem in China for Ping An Group. Today, Ping An Direct provides Chinese consumers with an array of financial services products including motor insurance, non motor insurance, life insurance, personal loans, and investment products through a variety of online channels such as internet, mobile, social media, telemarketing and smart ATM's.

Ping An Direct has a mature marketing platform that includes tools for big data analytics, customer & behavior segmentation, dynamic pricing, scoring and propensity models. Customer Intelligence is at the core of Ping An Direct's profitable growth engine and they have built a best in class customer intelligence / data analytics capability in China.

Customer Intelligence is at the core of Ping An Direct's profitable growth engine and they have built a best in class customer intelligence and data analytics capability in China.

Ping An Direct: Our Journey to Customer Centric Digital Business Transformation

PAD Integrated Architecture

สมาคมประกันวินาศภัยไทย
Thai General Insurance Association

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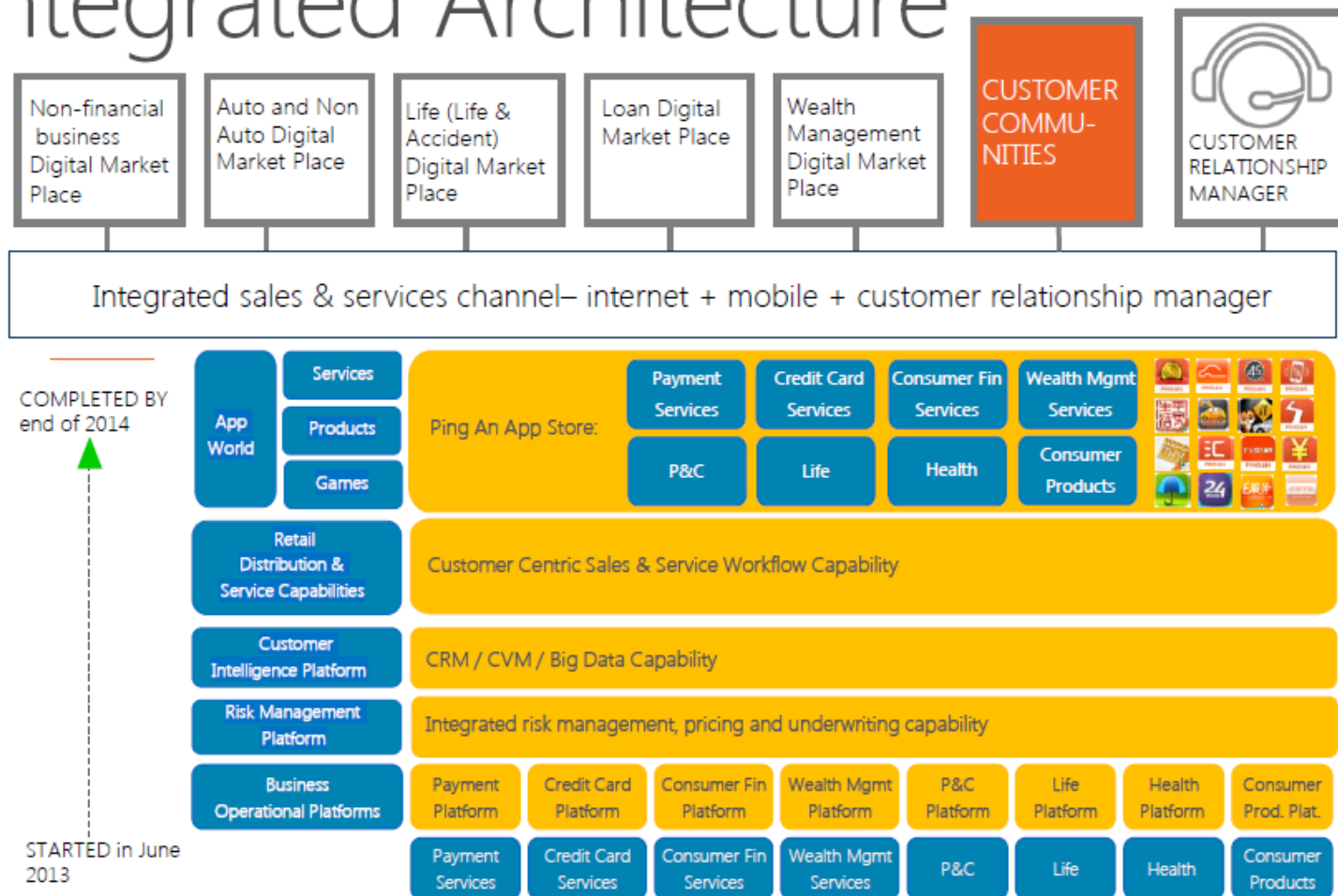
The industry has been slowly evolving over the past couple decades, adopting customer centric innovations from other financial services functions

What are the core capabilities of insurers today?

- Insurance is typically considered one of the functions within financial services where the adoption of innovation has been the slowest

- However, over the past decade many innovative practices such as digital channels and process automation have been gradually adopted by many insurers. This has been especially true in personal lines of business while large commercial lines have continued to focus on establishing a "personal touch" across the value chain

- Traditional broker / agent in-person distribution faces significant competitive pressures from digital channels in personal lines
- Distribution partnerships with banks and retailers through white-labelling and over-the-counter products have become increasingly popular

- In some geographies, customer-centric high-touch services have emerged to provide differentiated claims experience (e.g., rapid response teams)
- The adoption of digital channels has begun to replace manual time-consuming processes to empower customers and / or workforce

R&D/ Product Manufacturing	Distribution	Underwriting	Claims	Risk Capital & Investment Mgmt.

- Innovation labs within insurance companies are being established to combine brand and product managers with technological and analytical resources
- New products increasingly require integration with 3rd party data providers

- Advanced statistical models are being deployed to understand the correlation between measurable factors and risk (actuarial) using historical data
- A large portion of pricing risks with collected data (underwriting) has been automated over the years to improve accuracy and speed, especially with the advent of out-of-box solutions

- Insurers traditionally deploy their own capital and premiums collected to reserve funds for future claims and invest the rest in various classes of assets to earn investment income. They also reinsure a portion of their business to reduce exposure to catastrophic risks
- The amount of reserve capital required and allocation of investment assets allowed are mandated by regulatory bodies and limits insurers' underwriting capacity

Source : World Economic Forum

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A number of emerging forces will lead to pressure on the insurance industry across the value chain (1 / 2)

Key pressures across the insurance value chain

Advancing technologies, changing customer preferences and the market landscape are enabling a number of innovations and trends, which create pressure across the insurance value chain

e-Aggregators

Online aggregators that allow customers to compare prices and purchase insurance products online may displace traditional distribution channels as customer preferences change and more insurance products are commoditised (e.g., UK P&C market)

Entry of tech players

Technology providers with brand recognition and trust surpassing financial institutions may enter the insurance distribution market, leveraging their extensive data and distribution capability. Google acquired a UK e-aggregator BeatThatQuote charging insurers up to $54 per click

Securitization

Insurance linked securities such as catastrophe bonds are introducing new pools of capital providing fully collateralised coverage to insurers, outside of traditional re-insurance and insurance pools

R&D/ Product Manufacturing	Distribution	Underwriting	Claims	Risk Capital & Investment Mgmt.

Self-driving cars

Fully or partially self-driving cars are emerging leveraging smart sensors, connectivity and machine-to-machine communications. This will considerably reduce the risks associated with driving and may shift the principal of insurance from drivers to manufacturers

Sharing economy

As sharing economies emerge from pay-as-you-go rentals to shared vehicles and houses, the concept of ownership may radically change, challenging traditional insurance models developed based on one-to-one ownership structure

Entry of hedge funds

Driven by a low interest rate environment and access to premiums, hedge funds and alternative sources of capital are moving closer to the insurance value chain by setting up reinsurers, providing additional funding options for insurers

Impact on all insurers | Impact on P&C insurers

Source : World Economic Forum

As the result, the insurance value chain will be increasingly disaggregated in the future, changing the nature of the insurance business

Key characteristics of the future state insurance value chain

R&D/ Product Manufacturing → Distribution → Underwriting → Claims → Risk Capital & Investment Mgmt.

Disaggregation of Distribution

e-Aggregators and technology providers could disaggregate the distribution of underlined personal and small commercial policies and the ownership of customer relationships from insurers

Commoditization of Risks

As properties (home and auto) become safer and sharing economy homogenises risks, individual risks will be increasingly standardised and commoditised

Decoupling of Capital

A larger proportion of investment risks will be transferred outside of an insurance company as more alternative providers of capital (e.g., hedge funds) offer cost-effective options

- Customer loyalty to insurers will decrease as aggregators create distance between the individual and their insurer
- Erosion will occur in the competitive advantages from existing retail channels (e.g., agent force, brand)

- The importance of actuarial and underwriting capabilities will grow as other parts of the value chain are disaggregated
- Insurers' margins on personal and small commercial products will decrease

- Growth of insurers will be less constrained by their access to risk capital
- Increased underwriting capacity, transfer of catastrophic risks and commoditisation of risks may lead to decreased impact of insurance cycles

How will disaggregation across the value chain change the insurance landscape in the future?

Source : World Economic Forum

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Connected devices and platforms emerging across cars, homes and lifestyles present an opportunity to improve and expand the telematics insurance models

Drivers behind the emergence of connected devices

| Smarter, cheaper sensors | Internet-of-things | Communication protocols | Advanced analytics |

Innovations creating potential opportunities for the connected insurance model

1. Connected Cars

- Run on operating systems (apps can be installed) and are connected to the internet
- Gather and transmit information on every part of the vehicle
- Communicate with other cars to prevent accidents

SYNC Powered by Microsoft | GM | TESLA | CAR 2 CAR COMMUNICATION CONSORTIUM

2. Connected Homes

- Monitor key metrics (e.g., temperature) and automatically modify the environment accordingly based on learning
- Identify risk factors (e.g., smoke) and take adequate actions for prevention / triaging
- Communicate with the environment to adapt to surrounding environments

nest | NINJABLOCKS | SmartCity Kochi | wemo

3. Connected Lifestyles

- Quantify, track, monitor and manage daily activities through wearable devices
- Identify trends, patterns and recommendations based on quantified data
- Measure, track and analyse vitals relevant for specific conditions and illness

runtastic | UP24 | SCANADU | AliveCor
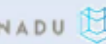
4. Standardised Platforms

- Increase interoperability; facilitate data gathering, management and utilisation; and improve coordination among connected devices

Apple CarPlay | Open Automotive Alliance | SmartThings

Key advantages

Easier utilization of data

Gathered data can be shared easily via connectivity and data-based services can be easily provided as apps through platforms (i.e., a tap to install and opt in)

Real-time communication

Data from vehicles, properties and individuals are gathered and analysed in real-time to provide timely, relevant insights and information to users

Mix-and-match of data

Data from multiple sources can be combined and analysed to create more comprehensive and accurate understanding of users

Source : World Economic Forum

Digital Insurance Strategic Plan

- Frictionless Experiences
- Seamless Integration
- Innovative Products & Services

- Core Business Process
- Master Data Management
- Resilient IT Infrastructure
- Digital Leadership
- Business Analytics

Enhancing Customer Experiences

Operational Efficiency

Collaboration and Growth

- Sustainable Business
- Co-created Innovation
- Knowledge Management Platform
- Open Innovation
- Digital Culture

Digital Capability Maturity Elements
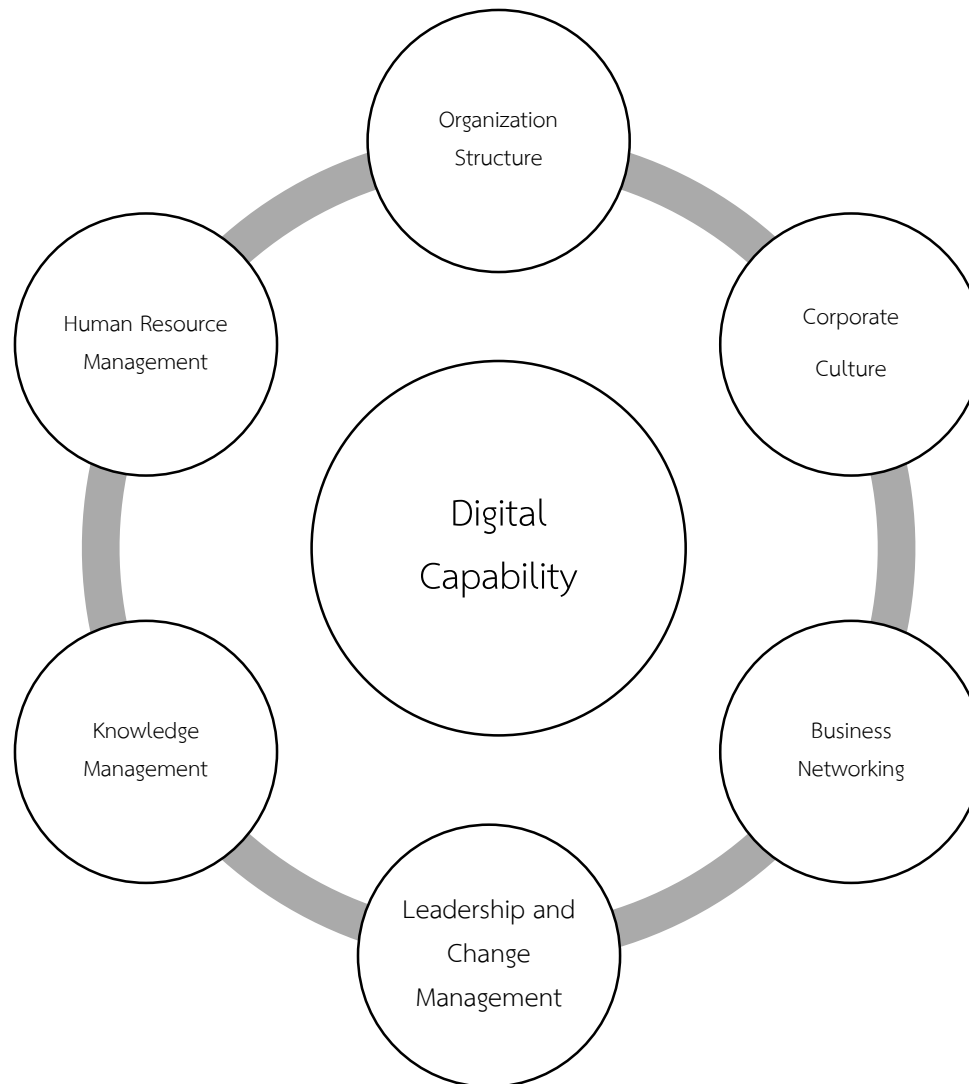
ปัจจัยการประเมินศักยภาพองค์กรนวัตกรรม	1	2	3	4	5
1. โครงสร้างองค์กร					
ความเหมาะสมของโครงสร้างองค์กรที่มีผลต่อประสิทธิภาพต่อการจัดการนวัตกรรมองค์กร					
2. ภาวะผู้นำ					
ลักษณะของภาวะผู้นำที่ส่งผลต่อกระบวนการจัดการนวัตกรรมองค์กรในแต่ละขั้นตอน					
3. การจัดการทรัพยากรมนุษย์					
แผนงานและการจัดการทรัพยากรมนุษย์ที่มีผลต่อการประสิทธิภาพการจัดการนวัตกรรมองค์กร					
4. วัฒนธรรมองค์กร					
วัฒนธรรม พฤติกรรมและบรรยากาศในการดำเนินงานขององค์กรที่มีผลต่อการจัดการนวัตกรรมองค์กร					
5. การจัดการความรู้					
รูปแบบและลักษณะการจัดการความรู้กับการสนับสนุนกระบวนการจัดการนวัตกรรม					
6. ยุทธศาสตร์					
การกำหนดยุทธศาสตร์และกลยุทธ์ที่ส่งผลต่อกระบวนการจัดการนวัตกรรม					

ขอบคุณครับ

Gather information | **Seek advice** | **Purchase policy** | **After sales service** | **Make claim**

Internet

Mobile

Social media

Agent/broker

Call centre

Retail branch/bank

Online search
Compare quotes
Browse reviews
Buy online
On-line customer survey
Fill out on-line claim request
Post rating and review

Targeted advert
Receive quote
Check with friends
Text/email confirmation
Renewal notification
Tweet review

Tweet review
Like

Approach agent
Buy through agent
Referrals to family/friends

Product-related call
Follow-up call
Report claim
Liaison with loss-adjuster

Request further information
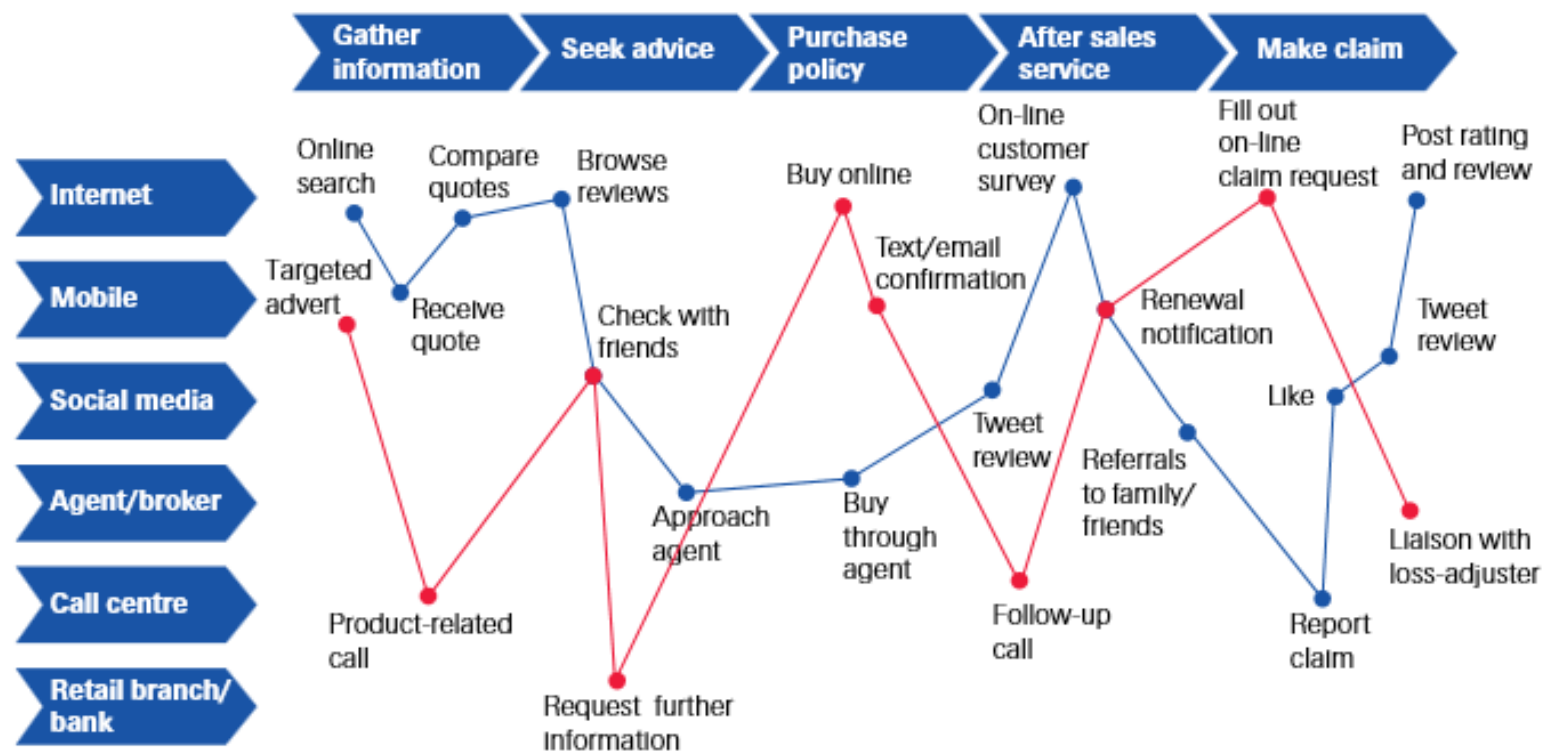
Note: The red line shows an example buying journey initiated by a mobile advert, and the blue line a purchase experience via online search.

Source: Swiss Re Economic Research & Consulting based on insights from "Powering the Cross-Channel Customer Experience with Oracle's Complete Commerce", Oracle (2012)

FACEBOOK'S TOP COUNTRIES AND CITIES

COUNTRIES AND CITIES WITH THE LARGEST ACTIVE FACEBOOK USER BASES

COUNTRIES WITH THE LARGEST NUMBER OF ACTIVE FACEBOOK USERS

#	TOP COUNTRIES	USERS	% TOTAL*
01	UNITED STATES	214,000,000	11%
02	INDIA	191,000,000	10%
03	BRAZIL	122,000,000	7%
04	INDONESIA	106,000,000	6%
05	MEXICO	76,000,000	4%
06	PHILIPPINES	60,000,000	3%
07	TURKEY	48,000,000	3%
08	THAILAND	46,000,000	2%
09	VIETNAM	46,000,000	2%
10	UNITED KINGDOM	42,000,000	2%

CITIES WITH THE LARGEST NUMBER OF ACTIVE FACEBOOK USERS

#	TOP CITIES	USERS	% TOTAL*
01	BANGKOK	24,000,000	1.3%
02	MEXICO CITY	19,000,000	1.0%
03	DHAKA	16,000,000	0.9%
04	JAKARTA	16,000,000	0.9%
05	ISTANBUL	14,000,000	0.7%
06	CAIRO	13,000,000	0.7%
07	SÃO PAULO	12,000,000	0.6%
08	NEW DELHI	12,000,000	0.6%
09	LIMA	11,000,000	0.6%
10	HO CHI MINH	9,700,000	0.5%

SOURCES: EXTRAPOLATION OF FACEBOOK DATA, JANUARY 2017. *NOTE: "% TOTAL" REPRESENTS THE PERCENTAGE SHARE OF TOTAL GLOBAL FACEBOOK MONTHLY ACTIVE USERS.

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Source : Hootsuite

AVERAGE E-COMMERCE REVENUE PER USER
AVERAGE TOTAL AMOUNT SPENT ON E-COMMERCE PURCHASES BY EACH E-COMMERCE USER IN 2016, IN UNITED STATES DOLLARS

JAN 2017

Country	Value
UNITED KINGDOM	$2,033
UNITED STATES	$1,630
CANADA	$1,052
GERMANY	$1,050
SINGAPORE	$1,022
FRANCE	$992
JAPAN	$921
HONG KONG	$861
AUSTRALIA	$815
GLOBAL AVERAGE	$733
CHINA	$710
SPAIN	$687
SOUTH KOREA	$633
ITALY	$555
SAUDI ARABIA	$465
RUSSIA	$337
POLAND	$327
ARGENTINA	$318
BRAZIL	$274
INDONESIA	$228
THAILAND	$212
MEXICO	$210
TURKEY	$170
SOUTH AFRICA	$136
INDIA	$118
MALAYSIA	$64
VIETNAM	$55
PHILIPPINES	$33

95

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Source : Hootsuite