Communication Trends in the German Insurance Industry 2026

Findings from an industry survey on communication challenges, emerging topics and transformation needs

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WHO TOOK PART?

Survey of professionals and executives in the German insurance industry

Number of participants: 27 – Survey period: 22 Sept to 23 Oct 2026

The results primarily reflect the views of professionals and executives in communications and marketing.

56%

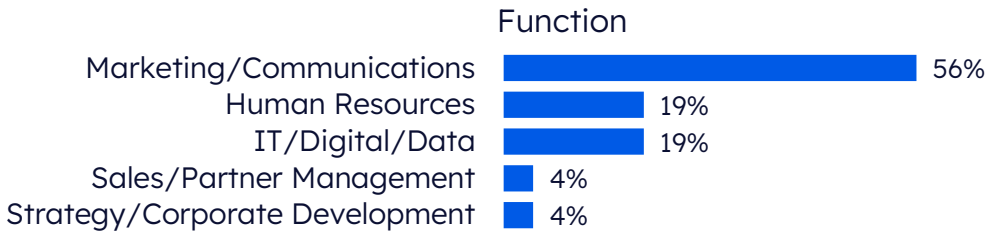
of respondents work in marketing/communications.

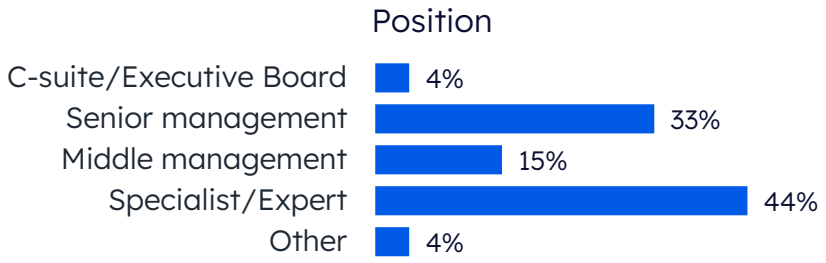
48%

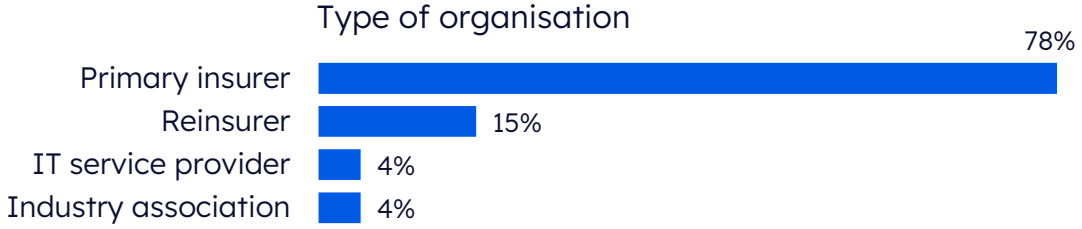
of respondents are in senior or middle management.

78%

of respondents work for a primary insurer.







FINDINGS

AI, leadership and culture are setting the communications agenda

1 AI and digitalisation dominate the insurance industry's agenda

For 85% of respondents, AI, digitalisation and innovation are the biggest challenge facing their organisation, followed by leadership & culture (48%). Other topics such as regulation, risk or the product portfolio are mentioned but currently play a much smaller role.

2 In day-to-day work, leadership, culture and change are coming to the fore

At an individual level, too, AI/digitalisation remains the top issue (78%). At the same time, leadership & culture (63%) is gaining significantly in importance. In their daily work, respondents are more concerned with change processes than with traditional regulatory or subject-matter issues.

3 The biggest communication gaps lie in profile, leadership and societal relevance

Leadership & culture (33%) and positioning and thought leadership (33%) are cited most often. The insurance industry's role in society (30%) is also frequently seen as under-communicated. While AI shapes the agenda, it is comparatively rarely seen as a communication gap.

4 Future communication needs clearly centre on AI and leadership

At 78%, AI/digitalisation is named the most important communication topic for the next twelve months, followed by leadership & culture (48%). Transformation and positioning in particular are also becoming more important.

KEY TAKEAWAYS

Where communications should focus now

1 AI needs less explaining and more direction

AI is both the biggest organisational challenge and by far the most important communication topic for the next twelve months. Going forward, the task is less about explaining the technology and more about providing direction: what does AI actually mean for employees, customers and the business model?

2 Transformation stands or falls with leadership and culture

While AI sets the agenda, it is leadership, culture and change that people are most concerned with. This shows that successful transformation depends not only on technology or processes, but on whether leaders communicate change credibly and bring employees along with them.

3 Relevance alone is not enough – it also has to be visible

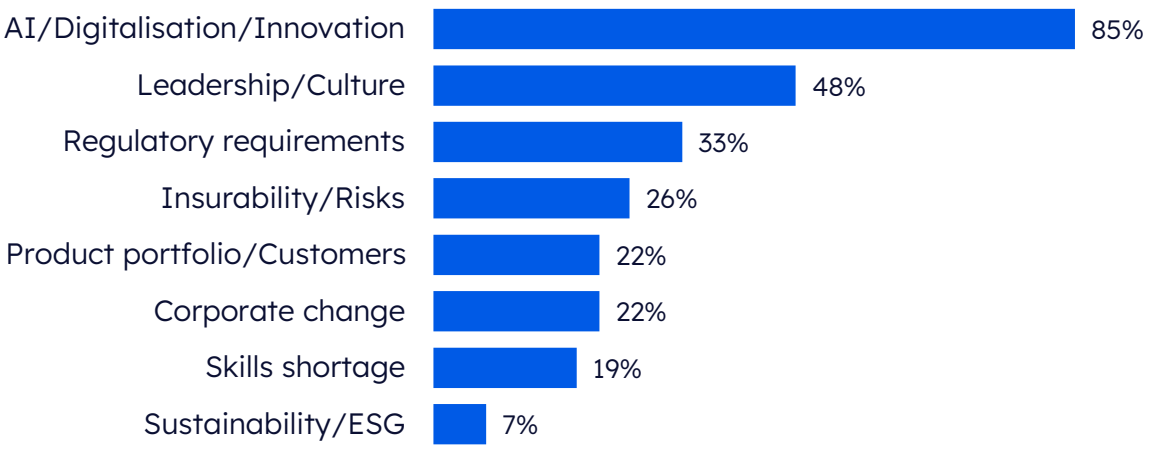
In respondents' view, positioning, thought leadership and the insurance industry's role in society are among the biggest communication gaps. Alongside the transformation of the business, a further question is increasingly coming to the fore: how can the industry communicate its contribution to the economy and society more visibly and with a sharper profile?

4 Communications leaders are becoming translators of change

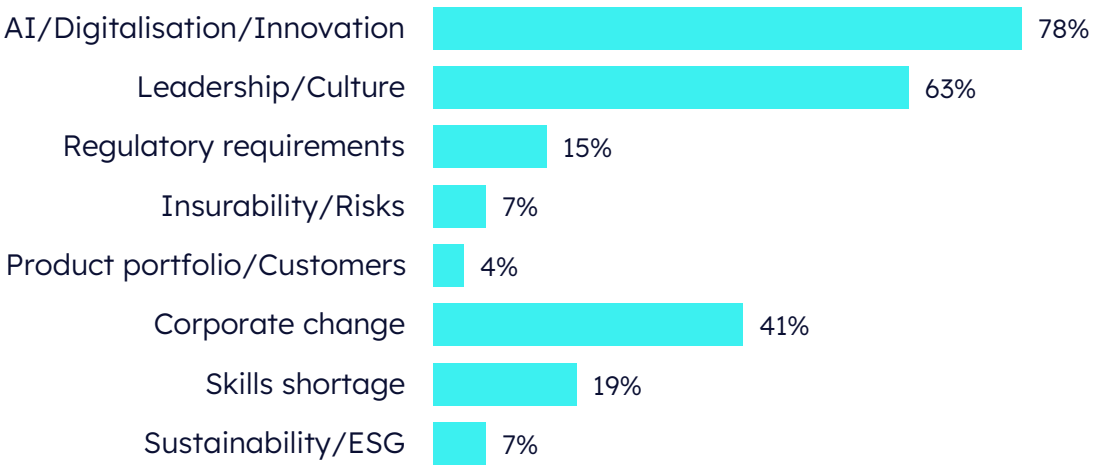
The findings point to a growing role for communications: it should not just inform, but make technology, transformation and strategy easy to understand. What is needed is context, a sense of purpose and trust – especially where AI, corporate culture and change intersect.

The questions (I)

What are currently the biggest challenges facing your organisation as a whole?*



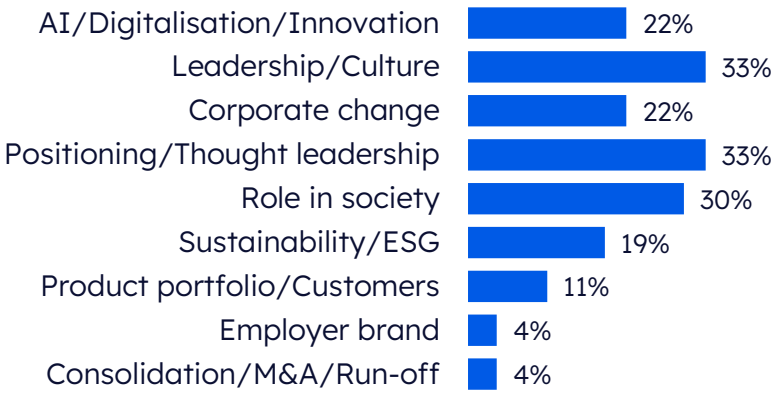
Which topics are you most concerned with in your own area of work at the moment?*



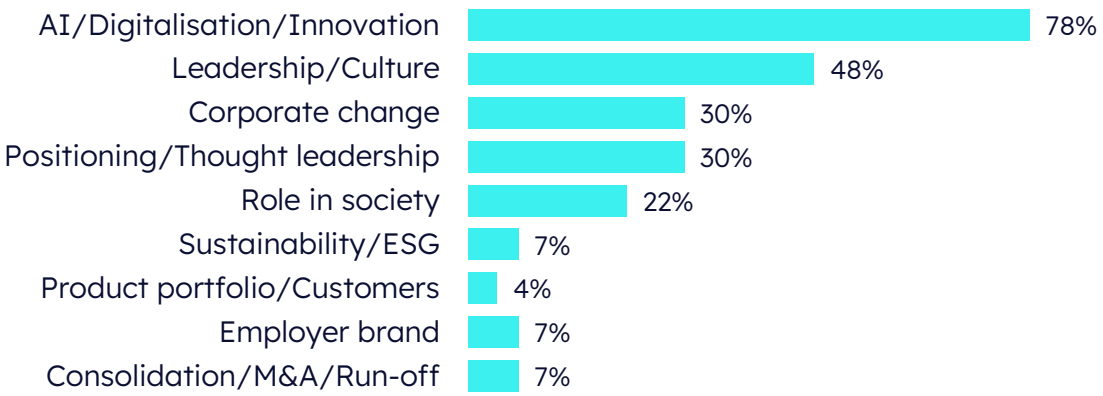
**Respondents could select up to three answers.*

The questions (II)

In your view, which communication topics are currently not getting enough attention in your company?*



For which of these topics do you expect the greatest need for communication over the next 12 months?*



**Respondents could select up to three answers.*

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