

Yulife (2019, LBS)

- *Full Name of the Case:* Yulife: Redefining life insurance
- *Teaching Note Available?* Yes
- Case is available through Harvard Business Publishing (product #: LBS227-PDF-ENG)

YuLife is a UK company founded in 2016 that offers companies life insurance for their employees. It has an app that is modeled after software games and offers end-users wellness incentives (for example, physical activity is rewarded with “yu coins” that can be redeemed for awards such as Amazon gift cards). The key value proposition of Yulife centers on focusing life insurance on life, not on death.

The case is set in 2017, after YuLife closed its first round of VC seed funding. It provides background on the existing life insurance industry in the UK, which YuLife sets out to disrupt, then describes how YuLife’s innovative business model differs from that of incumbent industry players. In its main part, the case discusses two important and interconnected implementation challenges facing YuLife. The first challenge was finding the right industry partner, who would help with designing and underwriting the insurance (either a big player like AIG or a smaller provider). Its second challenge was how to approach its software solution, i.e. build its own solution from scratch, or use an existing insurance provider’s solution.

Students will find this an interesting example of a technology-driven startup with a refreshing take on insurance that values the experience of users (who have been neglected or ignored in the incumbent model).

The case can be assigned with **Chapter 11** (BMI implementation challenges in startups), but it also lends itself well for discussions of industry disruption through innovative business models (**Chapter 4**) or value propositions for the various stakeholders of a business model (**Chapter 8**).