Managing risk in an interconnected world

Commercial Risk Europe talks to **Alberto Bellomi**, managing director of HDI Global Italy, about the growing interconnectedness of corporate risks, the importance of high-quality risk information and why tailored insurance solutions require close collaboration between clients, brokers and insurers.

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Alberto Bellomi, managing director of HDI Global Italy

The greatest challenge facing Italian corporates today is no longer a single risk. Rather, it is understanding how different exposures interact, and building insurance solutions that help manage those interconnections.

This is according to Alberto Bellomi, managing director of HDI Global's Italian operation. "It is a broad shift we have seen among our industrial and corporate clients in Italy. They are tied into international supply chains, meaning geopolitical tensions, increasingly sophisticated cyber threats and supply chain concentration can impact them simultaneously."

For a corporate and specialty insurer like HDI Global, the response to this increasingly interconnected risk environment is not simply to provide capacity, but to develop tailor-made insurance solutions that reflect clients' evolving risk profiles. This requires technical expertise, underwriting discipline and a deep understanding of how different exposures interact across an organisation.

"Our ambition is to work alongside our clients as a long-term partner, combining technical expertise, underwriting discipline and a clear understanding of their business and risk environment," said Bellomi.

Multinational solutions

Many Italian companies now require insurance solutions that extend well beyond their domestic operations. As a result, demand for multinational programmes has continued to grow.

To support these requirements, HDI Global has continued to invest in its global network and servicing capabilities. Today, the insurer is able to support multinational insurance programmes in more than 200 countries and territories worldwide, and manages approximately 5,400 multinational programmes for clients operating across international markets.

For Bellomi, growing demand for multinational programmes reflects a broader rise in client sophistication.

"Our clients are not always dedicated risk or insurance managers. Some of them are CFOs, for example. But they all want to reduce their risk and are increasingly open to a more sophisticated risk dialogue with their brokers and insurers, including discussions around risk engineering, multinational solutions and broader risk transfer strategies," he said.

As risks become increasingly interconnected, insurers must be able to assess exposures across traditional insurance lines rather than in isolation. This requires an underwriting approach that recognises how geopolitical, cyber, climate and operational risks can reinforce one another and affect a company's overall risk profile.

Bellomi's Italian team has responded by strengthening collaboration between underwriting, sales, claims and risk engineering specialists, while bringing property and casualty expertise closer together. This

approach helps accelerate decision-making and enhances the insurer's ability to assess complex and interconnected corporate risks.

A key element of this approach is helping clients gain a clearer understanding of their individual risk profiles, said Bellomi. While large multinational corporations often have extensive internal risk management frameworks, many mid-sized firms face increasingly complex exposures with fewer specialist resources at their disposal.

To support these clients, HDI Global has developed tools that improve risk visibility and facilitate more informed discussions between clients, brokers and underwriters.

One example is Cyquins, HDI Global's cyber risk assessment solution for the mid-market segment. The platform helps companies better understand their cyber exposures, providing valuable insights that support the development of bespoke insurance solutions tailored to individual risk profiles.

Another example is HDI ARGOS 4.0, a software solution developed by HDI Global for natural catastrophe risk assessment. The tool helps clients and underwriters gain a deeper understanding of potential nat cat exposures and supports more informed risk management and underwriting decisions.

According to Bellomi, the ultimate objective is to enable clients, brokers and underwriters to engage in a more open and data-driven risk dialogue.

"The objective is transparency: sharing data openly so that companies can identify vulnerabilities, better understand their risk profile and make informed decisions well before a market renewal takes place," he said.

As risk landscapes become more complex, Bellomi believes the quality of risk information has become more important than ever. Insurance market discussions often focus on pricing and capacity. For HDI Global, however, effective underwriting begins with a thorough understanding of the underlying exposures.

High-quality data and open information-sharing enable insurers to assess risks more accurately and help clients develop insurance solutions that appropriately reflect their individual risk profiles.

This exchange of information becomes particularly important when addressing complex exposures such as cyber risks or natural catastrophes, where standardised approaches often fail to capture the specific characteristics of an individual business.

"In these scenarios, we need transparency because these are complex risks that require individual assessments rather than blanket exclusions," said Bellomi. "Our objective is to explain what is insurable and what is not, and why, rather than making broad assumptions."

For Bellomi, this approach underpins successful long-term client relationships.

"We bring clients to the final decision through open dialogue and a continuous exchange of information. The objective is always to ensure that they understand both the opportunities and the limitations of the insurance solution."

Long-term risk financing

Another notable market development has been the growing use of captives, particularly during periods when capacity was constrained in certain lines. However, as capacity has returned to many markets, captives are increasingly being viewed through a longer-term strategic lens.

For Bellomi, this reflects a broader shift in how companies approach risk financing.

"Companies may transfer less risk through their captives today than they did during more challenging market conditions, but captives remain an important long-term risk financing tool," he said.

Bellomi sees this as a positive development. "A captive demonstrates a company's commitment to risk management," he said. "If organisations are prepared to retain more risk, it shows confidence in their own risk governance and prevention measures. It also typically goes hand in hand with a high level of transparency and strong risk information during the renewal process."

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Nevertheless, certain risks can challenge the capacity of both captives and the commercial insurance market. This is particularly relevant for systemic exposures such as cyber and natural catastrophes, where loss events can affect large numbers of organisations simultaneously.

In some cases, insurers may be able to structure solutions for these risks, but the associated pricing can make such coverage economically unattractive for many companies. This has intensified discussions in Italy, as elsewhere in Europe, about public-private partnerships and other mechanisms designed to complement private market capacity.

In these cases, governments and insurance markets increasingly work together through pools and other state-supported mechanisms designed to address risks that are difficult for the private market to absorb alone.

For Bellomi, however, such arrangements should never replace sound risk management.

"Whatever the source of the risk capital, the incentive for risk management and prevention has to remain," he said.

Italy provides a good example of this evolving landscape. The country's state-backed natural catastrophe framework is increasing awareness of nat cat exposures and encouraging greater resilience among businesses, while preserving an important role for insurers, brokers and risk managers.

"It is a developing area of risk management for the Italian market," said Bellomi. "But the central focus must always remain on risk prevention, mitigation and disciplined underwriting."

Ultimately, Bellomi believes sustainable growth remains the key objective in an increasingly unpredictable risk landscape.

"We want to grow both profitably and sustainably alongside clients who value technical expertise, transparency and long-term partnerships over purely transactional relationships," he said.

In an increasingly interconnected risk landscape, Bellomi's conclusion is clear: resilience depends not only on the availability of capacity, but on combining high-quality risk information, technical expertise and open dialogue to develop tailor-made insurance solutions that stand the test of time.