

# Metrics That Move Markets: Proving Your Risk Program's Value

## SPEAKERS

**Jeff Hauf**

VP, Risk Management

**Reimagined Parking**

CONNECTING RISKS THAT MATTER

2025 **KOnnect**



# Agenda – Metrics that Move Markets

- About Me
- About Reimagined Parking
- The CEO Question – Why should we invest in Risk Management?
- The Problem with Compliance Metrics
- The Shift: From Activity to Impact
- Framework: Building Value-Driven Metrics
- Case Studies / Examples
- Storytelling with Analytics
- The Future of Risk Metrics
- Wrap up & Call to Action



# About Me

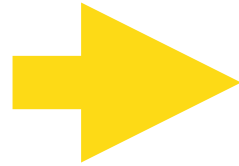


- My Family – the Haufs
- My Hobbies – Basketball, Exercise, Golf, the Packers
- My Service – Marine Corp
- My Career – 20 Yrs in Risk Management, Claims, Insurance - [Jeffrey Hauf | LinkedIn](#)

“I’ve spent my career proving that Risk Management isn’t just a cost center – it’s a growth enabler”



## REIMAGINED PARKING



### REIMAGINED PARKING



MUNICIPALITIES  
& VALET  
OPERATIONS



HEALTHCARE  
OPERATIONS



AIRPORT  
OPERATIONS



HOSPITALITY  
& TURNOVER  
SERVICE



PARKING  
MANAGEMENT

**A privately held provider of parking, valet, shuttle, and mobility solutions.**

- Operating across major urban centers, airports, healthcare facilities, and hospitality venues.
- With a forward-thinking leadership team and a presence in over 500 cities
- Redefining the role of parking services by transforming static lots into dynamic, service-forward access points.
- Seamlessly supporting mobility, digital integration, and a premium guest experience.

# OVERVIEW

- By using a continuous improvement framework.
- By treating safety as a growth-driver and not as a compliance task.
- By integrating safety into the core of all of our operations.
- With a disciplined, and empowered workforce.

How does Reimagined Parking use Safety as a Strategic Growth Driver





# The CEO Question

Why should we invest in Risk Management?

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# The Hidden Costs of Risk



“If insurance covers the loss,  
why invest more in prevention?”

## **Direct Costs**

Claims, premiums,  
deductibles

“If we reduce claims, do we need all  
of our claims team?”

“Why spend on audits if issues  
will never go to zero or nothing  
changes?”

“Isn’t safety just common sense?  
Why do we need programs for it?”

## **Indirect Costs**

Downtime, lost productivity,  
staff turnover

“Isn’t it just a cost center?”

“If risk management is working,  
why do premiums keep going up?”

## **Strategic Impact**

Reputation, client  
trust, lost revenue

“Couldn’t we just vendor out  
the claims process?”

“How does risk management  
actually impact revenue growth?”

“How do we measure risk  
when nothing bad happens?”



# Checklists Don't Inspire Confidence

The Problem with Compliance Metrics

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# The Compliance Trap

## What We Often Report

- ✓ % of Audits Completed
  - ✓ Audit Score
- ✓ % of Safety Trainings Held
- ✓ Incident to Claim Conversion Rate
- ✓ 24HR Claimant Contact
- ✓ Attorney Rep / Litigation %
- ✓ Closing Ratio
- ✓ Avg Days Open
- ✓ Avg TTD Days
- ✓ Avg Paid

## What Leaders Actually Care About

- ✓ Number of CAPAs completed / impact
- ✓ Reduction in claims frequency/ severity
- ✓ Dollars Saved / Revenue Protected
- ✓ Impacts on Insurance Renewal
- ✓ Impacts on Actuarial Process
- ✓ Impact on Net Income
- ✓ Stronger client satisfaction/retention

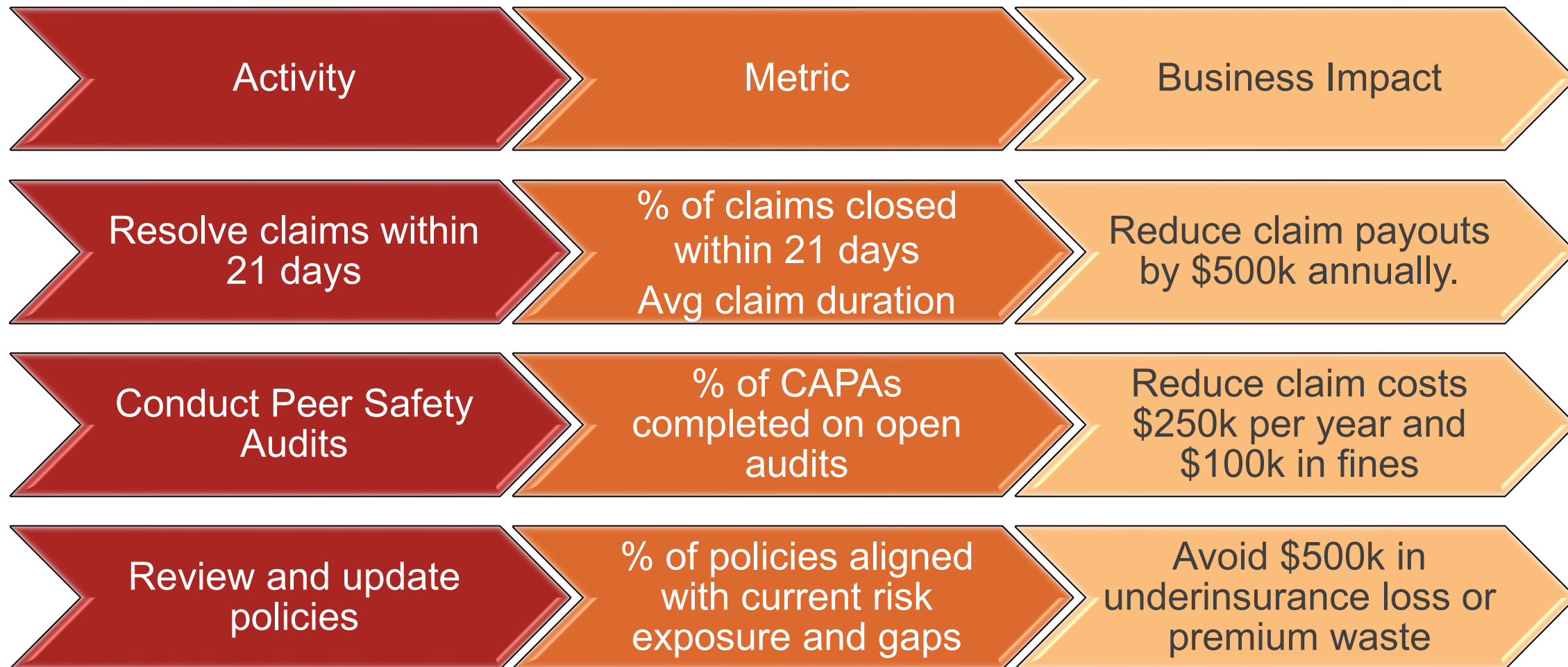
***“Compliance-only reporting makes risk a cost center. Executives see audits completed, policies updated — but not how those things save money, protect customers, or build resilience. Our challenge is to translate activities into outcomes.”***

# Activity KPIs vs Impact KPIs

The Shift: From Activity to Impact

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# From Activity to Impact



**“Connect the dots from audits, claims, controls to business outcomes.”**



# 4 Steps to Prove Risk's Value

Framework: Building Value-Driven Metrics

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# Framework: Steps to Prove Risk's Value



# Framework: Steps to Prove Risk's Value





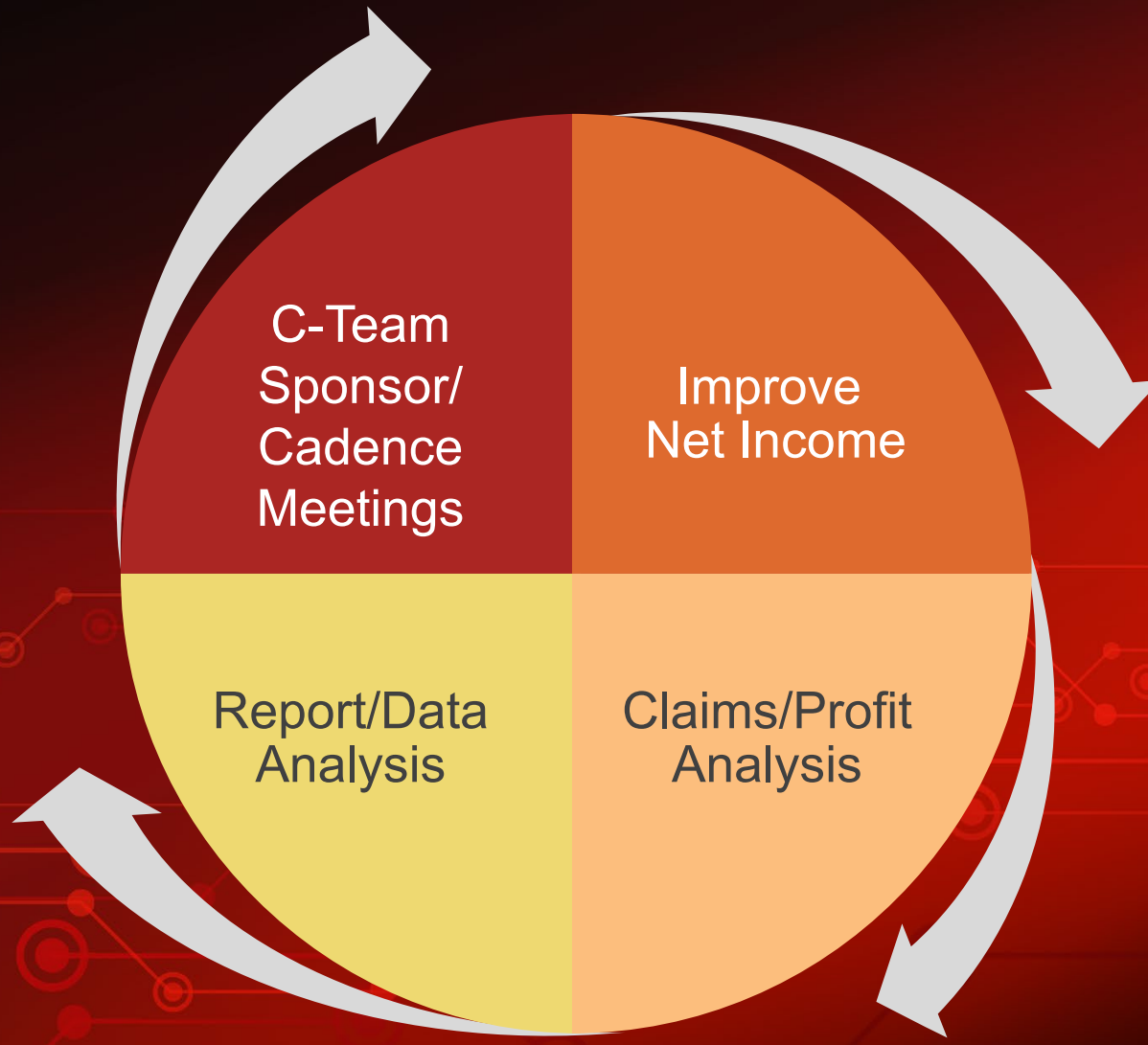


# From Metrics to Market Impacts

Case Studies

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# Case Study: Loser Lots



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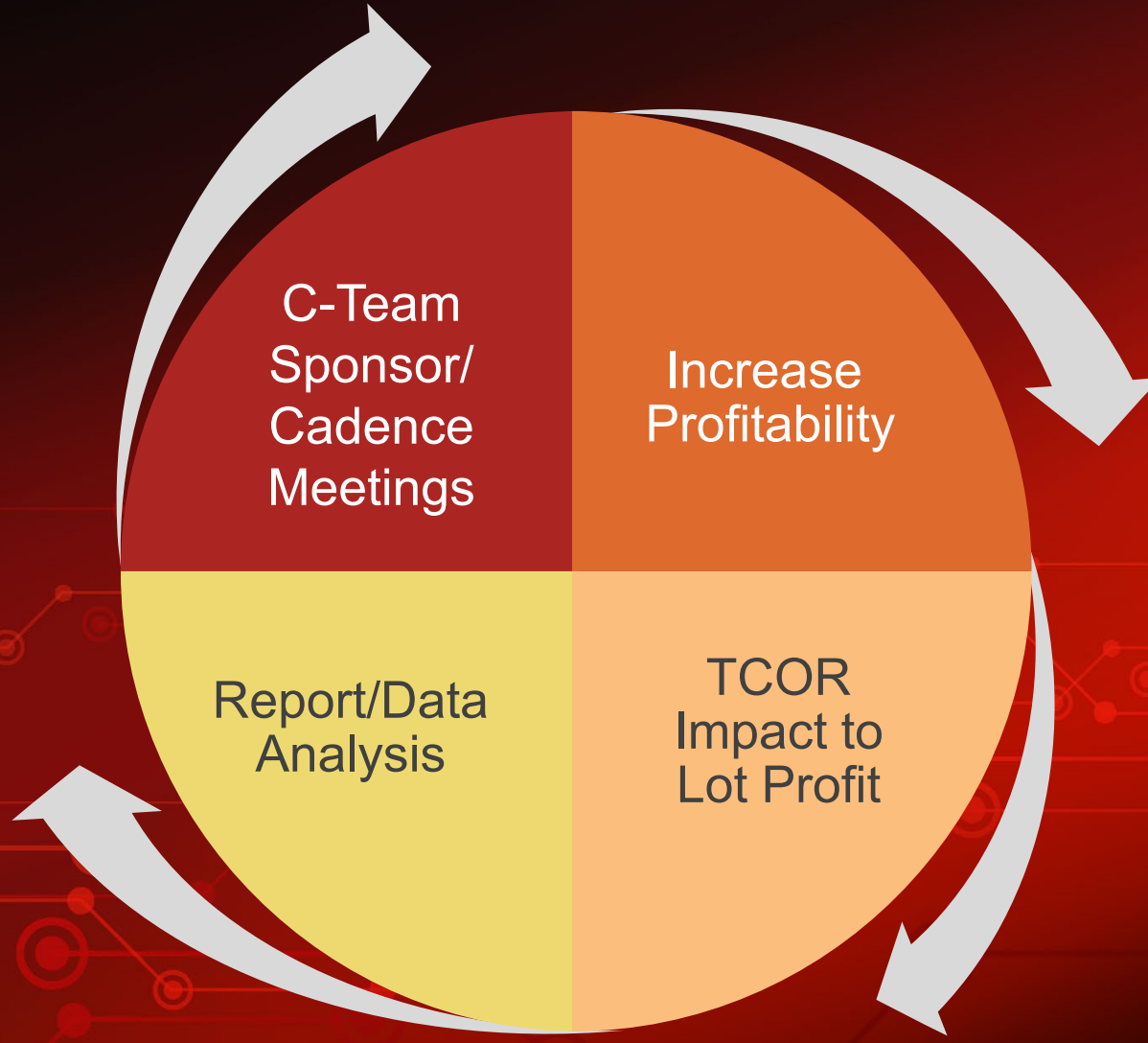
# Case Study: Loser Lots

- **Hidden Loss Discovery**
  - Claims expenses backed out of lot financials created illusion of profitability.
- **Data-Driven Risk Assessment**
  - Used Riskonnect tools to survey vehicles, create valuations, integrate claims with profit data.
- **Enhanced Analytics Framework**
  - Combined claims history with profit metrics using regional dashboards for risk visualization.
- **Portfolio Optimization Strategy**
  - Renegotiated or exited high-risk deals, transforming reactive to proactive risk management.
- **Measurable Business Impact**
  - **50%** reduction in SF claims since 2023, generating millions in savings and improved profit.





# Case Study: Insurance = Revenue Center > Cost Center





# Case Study: Revenue Center > Cost Center

- **The Problem**

- Premium/claims charged based on Sales/Labor/Vehicle Count created pricing inequities and profit erosion.

- **Use Your Tools and Develop Process**

- Leveraged hierarchy attributes, claims history, and data wizard to build comprehensive risk profiles.

- **Enhanced Analytics Framework**

- Developed risk ranking system with weighted scores to create fair allocation model for insurance costs.

- **Results Tell the Story**

- Launched new model transforming insurance from cost center to profit center with competitive advantages.

- **Business Impact**

- Created sustainable framework for risk-based pricing and improved client retention through fair allocation.



# Case Study: Safety Ambassador Program & Regional EVP Leadership Cadence Calls



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# Case Study: Safety Ambassador Program & Regional EVP Leadership Cadence Calls



- **The Problem**
  - Field executives unaware of regional claims costs and available safety tools/implementation methods.
- **Use Your Tools and Develop Process**
  - Built **750+** reports/dashboards across US/CAN regions. Used data to drive regular leadership meetings.
- **Prepare Reporting/Key Insights**
  - Automated claims/audit dashboards to EVPs/Ops teams. Created before/after visuals for presentations.
- **Results Tell the Story**
  - **34%** claims reduction CY 23-24 with additional **10%** likely CY 24-25. **\$2.5M** total damage savings.
- **Strategic Transformation**
  - Converted data reporting into proactive field engagement and safety culture transformation tool.



# Case Study: Peer Safety Audit Program w/ Claims Team as CAPA Owners



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# Case Study: Peer Safety Audit Program w/ Claims Team as CAPA Owners



- **The Problem**

- South Florida market led company in frequency/severity. Locations not following policies or aware of risks.

- **Use Your Tools and Develop Process**

- Built safety audit system with operations buy-in. Repurposed Claims Team to audit non-100% locations.

- **Prepare Reporting/Key Insights**

- Automated claims/audit dashboards to EVPs/Ops teams. Created visual before/after presentations.

- **Results Tell the Story**

- SF market frequency/severity down **50%** since CY 2023. Millions in savings through reduced claims costs.

- **Process Innovation**

- Created peer audit system where RVPs assign cross-location audits, ensuring independent risk assessment.



# Case Study: Zero Curb Initiative



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# Case Study: Zero Curb Initiative

- **The Problem**

- Thousands of customer claims from tripping/falling over curbs entering stores with inconsistent design.

- **Use Your Tools and Develop Process**

- Uploaded facilities data, analyzed claims trends, piloted curb removal showing 50+ trip reductions.

- **Prepare Reporting/Key Insights**

- Created before/after visuals demonstrating impact of curb removal on customer safety metrics.

- **Results Tell the Story**

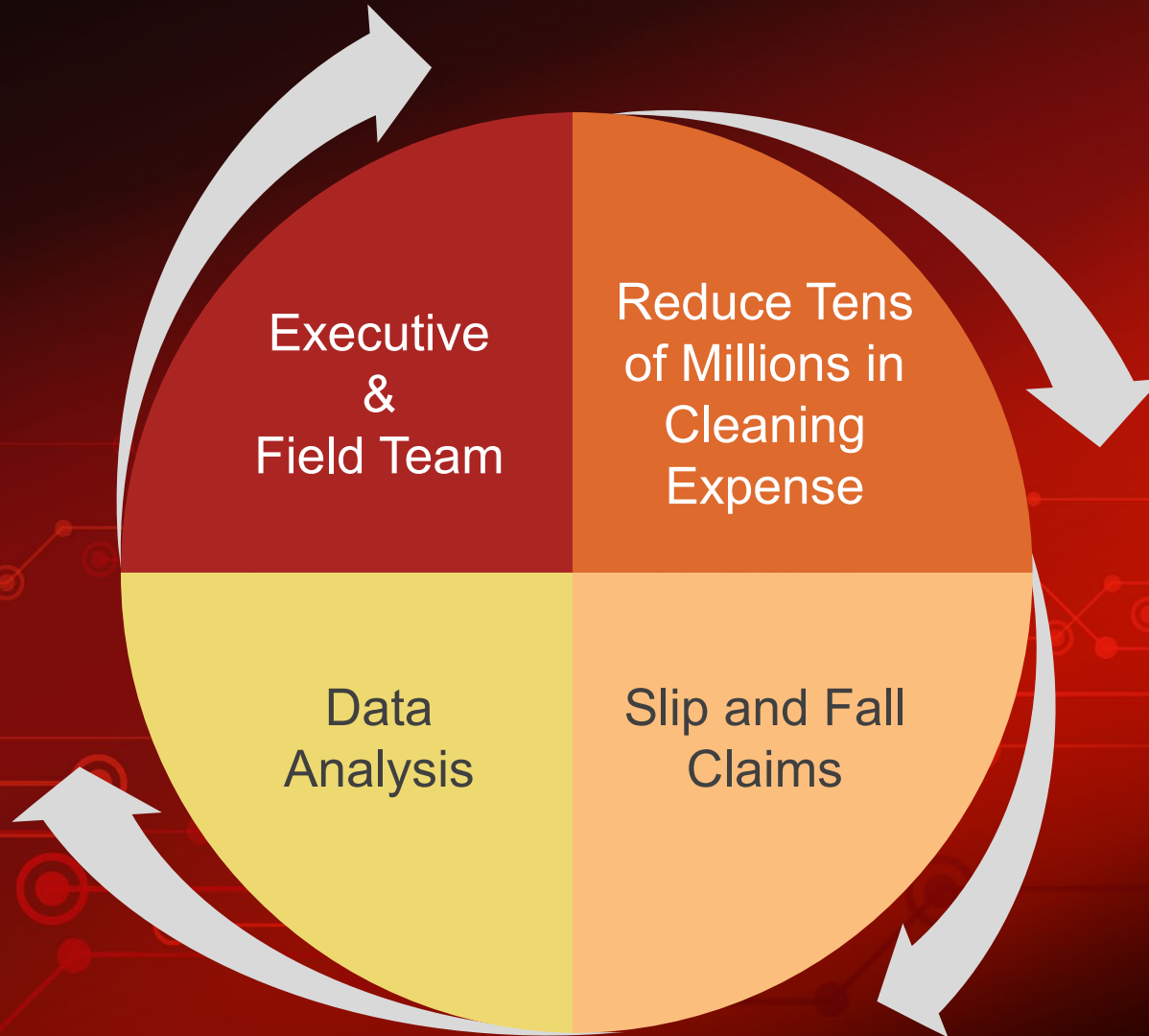
- Millions in savings through systematic curb removal during capital projects (30 locations/year).

- **Innovation Pipeline**

- Expanded to multiple pilots: anti-slip solutions, new carts, wayfinding, fixtures, and store redesign.



# Case Study: Shared Clean Program



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# Case Study: Shared Clean Program

- **The Problem**
  - \$9M cleaning coverage reduction needed while maintaining slip/fall risk transfer to cleaning vendors.
- **Use Your Tools and Develop Process**
  - Analyzed claims data by day/time/region. Partnered with Facilities for strategic coverage timing.
- **Prepare Reporting/Key Insights**
  - Created before/after visuals for Shared Clean Program rollout tracking by state implementation.
- **Results Tell the Story**
  - Millions avoided in new claims costs while maintaining adequate coverage during high-risk periods.
- **Strategic Risk Balance**
  - Optimized cleaning schedules based on data while preserving contractual risk transfer mechanisms.



# Case Study: Predictive Modeling – Risk Score / Litigation Heat Map/ Attorney Rep Heat Map



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# Case Study: Predictive Modeling – Risk Score / Litigation Heat Map/ Attorney Rep Heat Map



- **The Problem**
  - Closed/minimal claims escalating to high-value litigation costing company significant claims expense.
- **Use Your Tools and Develop Process**
  - Analyzed 10+ years claims data. Developed weighted litigation risk metrics with red/yellow/green scores.
- **Prepare Reporting/Key Insights**
  - Created leadership visuals showing claim blitz results and attorney involvement prevention strategies.
- **Results Tell the Story**
  - **25%** reduction in new litigation (40 cases), avoiding millions in escalated claims costs.
- **Proactive Risk Management**
  - Built location risk scores combining claims history, safety training, and audit results for prevention.



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# Data Alone Isn't Enough

Storytelling with Analytics

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# Storytelling with Analytics

## Key Takeaways

- Metrics/Initiatives should tie to business objectives
- Focus on financial and strategic impact over activity counts
- Use visuals to show, trends, correlations, avoided losses, before & after
- Numbers tell, but stories sell





# Risk as a Strategic Partner

The Future of Risk Metrics

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# The Future of Risk Metrics

## Key Takeaways

- Metrics are evolving from simple compliance checklists to value – driving measurable KPIs.
- Risk insights help direct investment, protect assets, and reduce losses.
- Risk functions are Strategic Advisors, influencing decisions at the executive level.



***“When risk proves value, we stop being the department of “no” and we become partners in the company’s strategy.”***



# Your Next 3 Moves

Wrap-Up & Call to Action

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# Wrap Up & Call to Action



## To Do List

- ☒ Pick one business-aligned KPI at your company.
- ☒ Translate it into a financial or resilience impact.
- ☒ Share your story with leadership.
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_

When your C-Suite asks,

***“What return on investment do I get from Risk Management?”***

have the answer that moves markets.



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# Questions?

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# THE MATRIX

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# Thank You!

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# Connect with me.

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