

# Life Insurance Operations – 2025



Because life is full of certainties



# Agenda

- **Impact of changing eco system**
- **Current and future operating models**
- **Changing paradigm on customer acquisition**
- **Making Sense of Data**
- **Evolution of Talent**
- **Are we ready**



# Emerging Business Eco System



# Changing Paradigm

Human  
Intervention

Hybrid

Technology  
AI, IOT,  
Blockchain  
etc

## Past

- In person interaction for sale
- Dependency on physical branches for service
- Communication through snail mail

## Present

- Customers are moving towards self buying
- Service options increased call centre, whatsapp, portals, mobile apps
- Communication through mail, SMS, Twitter

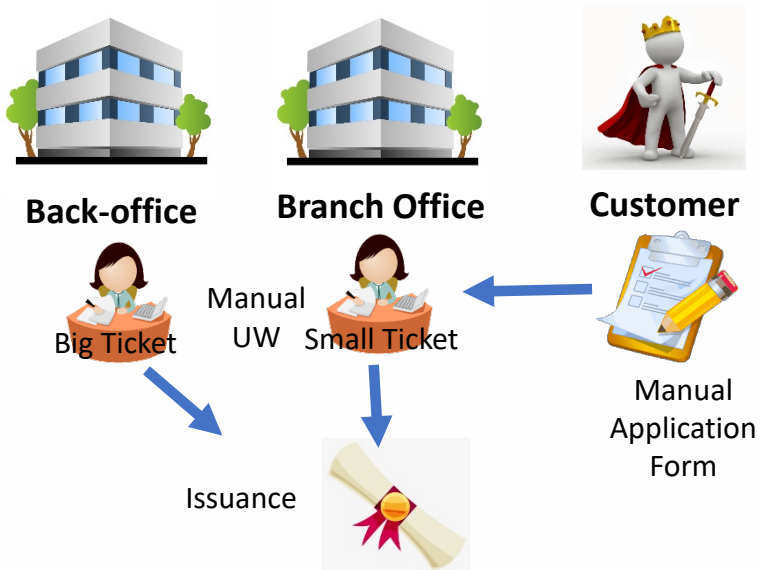
## Future

- Edge Computing
- Sale through embedded products
- Blockchain for smart contract management
- AI for real time intervention
- Monitor & intervene using IoT

# Changing Operations Models

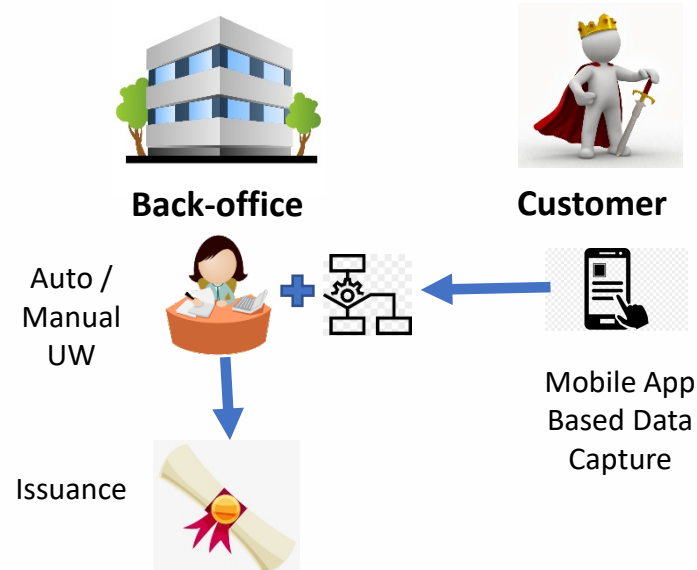
## Yester-years Model De-Centralised

- » Basic Premise: Proximity to the Customer to enable quicker service
- » Challenge: Cost / Standardised Service



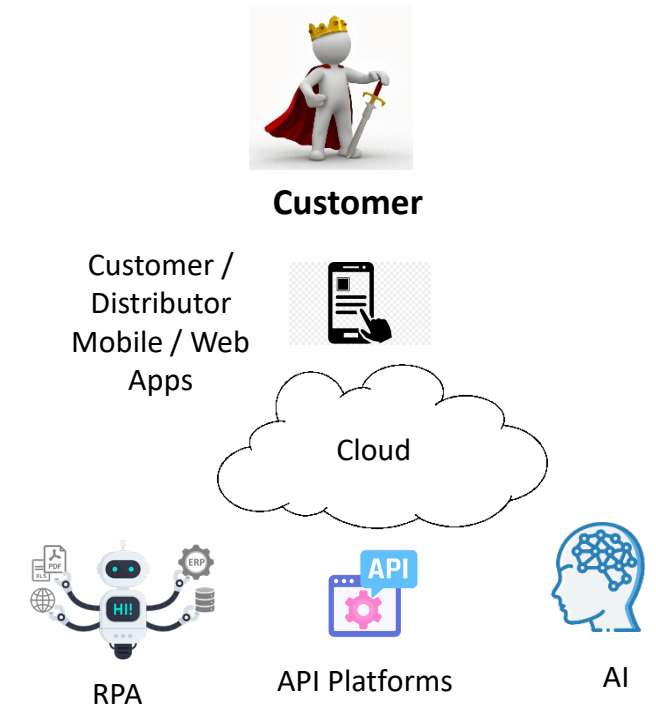
## Current Model: Combo Decentralised & Centralised

- » Basic Premise: Decentralise Simplicity  
Centralise Complexity
- » Benefit: Optimum Model balancing the trade-offs between Cost & Quality on One hand and Speed on the other



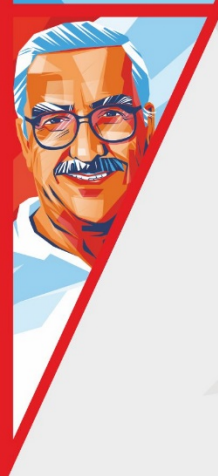
## Decentralised Ops Model In 2025

- » Basic Premise: Proximity to the Customer to enable instant gratification
- » Enabled By: AI, RPA, API Platforms



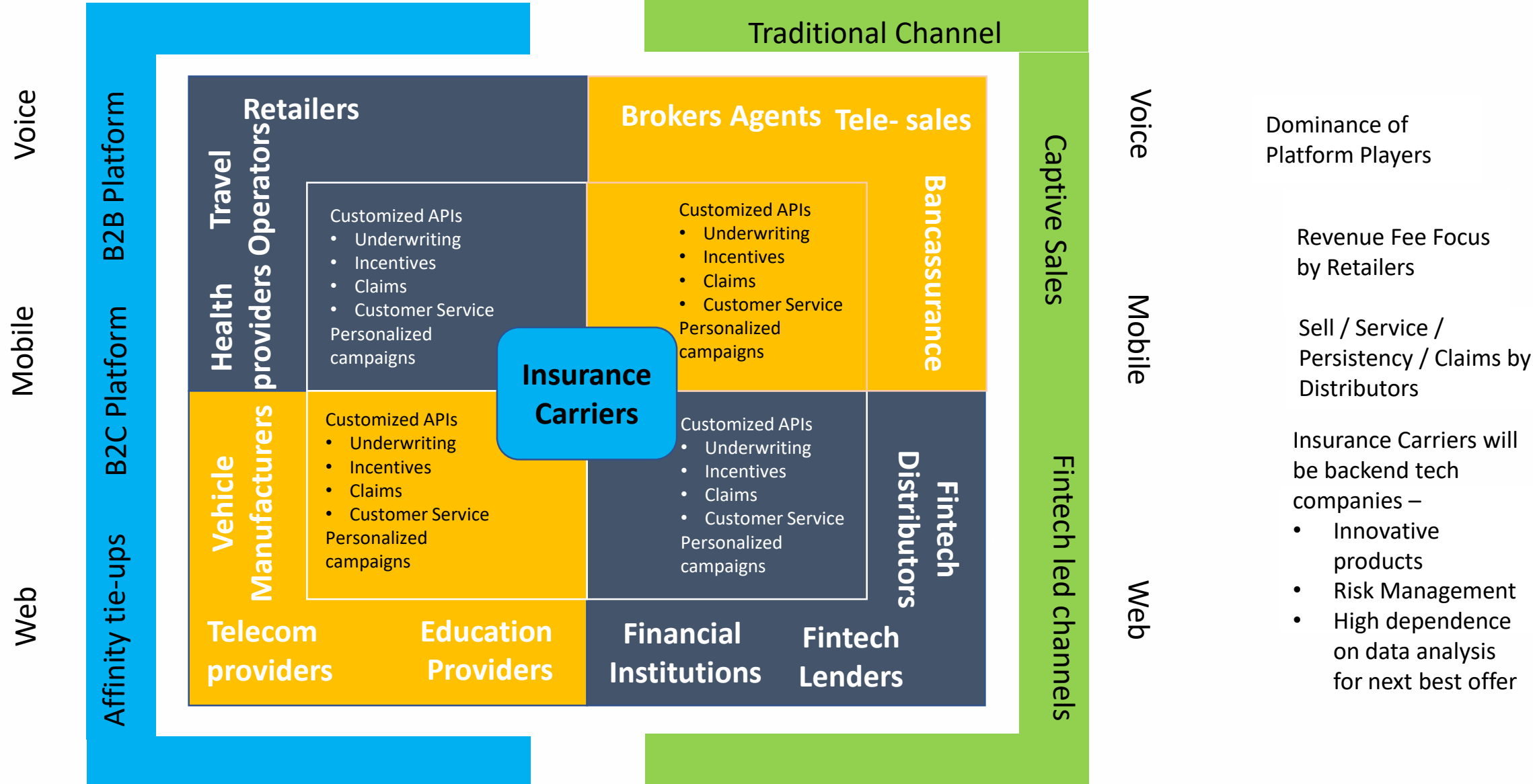


# Customer Acquisition





# Insurance Distribution in 2025



Dominance of Platform Players

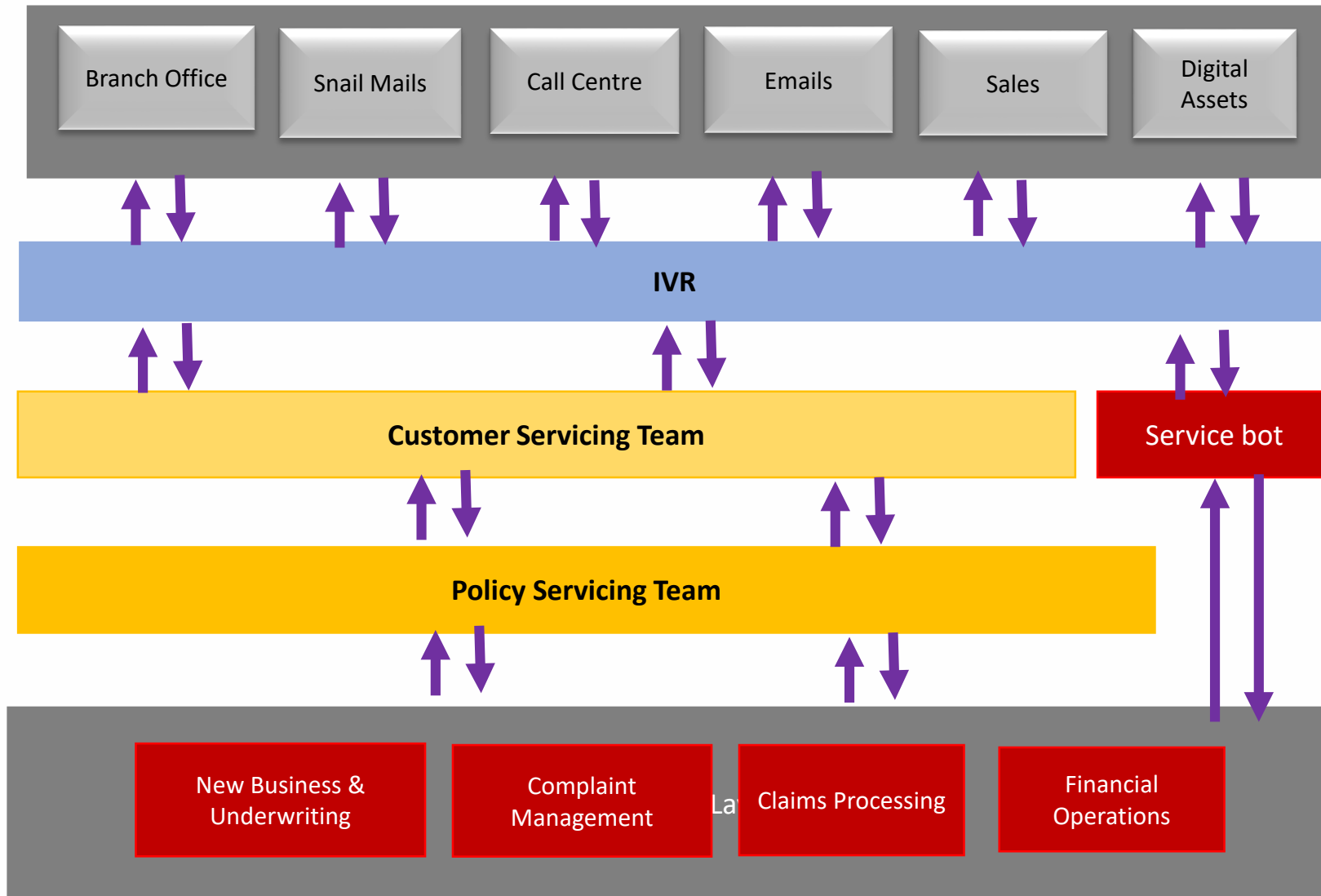
Revenue Fee Focus by Retailers

Sell / Service / Persistency / Claims by Distributors

Insurance Carriers will be backend tech companies –

- Innovative products
- Risk Management
- High dependence on data analysis for next best offer

# Customer Interaction Management - 2019



AI based Virtual Assistants are still experimental, and available in limited queries, requests and complaints being handled by the virtual assistant. Large part of the QRC still requires handling by the customer service staff.

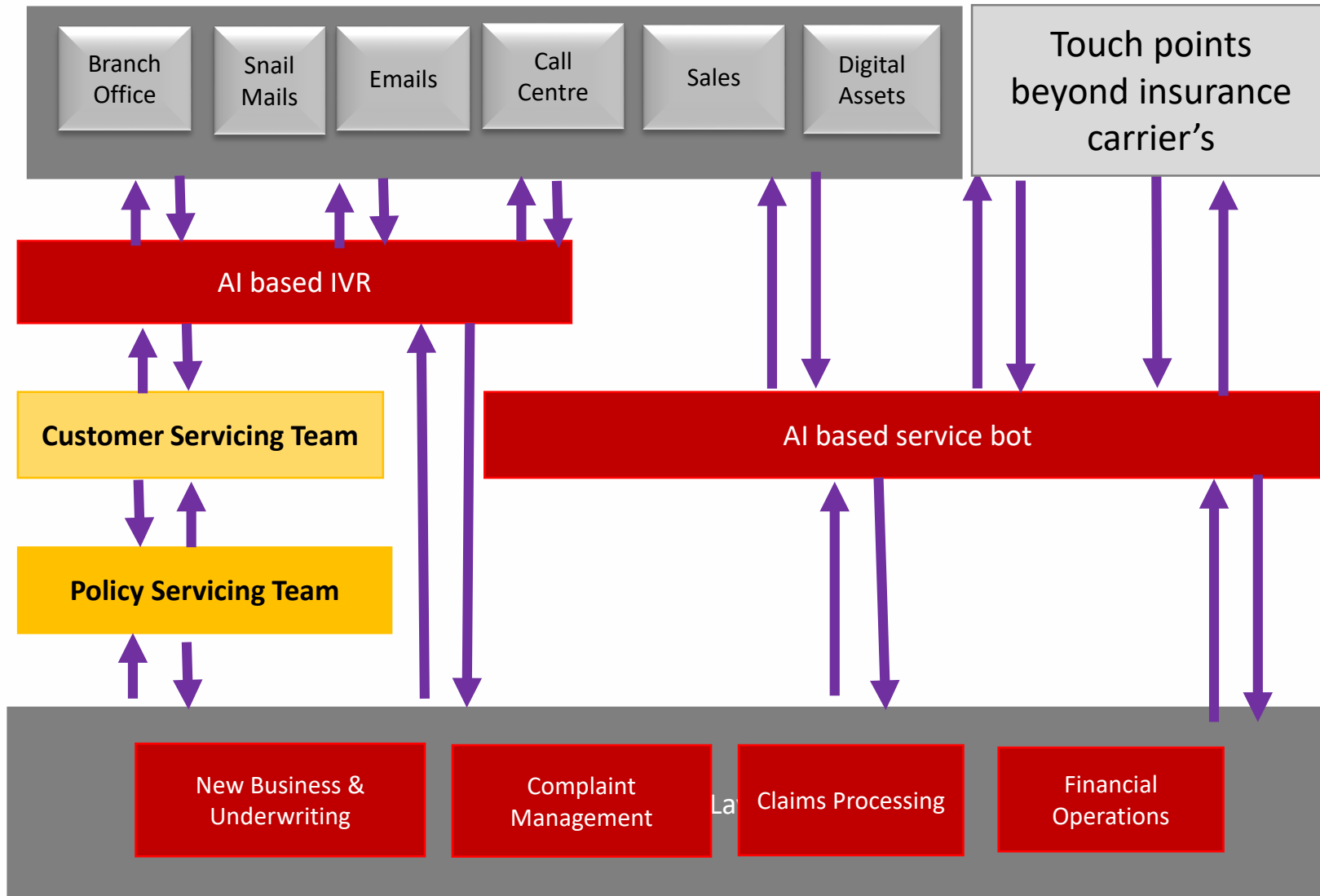
Inspite of initiatives to drive FTRs, leading to more and more STPs we do see existence of policy servicing team.

Omni Channel Experience is yet to be achieved.

Limited personalization; segment of one still continues to be distant away.



# Customer Interaction Management - 2025



AI based virtual assistants will take over significant portion of customer service

Most of the requests will be FTR by the service bot

Limited service requests will require manual intervention of service staff

Extending Customer Service options on Voice Bots, Bots of other ecommerce entities will be a norm

Policy servicing team will be limited to a few.

# New Business Underwriting 2025

## New Business Processes managed by AI

Scrutiny of supporting documents

CFR Management (non medical)

Welcome Calls

PIVC Calls

OTC Products

POS UW and Issuance

Significant reduction in policy printing

## Underwriting Processes based on AI and Data analysis

Underwriting Decisions

Consumption of IOT Data

Risk Analysis and dynamic pricing for distributors

Larger Participation in Innovative Product design

- IOT
- Connected Devices

Risk Portfolio Management

Governance Compliance & Audits

Underwriters / Data Scientist

Focus on compliance by distributors

Larger participation in product design

# Branch Operations– 2025

## Processes Becoming Defunct / Obsolete

- Physical Form Processing
- Scrutiny
- Branch Underwriting
- Receipting & Banking

## Processes gaining focus

- Distributor Engagement
- Customer Service & Experience

Consolidation of branch network in the offing.

# Claims & Maturity Payouts - 2025

## Evolved eco system to support event based claims processing & pay-outs

- API from Municipality Corporations to notify death
- API from hospital management system to notify deaths/ accident / disability
- API from regulators / insurance consortiums

## Shift of focus to prevention of claims

- API from health device manufacturers to track wellness
- API from wellness forums
- API from banks for bank account validation; loan prepayment notifications, new bank account opening
- Evolved payment mechanisms

## Increased dependence on AI

- Increased use of cognitive capabilities of AI for claims decision making,
- Increased use of AI in fraud prevention

## Expertise required for

- Monitoring and control of Claims Process
- Analysis of Claims Data to draw actionable insights for process control
- Claims Litigations Management
- Compliance

# Making sense of Data

- Multiple data source and too much of data
- Data Maturity will be attained, which and how much of data is useful for what purpose
- Effective data management will be achieved where it can be used from frontline sales till maturity/claims
- Machine learning using NLP will attain maturity to intervene in various processes
- There will be no concept called MIS as AI will replace all the MIS and intervention triggers will be part of the process

# Evolution of Talent

•Shift from specialist role to generalist role

Reduction in departmental silos, and larger participation of underwriters and claims in

- product definition
- Customer retention
- Customer data quality
- Cross sell and upsell

Analytics expertise and know how is a given

High level of awareness of emerging technology led innovations and their application in mainstream insurance process



# Smart employees

- Capability of employees using technology will be enhanced by multi fold.
- Conventional training will be replaced by digital learning
- Data and analytics based decision making would be primary requirement
- Cognitive technology and edge computing will help distributed decision making.
- Efficiency will be hygiene and effectiveness will take over all other priorities.

# Are we ready for 2025 ?

- Leadership that believes in Technology and Innovation
- Aligning People and Process to the new normal
- Effective Change Management

**Thank You!**



Because life is full of certainties