

Deeper Dive: Generative AI – Customer

Knowledge & Insights with a digital insurance angle

Point of View (PoV) on generative AI Customer

“Generative AI is transforming both customer expectations and how insurers serve and engage with their customers. Insurers who are planning GenAI activity through the sole lens of productivity are going to miss out.”
Q4, 2025



Last in a series of 3 Deeper Dives on generative AI

1



Scope

- Underwriting
- Claims
- Risk management



2



- Agents & brokers
- Bancassurance
- Ecosystems
- “New” distribution models



3



- Awareness & engagement
- Experience
- Customer service



About Deeper Dive whitepapers

What is a Deeper Dive and why read it?

- Deeper Dives are whitepapers that aim to get you up to speed on a topic around digital insurance and are designed for time-poor people (who isn't?) who may have only 30 minutes to spare. A typical Deeper Dive will introduce the topic and then explore the impact on insurance now and in the future.
- We also provide a host of references and links so that if you have the time and inclination, you can explore the subject further.

Deeper dive on generative AI – Customer

- Today's generative AI (led by large language models like GPT-5) brings human-like language understanding and generation to insurance interactions. This enables seamless, conversational engagement with customers across text or voice. For example, AI can now comprehend a customer's query about a complex policy and respond in simple terms - or generate a friendly email explaining coverage changes. Beyond chat, GenAI can create personalised content at scale – from marketing copy to policy summaries – and synthesise vast amounts of data (internal and external) to tailor advice. Insurers are leveraging these capabilities in innovative ways: the use of AI to “listen” to customer behaviour and generate appropriate responses is revolutionising customer service and marketing.
- This Deeper Dive focuses on the potential for generative AI to transform how the insurance industry engages with, and understands better, its customers. It includes the emerging uses cases and trends as well as some of the case studies – which are drawn from the TDI Case Study Library.
- We also take the opportunity to provide an update on some of the broader trends on generative AI as well as look at some of the trends for further development. In addition, we have also repeated, and updated, a section on personal professional use of generative AI as this is an area that is not receiving as much attention as it should – building ROI from the ground up and enabling a broader digital transformation that brings all of your colleagues up to speed.

Brought to you by TDI Academy & Singapore College of Insurance (SCI)

- TDI Academy was formed in 2019 to bring formal learning and insights on digital insurance to the insurance industry.
- In this Deeper Dive we have included information on how TDI Academy, and in particular our GenAI Explorer Program, can help you and your company stay ahead in this digital age. The program also includes our new Copilot offering for companies looking to fast track meaningful adoption of Microsoft Copilot. This Deeper Dive uses Case Studies and content from both the GenAI Explorer Program and the TDI Case Studies service.
- SCI is an Education Partner of the TDI Academy for both the GenAI Explorer Program, TDI Case Studies and this series of Deeper Dives on generative AI. SCI is a not-for-profit, industry-based professional training and education body set up in 1974. It is an important part of Singapore's efforts to continually develop as an international insurance hub.

Deeper Dive: Generative AI – Customer

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Executive Summary: Point of View & Predictions



Executive summary: Point of View (PoV) & Predictions

PoV on Generative AI – Customer

“Generative AI is transforming both customer expectations and how insurers serve and engage with their customers. Insurers who are planning GenAI activity through the sole lens of productivity are going to miss out.”

Predictions & implications for the next 1-2 years for customers

1. Customer Expectations:

- **Acceleration of Tech Adoption:** Customers are adapting to GenAI faster than insurers, using AI-powered tools in daily life and expect similar capabilities.
- **New Baseline for Service:** Instant, personalised self-service + Transparent decision-making + Clear value exchange for data shared + Hybrid human-plus-AI advisory models

→ Insurers must move beyond efficiency and **focus on experience innovation**—delivering intuitive, agentic solutions that handle routine tasks and explain decisions

2. Customer Journeys:

- **End-to-End Transformation: GenAI can enhance every stage of the customer journey:** Smarter, personalised recommendations, streamlined quoting and onboarding, faster claims and support resolution, proactive updates and personalised risk prevention

→ Insurers should embed GenAI solutions across touchpoints to **reduce friction, increase trust, and improve conversion**

3. Customer Experience & Engagement:

- **Invest in the CEE Flywheel:** Better experiences → Higher engagement → Richer data → More personalisation → Better outcomes
- **Customer Experience as a Differentiator:** Tailor products and services dynamically, creating emotional and functional value

→ Insurers should prioritize GenAI that enhances the experience to unlock long-term loyalty, growth and lower the risk in their portfolio

4. Customer Insights:

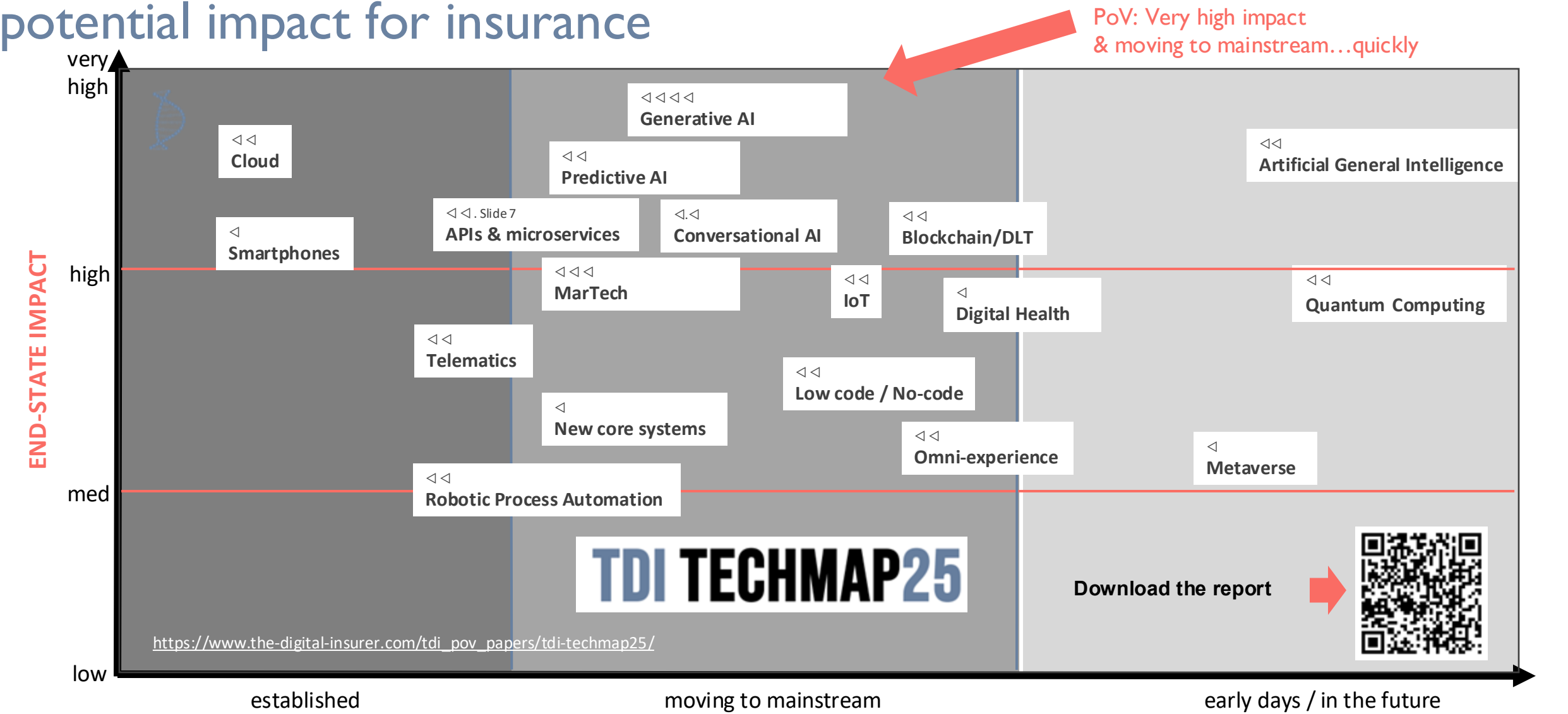
- **Step-Change in Intelligence:** GenAI can revolutionise how insurers understand and engage with their customers. Through Voice of Customer mining with sentiment and feedback analysis, Journey Intelligence to identify friction and drop-off points, and predictive modelling to enhance Customer Lifetime Value, insurers can uncover unmet needs and new coverage opportunities - ultimately closing protection gaps and improving retention and upsell outcomes

→ Use GenAI to move from reactive to proactive customer insight generation, enabling more relevant and timely interventions as well as improved products and customer experience

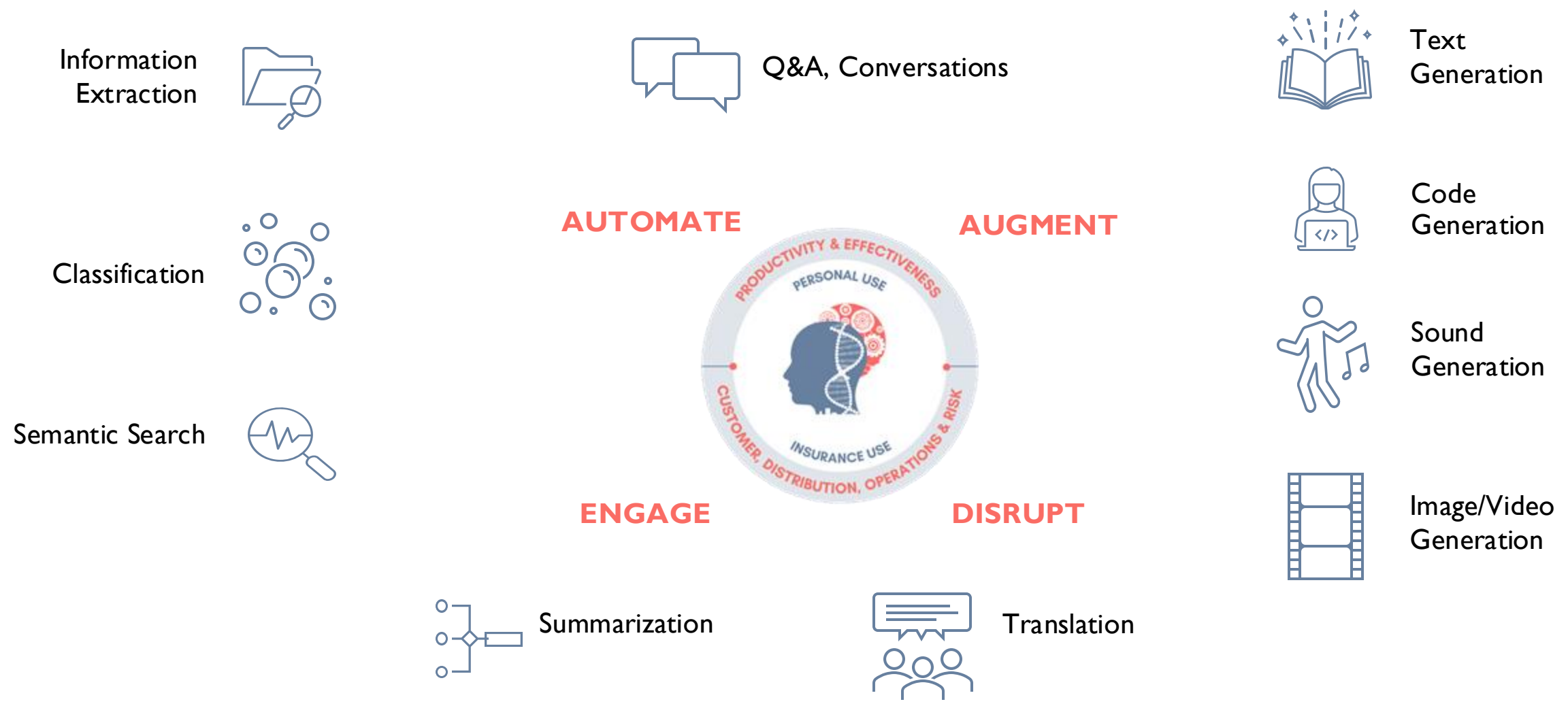
GenAI Trends in Insurance



GenAI is the fastest moving tech with most potential impact for insurance



GenAI superpowers – A reminder



Recap on generative AI in insurance:

Broad business impact in not one but two areas

1. People with generative AI skills will advance their careers faster



2. Insurers using generative AI will perform better

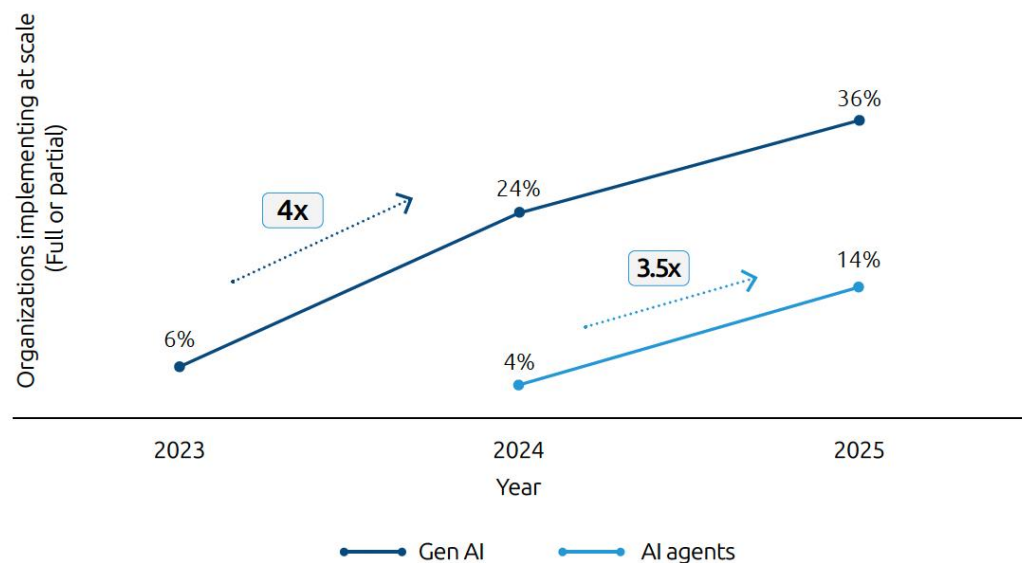
Why is GenAI Different

1. **Easier adoption** – a powerful new user interface we can talk to, embedded in our daily tools
2. **Additive** – builds on, and brings together, other technologies (APIs, Cloud, Data lakes, Analytics)
3. **Opens up many new use cases** – unstructured data & multi-modal (voice, image, video, code)
4. **Strength in not being 100% accurate** – mimics humans, sparks creativity, “hallucination as a feature”
5. Unique opportunity to **enable a truly data/digital culture** with more people engaged
6. **Compounding improvements** – reasoning models, agentic AI, GenAI governance
7. **Proof-points already in market** – see our TDI 45+ GenAI deployments analysis, up to 400 % ROI

Where are we now? And where are we going?

Figure 6.

The pace of AI agent adoption mirrors the rapid trajectory seen with generative AI



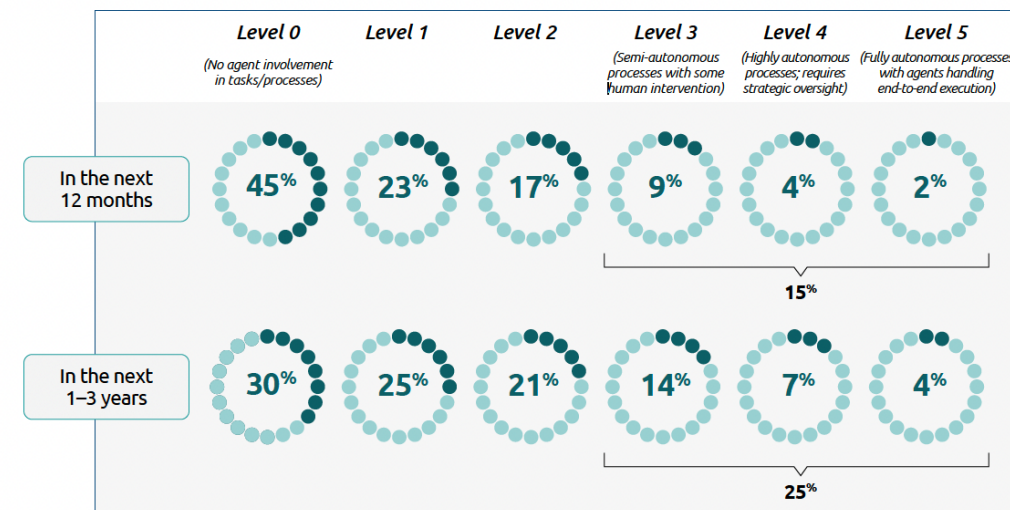
Source: Capgemini Research Institute, Generative AI executive survey, April 2023, N = 800 organizations; Generative AI executive survey, May–June 2024, N = 940 organizations; Agentic AI, April 2025, N = 1,500 organizations.

*The 2024 data for AI agents’ “usage” stood at 10%. Assuming that “usage” includes organizations piloting and scaling AI agents, and that their share in the population remains the same, we estimate that nearly 4% of organizations were scaling agentic AI in 2024.

Source: [Cap Gemini - Rise of Agentic AI](#)

Figure 11.

By 2028, one-quarter of business processes will be handled by AI agents with Level 3 or higher autonomy



GenAI in the future - What could be coming? Let us look at two horizons

Horizon 1: Predictable & coming soon

1. Humans must be in the loop
2. Realisation of need to invest in learning & change management
3. Enterprise investment in scalable GenAI architecture
4. Diversification of models – right size / right cost
5. Agentic models – specialist tools for everything & increasingly autonomous
6. GenAI as the new dominant machine interface
7. Multi-modal applications expand
8. GenAI orchestrators – Enterprise and personal
9. GenAI integration into broader business processes
10. GenAI first “omni” architected customer service dominates

Horizon 2: More speculative & 10 years from now

- ? Scientific knowledge transformed by GenAI?
- ? Healthcare, education and media / entertainment transformed?
- ? GenAI pairs with robotics – blue-collar jobs are at risk?
- ? If the core of human purpose is “work”, what comes next?
- ? Political pressure to control the advance of AI becomes acute as timelines for AGI / super-human intelligence compress?

Note: Non-insurance specific analysis

Shifts in Customer Expectations

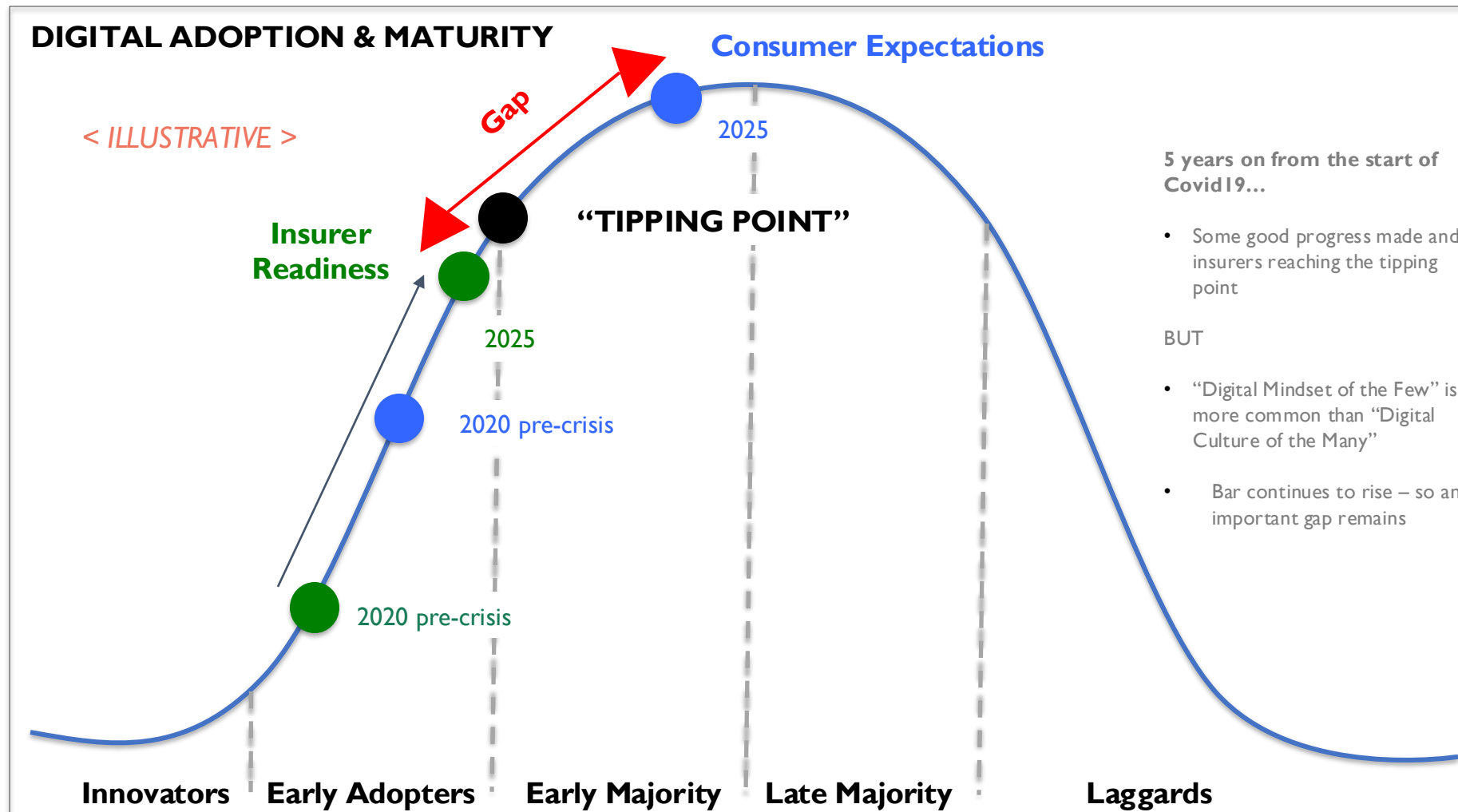
TDI PoV:

- **Acceleration of Tech Adoption:** Customers are adapting to GenAI faster than insurers, using AI-powered tools in daily life and expect similar capabilities.
 - **New Baseline for Service:** Instant, personalised self-service + Transparent decision-making + Clear value exchange for data shared + Hybrid human-plus-AI advisory models
- Insurers must move beyond efficiency and **focus on experience innovation**—delivering intuitive, agentic solutions that handle routine tasks and explain decisions



Customers always lead – and insurers always chasing to close the gap

DIGITAL MATURITY AND CONSUMER EXPECTATIONS



Source: TDI estimates updating original [TDI whitepaper](#)

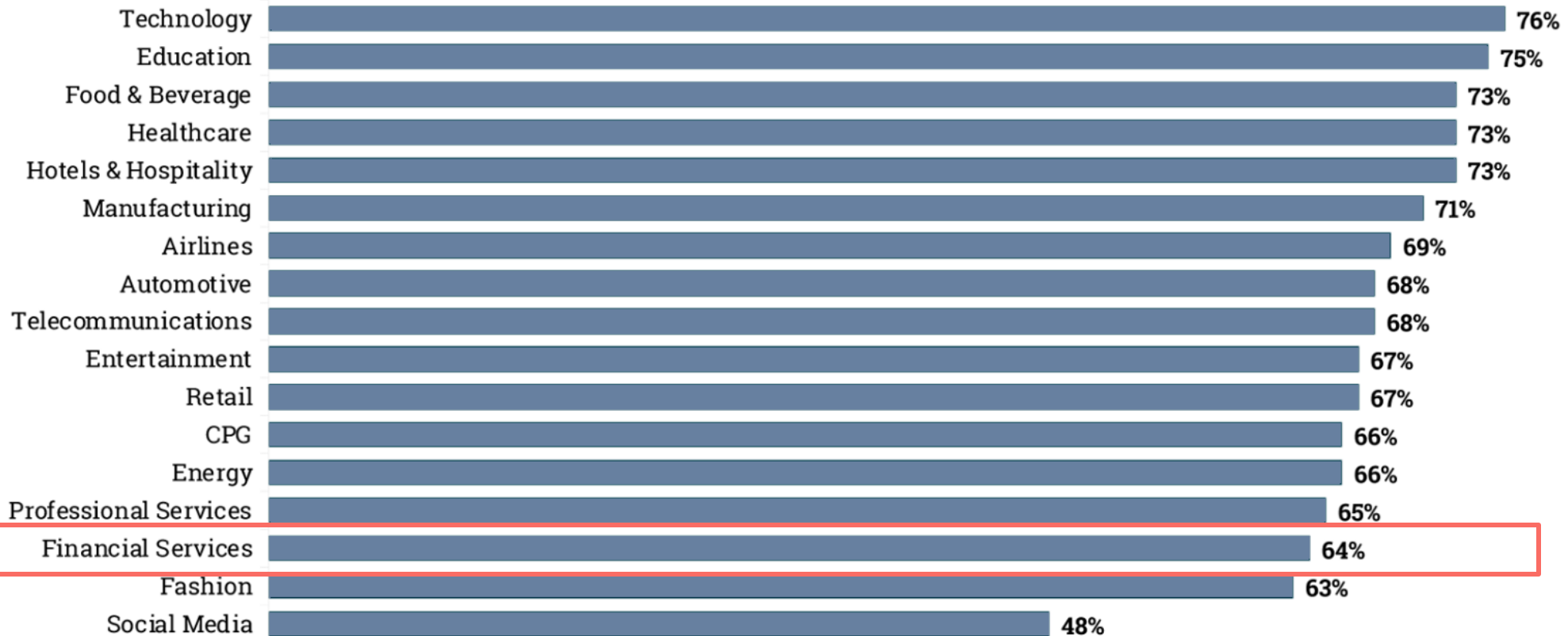
I Q2025

And our industry needs to change: No room for complacency



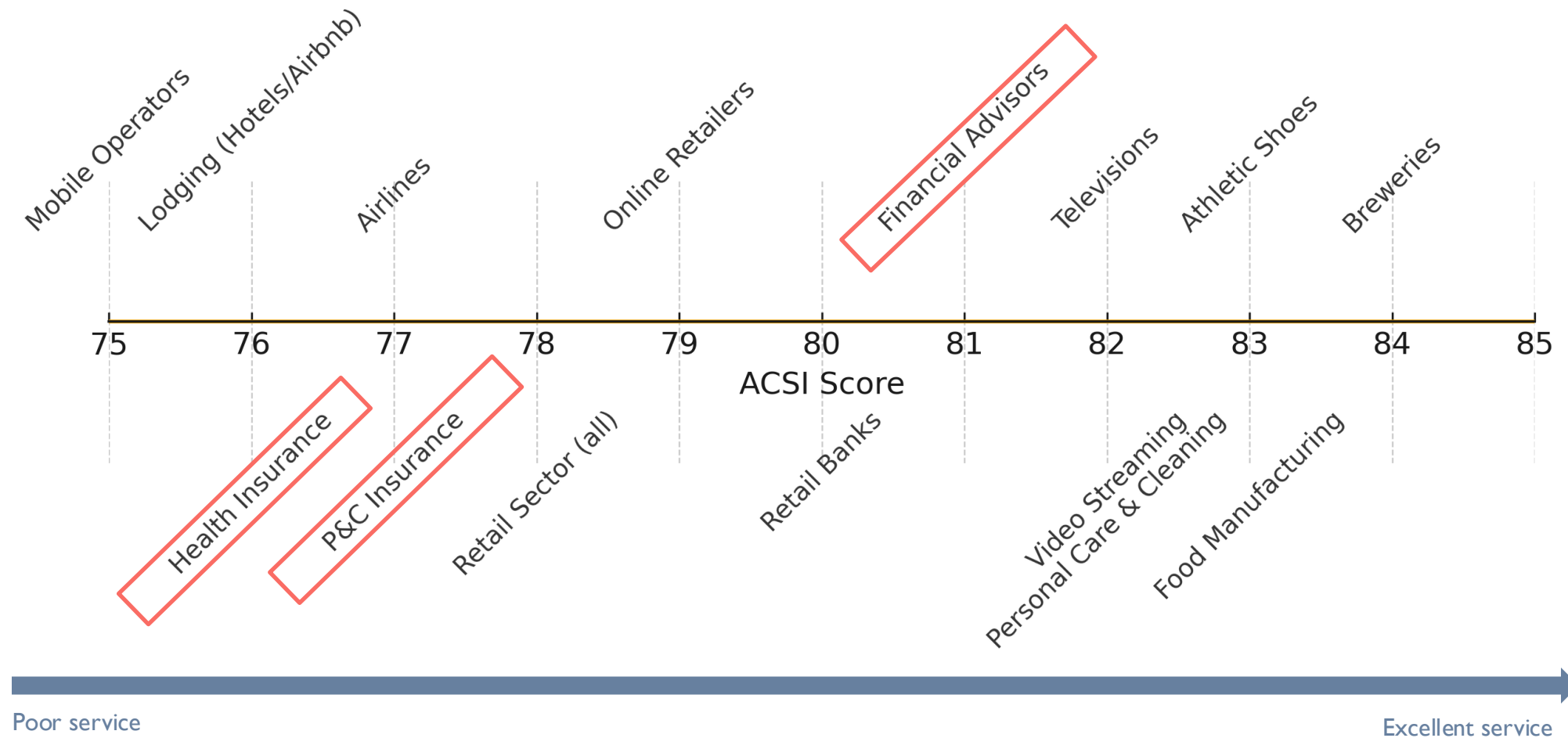
The Global General Public's Trust in Industry Sectors

"Please indicate how much you trust businesses in each of the following industries to do what is right" (top-4 box on 9-point scale)



Source: [Marketing charts](#)

Customer satisfaction: needs to improve



POV: Also shows the value of the human touch in insurance – should not be underestimated

Source: [America Customer Satisfaction Index \(ACSI\)](#)

How is and will GenAI Change customer expectations?

TDI Assessment of impact on insurance

Very High

High

Moderate

Why it's shifting – customer signals & stats

What insurers will need to do

1. Instant, 24/7 answers

Real-time quotes, policy changes and claims status in seconds

- 59 % of consumers say GenAI will change how they interact with companies within two years
- 51 % already prefer bots over humans when they want immediate service

- Deploy GenAI triage & straight-through claims for low-complexity cases
- Expose “one-tap” self-service in every channel (chat, voice, embedded IoT)
- Build latency KPIs (milliseconds, not minutes) into CX scorecards

2. Hyper-personalised journeys

Offers, nudges and content feel individually tailored

- Chatbots are “skilled architects” of highly personalized journeys according to 70 % of CX leaders
- AI-driven personalization can lift revenue by up to 15 %

- Shift from product-centric to micro-segment / next-best-action engines
- Feed GenAI with granular behavioral, telematics and health-app data (with consent) Launch dynamic risk-mitigation nudges (weather, driving, wellness) that cut loss ratios

3. Conversational self-service first

Human backup only when needed

- 67 % of consumers are expanding the range of questions they ask bots

- Design agentic GenAI that can resolve, not just route, 80%+ requests
- Invest in conversation design & “tone-of-voice” guardrails to keep the brand human
- Rethink contact-center staffing: from volume handling to exception experts

4. Transparent & explainable decisions

“Show me the logic & keep my data safe”

- 40 % of organisations cite explainability as a top GenAI risk
- 61 % of US consumers want AI-generated content clearly labelled
- Swiss Re: only 39 % globally trust insurers’ use of AI vs 50 % for banks

- Embed “why-this-price/decision” summaries in quotes & claims letters
- Publish Responsible-AI charters and model-audit attestations
- Give customers granular privacy dashboards and opt-outs

5. Data-for-value exchange

Willing to share more if the pay-off is clear

- Nearly half of consumers would share health data to auto-fill insurance forms; >40 % want personalised rewards in return

- Tie data sharing to visible benefits: instant underwriting, premium credits, health coaching
- Partner with ecosystems (wearables, mobility, smart-home) to create bundled value
- Apply tiered incentives that grow as data depth increases

6. Human + AI hybrid advice

Best of both worlds, especially for complex needs

- 63 % of Gen Z vs 32 % of Boomers believe AI will improve financial-services CX
- 54 % of all Americans still trust human advisers more than AI alone for planning

- Implement AI “Copilots” for Advisors in real time
- Re-skill and reshape roles to leverage AI collaboration
- Seamless omni-service with escalation from AI to human made easy for customers

Customer satisfaction and operational expense reduction are the 2 key areas of focus of GenAI initiatives

Top 2 reasons to invest in AI (% of survey respondents)

81%

Improvement in customer satisfaction and retention

76%

Reduction in operational costs and time savings

POV: Insurers who focus only on operational expense reduction are missing the bigger picture

Source: [SAS GenAI insurance survey](#)

Customer Journeys

TDI PoV:

- **End-to-End Transformation: GenAI can enhance every stage of the customer journey:** Smarter, personalised recommendations, streamlined quoting and onboarding, faster claims and support resolution, proactive updates and personalized risk prevention
- Insurers should embed GenAI solutions across touchpoints to **reduce friction, increase trust, and improve conversion**



GenAI use along the Customer Journey



Discovery/
exploration



Buying/using



Asking &
claiming

Core Gen AI uses

Representative use cases

Potential impact

Metric / KPI

Ease of implementation

- Multilingual virtual assistants answering questions in plain language - AI-generated explainer videos, quizzes & visuals - Auto-generated call notes & follow-up emails for agents	- Conversational 'what-if' simulator for real-time cover & pricing - AI drafts layman-term policy summaries; auto-fills forms from docs/photos - Agent copilot writes meeting scripts & follow-ups	- Guided FNOL via chat/voice with photo upload & autofill - Gen-AI drafts empathetic status updates & answers - Auto-triage + straight-through settlement; adviser gets AI checklist
Web-chat concierge that detects protection gaps, emails a personalised brochure and schedules a CRM task for the adviser	Mobile chatbot asks lifestyle questions, shows live premium changes, auto-fills the application and produces a plain-English policy PDF for e-sign	Customer snaps damage photos; AI estimates cost, approves payout in minutes and streams a live claim timeline
High – raises awareness & trust, creating more qualified leads at lower acquisition cost	High – boosts conversion and slashes onboarding time, increasing persistency	Very High – halves cycle time, lifts NPS, cuts LAE, frees adjusters
- Website-to-lead conversion % - Session length - Cost per qualified lead	- Quote-to-bind conversion % - Avg. onboarding time (min) - First-year lapse rate	- Claim cycle time (hours) - STP rate % - Post-claim NPS / CSAT - Loss adjustment expense per claim
Easier – chat widgets & LLM APIs bolt onto web/app with minimal core integration	Moderate – must integrate pricing, KYC & payments; generated docs require compliance review	Moderate–Difficult – deep legacy claims integration; fairness/explainability controls add governance

Example: GenAI potential to improve experience in an embedded insurance purchase

GenAI opportunity

Target outcome



Discovery/ exploration

- **Contextual offer composer:** GenAI assembles a just-in-time offer inside the partner flow (cart/itinerary/device signals), micro-underwrites in <1s, and presents a one-tap quote with a plain-English “why this price” note and data-for-value consent

- attachment rate ↑
- clicks →
- bind time ↓



Buying/using

- **Checkout copilot explainer:** An LLM generates a personalised, inline coverage summary and answers objections in-flow, while auto-prefilling from partner KYC/transaction data and recording consent

- checkout abandonment ↓
- one-tap bind % ↑
- support contacts/order ↓



Asking & claiming

- **Event-triggered FNOL & narrative builder:** Partner telemetry/APIs (e.g., flight delay, delivery failure, sensor trip) auto-open a claim; the LLM guides evidence capture, drafts the loss narrative, checks completeness, and routes straight-through or to an exception queue

- STP % for claims ↑
- claim cycle-time ↓
- repeat contacts ↓

GenAI & the customer journey – two selected Case Studies



Customer chatbot



Customer chatbot

helvetia 

GPT added to Clara Chatbot

Category:
Customer
Development stage:
Live



www.helvetia.com

Key facts:

- It is the first time that an insurer has used GPT in a client-facing app (Apr 2023).
- Initial development was four weeks before deployment as a customer experiment.



What is it?

Clara is Helvetia's customer-facing digital assistant. It's available on a 24/7 basis via the insurer's website, client App and WhatsApp. It can answer customers' plain language questions on topics such as Swiss insurance, pensions, and home ownership. It understands various languages, including German, French, Italian, and English. It went fully live in November 2023.

Watch Clara's nomination for an innovation award [here](#) (in German)

How is GPT used?

Clara was first deployed in 2017 as a rule-based chatbot. GPT has been added to provide a higher quality and flexibility of service to customers. It ingests information from the Helvetia website, ensuring that it remains relevant and accurate. The service constantly learns from its interactions with customers, enabling it to improve quality. GPT allows Clara to understand a wide range of questions and provides an effective way to escalate to a human colleague.

GenAI impact rating: **Low**



Helvetia's GenAI program follows a rapid and experimental approach to building and rolling out innovations – working closely with its customers. Helvetia believes that using GenAI expertly and transparently is crucial in developing current and future insurance models. It also works on this closely with the Lucerne University of Applied Sciences and Arts.

Key links

[Clara Go-Live Press Release](#)

[Clara Website](#)

[Asia Insurance Review Discussion on GPT](#)



Engineering GenAI

Category:
Customer
Development stage:
Live



[Northwestern Mutual.com](https://www.northwesternmutual.com)

Key facts and benefits

Northwestern Mutual's GenAI chatbot helped achieve:

- Higher first-call resolution
- Better quality of call handling
- Consistent information provided to customers
- Shorter call duration



What is it?

Since 2018, Northwestern Mutual has established a strong data and analytics team and data governance program. It implemented several classical AI solutions for sales and underwriting and recently it completed its first generative AI project. This was a GenAI chatbot tool for its call center service staff aimed at enhancing customer experience and improving efficiency. Given its success, Northwestern Mutual is now looking to implement other GenAI use cases.

How is Digital used?

The customer service chatbot uses a Retrieval Augmented Generation (RAG) architecture to enhance its accuracy and speed. Since this is its first GenAI production implementation, considerable effort was made to create a reusable architecture. This included a GenAI Orchestration service, as well as various benchmarking and feedback tools to measure the accuracy and performance of its language models and infrastructure.

GenAI impact rating: **Medium**



Northwestern Mutual's recent disciplined successes e.g. sales Next Best Action (NBA) and accelerated underwriting with traditional AI solutions is now brought to its GenAI program. Key callouts:

- Inclusive multi-disciplinary governance
- Strong collaboration
- A robust architecture
- Loose coupling to avoid lock-in
- Performance metrics & benchmarks

Key links

[NM's AI Program history](#)

[Bloomberg Panel Discussion](#)

[Don Yu on generative AI](#)

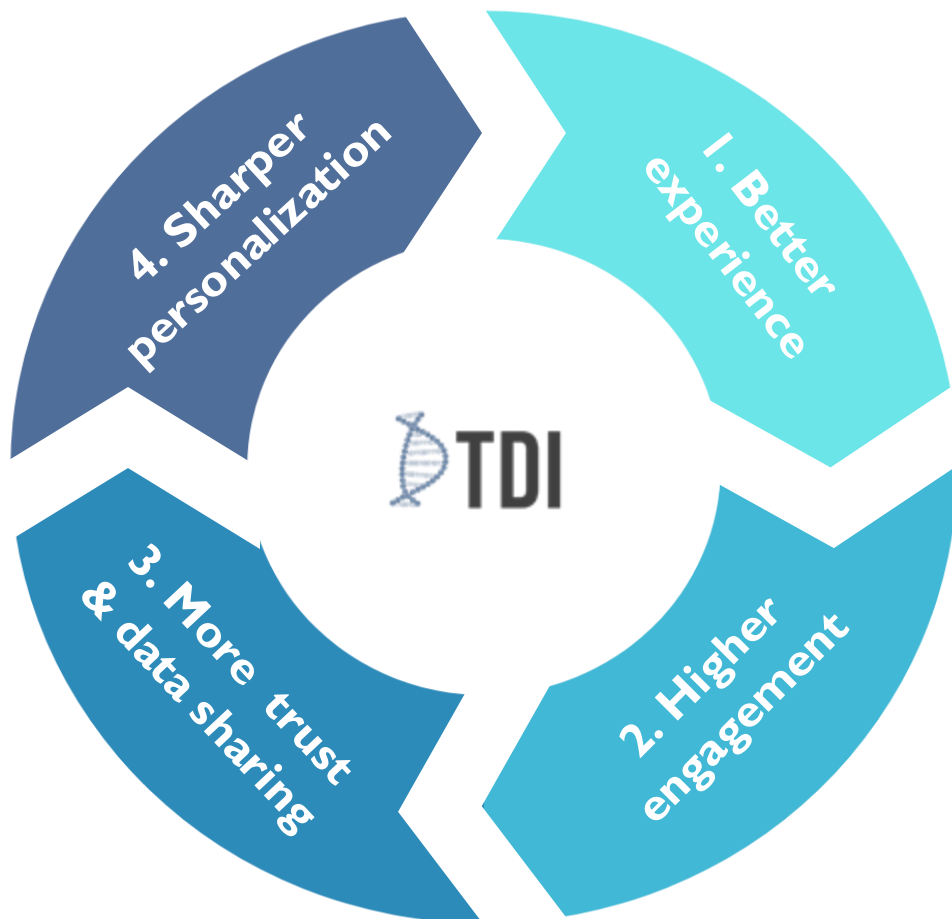
Customer Experience & Engagement

TDI PoV:

- **Invest in the CEE Flywheel:** Better experiences → Higher engagement → Richer data → More personalisation → Better outcomes
 - **Customer Experience as a Differentiator:** Tailor products and services dynamically, creating emotional and functional value
- Insurers should prioritise GenAI that enhances the experience to unlock long-term loyalty, growth and lower risk in their portfolio



The Customer Experience & Engagement (CEE) flywheel



KPIs for Improved Experience

- NPS / CSAT ↑
- Customer Effort Score ↓
- First-contact resolution ↑
- Claim cycle-time ↓

KPIs for Improved Engagement

- Active users / MAU ↑
- Self-service containment ↑
- Repeat interactions ↑
- Quote-to-bind ↑ / Churn ↓

GenAI impact on the CEE Flywheel

Flywheel element	How GenAI could be used	Impact	Ease of implementation
1. Better experience	<i>Omnichannel interactions</i> – consistent messaging across web, app, phone and branch <i>Context carry-over from prior interaction</i> – auto-summaries so customers never repeat themselves <i>Virtual assistants & chatbots</i> – round-the-clock answers and policy clarifications <i>Balancing automation & empathy</i> – sentiment detection, clear human escalation, transparent AI disclaimers <i>Proactive service</i> – automated renewals/coverage updates, risk alerts, guided FNOL and straight-through processing for simple claims	Very High – reduces effort and wait time, halves simple-claim cycle time, boosts NPS/CSAT at “moments of truth”; lowers cost-to-serve and Loss Adjuster expenses without harming indemnity	Moderate – mature LLMs and knowledge bases; needs CRM/telephony links, triggers from policy/claims/billing, fairness/explainability guardrails and escalation design. Human-in-the-loop when needed
2. Higher engagement	- Personalized marketing & outreach – AI-driven segmentation to deliver targeted campaigns - Generating content (emails, social posts, alerts) customised to individuals with sentiment analysis - Community-building features – interactive portals and explainers that nudge self-service 24/7 servicing bot in the channels customers already use	High – lifts active use, self-service and quote/upgrade opportunities while lowering cost-to-serve	Easier – primarily front-end and CMS/chat integrations; limited core-system touchpoints
3. More Trust & 1st party data	- Dynamic onboarding – streamlined data capture for underwriting and product recommendations - Automated policy suggestions based on life-stage or risk profile (explained in plain language) - Context carry-over – auto-summaries of prior interactions feed the next channel - Transparency & consent – plain-language choices and opt-outs build confidence	Moderate to High – better data quality and explicit permissions power smarter personalisation and compliance	Moderate to Difficult – requires consent management, audit trails, security controls and alignment with privacy/AI governance
4. Sharper personalisation	- Next Best Action across channels informed by behavior and preferences - Ongoing relationship management – AI insights for proactive upsell/cross-sell; coverage expansions from claim history - Dynamic content and ‘what-if’ simulations to show trade-offs (excess, riders, limits)	Very High – increases conversion, ARPU and retention via relevance; reduces scatter-gun campaigns and rework	Moderate to Difficult – needs a unified customer data layer, pricing/offer APIs and explainability controls

GenAI & Customer Experience & Engagement— two selected Case Studies



Improving customer
experience in Servicing
& Claims



GenAI Campaign
Builder to improve
engagement



Customer Journeys

Category:
Customer
Development stage:
Live



[Allstate.com](https://www.allstate.com)

Key facts:

- GenAI integrated in 4 weeks in services & claims mid2023.
- 3x better to identifying a negative experience.
- By early 2025, almost all of 50k communication per day sent by the 23k reps are done by GenAI with more empathy.
- Piloting a GenAI sales guide.



What is it?

Allstate has been on a journey to migrate all its computing infrastructure to the cloud since 2019. It launched GenAI solutions since mid-2023 starting with a copilot custom-built tool to support customer services and investigate insurance claims - today used at scale. Multiple pilots are underway such as “customer engagement sidekick,” which listens into a conversation with a customer and guides sales agents or one to “read” home roofs from satellite images to automatically get home policy rates.

How is GPT used?

Allstate uses GPT to extract sentiment and meaning from customer conversations, which feed into ML models that identify customer concerns during interactions. This enables the service representative to take corrective actions to improve the outcome. GPT is also used to streamline the claims reporting process by extracting and summarizing the customer’s accident report for later use – improving the customer experience.

GenAI impact rating: Medium



Allstate has been on its “cloud-native” journey since 2019 and started the GenAI deployment at the end of 2023 with 2 main projects. Its main priority is maximizing customer satisfaction while avoiding privacy and other issues. These developments were an excellent first steps in proving GenAI’s value in responsibly and now deployed at scale across the organization.

Key links

[Interview with CIO](#)

[BCG - Allstate Case Study](#)

[WSJ article Feb2025](#)

oscar

GPT augments Campaign Builder

Category:
Customer
Development stage:
Live



www.hioscar.com

Key facts:

Oscar Health has deployed GPT automation within its Campaign Builder product to help clients target members that, based on data analytics, may benefit from enrolment in specific health programs. GenAI personalisation improve engagement and outcome.



What is it?

Campaign Builder is a communication and automation platform tailor-made to help innovative healthcare organizations achieve better clinical and business outcomes. All without the cost or effort of traditional solutions. Essentially Campaign Builder delivers programs that trigger the right actions at the right time to patients, providers, and staff.

Watch Campaign Builder Demo [here](#)

How is GPT used?

GPT enables new types of automation through Campaign Builder. For example, Oscar monitors inbound member inquiries from a variety of data sources to look for subtle indications that the member might benefit from enrollment in a maternity program. This allows Oscar clients to deliver relevant interventions and intelligently monitor for signals to better serve members' and patients' clinical needs.

GenAI impact rating: Medium



Oscar's GenAI development program has a user-centric, iterative approach to build and implementation. GPT is integrated into Oscar's Campaign Builder to analyze member data and identify opportunities to enroll members into a maternity program. More widely Oscar has been developing large language models to automate large parts of the back of the business.

Key links

[Oscar Health CEO interview](#)

[Campaign Builder case study](#)

[Oscar Health product designers outline their approach](#)

The full case study is available to TDI Case Study Service subscribers & GenAI Explorer Program participants

Delivering Digital Together

Other Examples of use of GenAI in customer experience and engagement

1. Better experience



Use Google LLM to improve quality and efficiency medical claims decisions. The announcement follows several proof-of-concept tests by Prudential that showed its use of MedLM doubled the automation rate of claim reviews and assessments, in addition to improving the accuracy of claims decisions.

Source: [Prudential press release](#)

2. Higher engagement



Jerry decided to leverage LLMs to create a chatbot named “Kelly Bota.” The chatbot was designed to handle routine queries, freeing human agents to tackle more complex issues. 96 percent of messages are responded to within 30 seconds. The number of queries requiring human intervention has dropped from 100% to 11%.

Source: [innovation Leader](#)

3. More trust & data*

4. Sharper personalization



Based on a customer's last 12-months of engagement, life stage and needs, and recent news, the Sales Enablement tool leverages a combination of traditional AI, automation, and GenAI to generate engagement ideas unique to each customer.

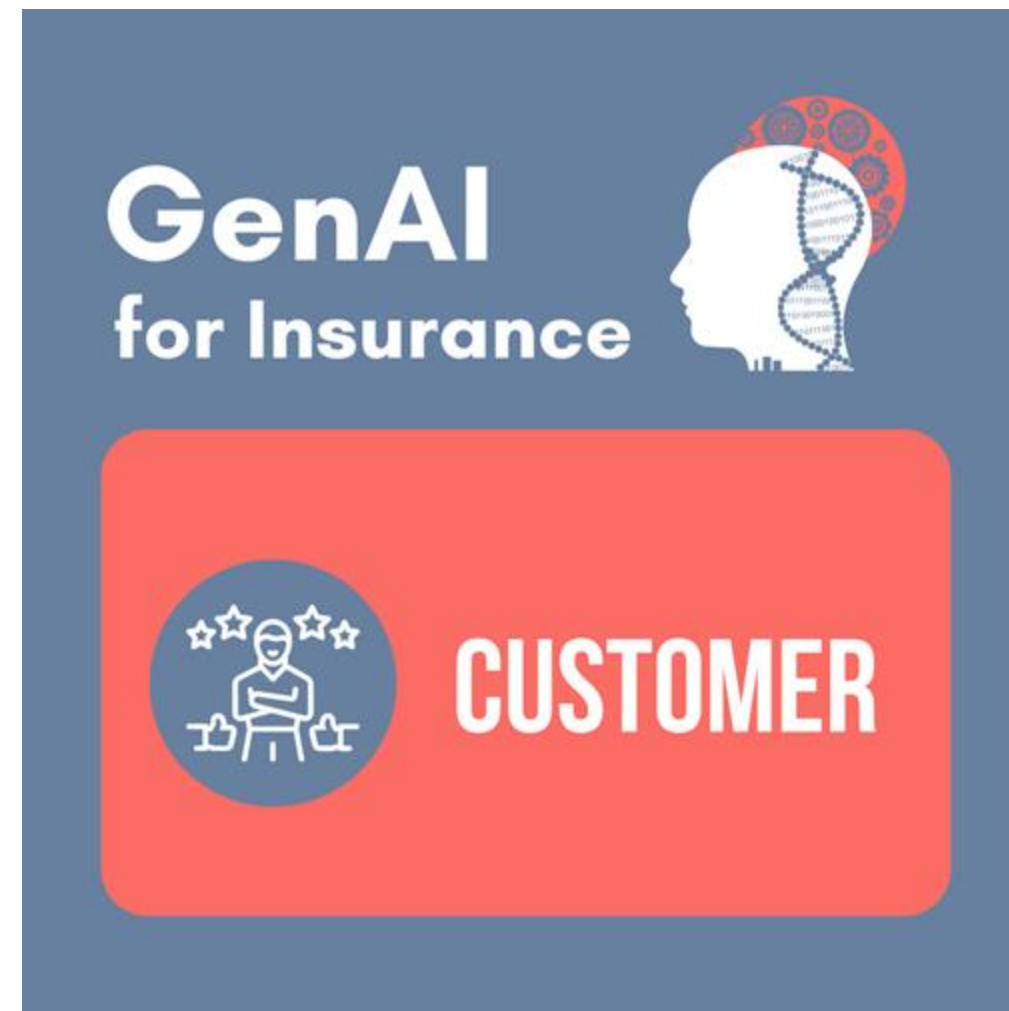
Source: [Manulife Press release](#)

*No publicly available examples in insurance found

Customer insights

TDI PoV:

- **Step-Change in Intelligence:** *GenAI can revolutionise how insurers understand and engage with their customers. Through Voice of Customer mining with sentiment and feedback analysis, Journey Intelligence to identify friction and drop-off points, and predictive modelling to enhance Customer Lifetime Value, insurers can uncover unmet needs and new coverage opportunities - ultimately closing protection gaps and improving retention and upsell outcomes*
- *Use GenAI to move from reactive to proactive customer insight generation, enabling more relevant and timely interventions as well as improved products and customer experience*



Using GenAI to understand our customer better

Area	What GenAI adds (typical tasks)	Typical inputs	Example outputs / how it's used	KPIs to watch
1. Omni-Voice of Customer (VoC) mining	- Transcribe, summarise & topic-cluster calls/chats/emails/reviews - Sentiment & emotion detection; intent & root cause extraction - Generate plain-English themes and “why customers contact us” reports	- Call/chat transcripts, emails, NPS verbatims - App reviews, social, survey free-text	- Top friction drivers per segment - Escalation heatmaps; phrases that predict churn - Agent playbooks for common intents	- First-contact resolution (FCR) - CES, CSAT/NPS, complaint rate - Self-service deflection rate
2. Journey intelligence & friction mapping	- Stitch sessions across channels; auto-summarise key steps & drop-offs - Propose A/B hypotheses and test-ready copy - Create counterfactuals: “what would have reduced effort here?”	- Web/app clickstream & funnel events - CRM events, bot logs, IVR paths - Onboarding & claims timelines	- Journey storyboards with drop-off reasons - Copy/design fixes for abandonment points - Context carry-over rules to avoid repetition	- Drop-off % / abandonment rate - Time-to-bind / time-to-claim - Containment % / AHT
3. Propensity, retention & CLV insights	- Predict next-best-action (NBA), cross-sell/upsell, lapse risk - Explain predictions in plain language for agents/customers - Quantify value-at-risk and save-campaign opportunities	- Policy, quote & payment history - Claims & interaction logs - Demographics / firmographics	- Customer-level NBAs with “why this” rationales - High-risk lapse cohorts & save lists - CLV forecasts for segment planning	- Quote-to-bind, ARPU, cross-sell rate - Save rate, churn - Campaign ROI
4. Protection gap & product insights	- Extract unmet need signals from VoC & claims - Summarise competitor wording; simulate “what-if” price/feature trade-offs - Generate segment-of-one coverage-gap explainers	- VoC & claims narratives - Underwriting notes & policy wordings - External market docs	- Gap explainers by life stage / cohort - Product change ideas; simplified policy summaries - Sales enablement packs	- Rider/add-on take-up - Quote acceptance, time-to-quote - UW queries

Case studies of GenAI to improve customer insights

1. Omni Voice of Customer



BNP PARIBAS

A GenAI-enabled Call Analyzer that transcribes and analyses millions of customer phone conversations (speech-to-text + LLMs) to surface themes, sentiment and verbatim insights in dashboards for service and product teams.

Source: [BNP Paribas Press release](#)

2. Journey intelligence & friction mapping*

3. Propensity, retention & CLV insights



Allstate now uses generative AI to draft most of the ~50,000 daily claims-related customer messages (with human review), and the AI drafts are reported as clearer and more empathetic than typical human versions.

Source: [Wall Street Journal](#)

4. Protection gap & product insights



Zurich has publicly said it fed six years of claims data into GenAI to identify specific loss drivers informing underwriting and coverage thinking

Source: [Bain](#)

*No publicly available examples in insurance found

Personal Professional Use of GenAI (Customer-facing)

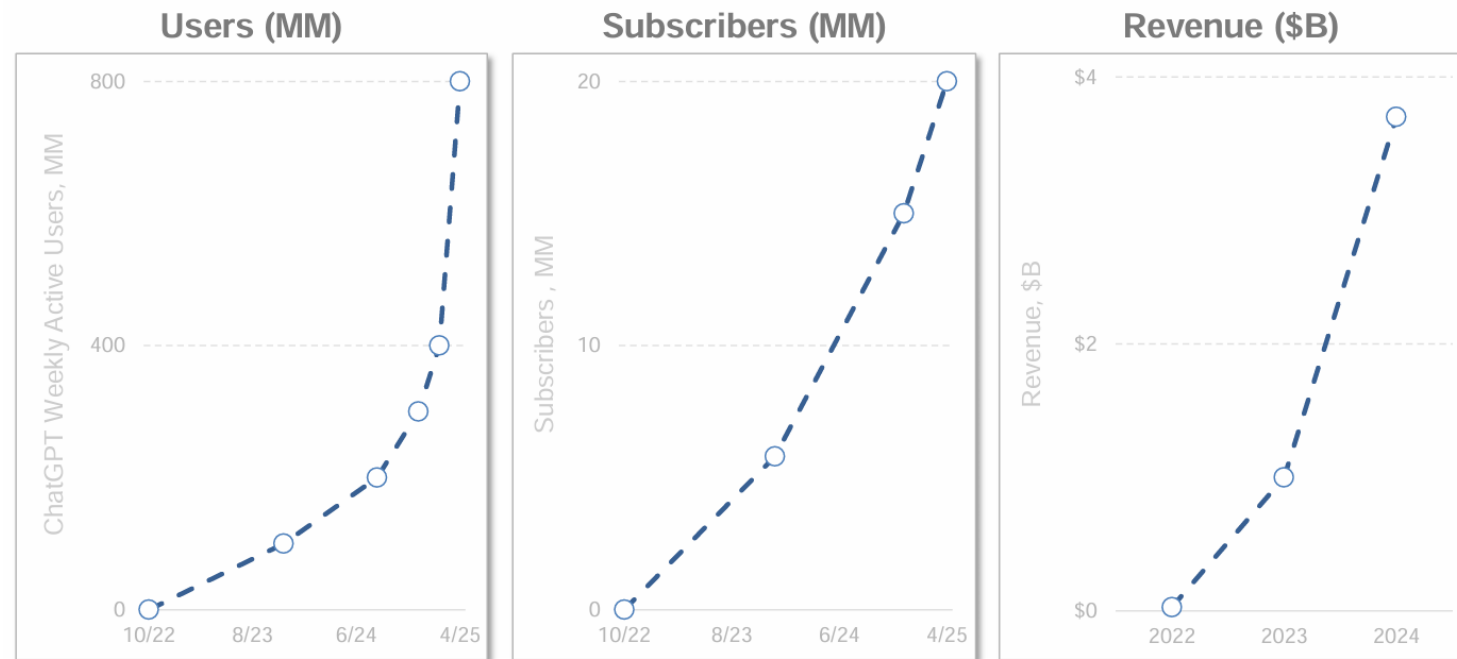
TDI PoV:

- **Adoption is surging—imperative to secure it:** GenAI use is already mainstream (e.g., 75% of knowledge workers use AI at work) and enterprise uptake is accelerating (e.g., millions of paying business customers), which increases the risk of shadow AI if insurers don't provide safe, approved tools
- **Enable the frontline with guardrails:** equip customer-facing staff with embedded assistants (answer copilots with citations, auto-summaries + next-best actions, real-time translation/script support) and back this with role-based training and clear policies on data sensitivity and oversight



GenAI user adoption is global and unprecedented

ChatGPT User + Subscriber + Revenue Growth – 10/22-4/25,
per OpenAI & *The Information*



4/25 user count estimate from OpenAI CEO Sam Altman's 4/1 1/25 TED Talk disclosure. Revenue figures are estimates based off OpenAI disclosures.
Source: OpenAI disclosures (as of 4/25), *The Information* (4/25)

June 4, 2025 - OpenAI has **tripled its enterprise user base** in just nine months and doubled it in the last three month. Has three million paying business customers.

Time to 365B annual searches: **ChatGPT 5.5x faster than Google at launch**
(but still a huge gap for overall traffic)

Source: [Trends – Artificial Intelligence, Bond, May 2025](#)



Personal usage of GenAI is already across many use cases

- | | | |
|------------------------------|-------------------------------|--------------------------------------|
| 1 Therapy/companionship | 11 Preparing for interviews | 21 Entertaining kids |
| 2 Organizing my life | 12 Generating relevant images | 22 Corporate LLM/Copilot |
| 3 Finding purpose | 13 Specific search | 23 Writing student essays |
| 4 Enhanced learning | 14 Simple explainers | 24 Creating a travel itinerary |
| 5 Generating code (for pros) | 15 Cooking with what you have | 25 Personalized kid's story |
| 6 Generating ideas | 16 Troubleshooting | 26 Medical advice |
| 7 Fun and nonsense | 17 Personalized learning | 27 Reconciling personal disputes |
| 8 Improving code (for pros) | 18 Boosting confidence | 28 Generating a legal document |
| 9 Creativity | 19 Adjusting tone of email | 29 Deep and meaningful conversations |
| 10 Healthier living | 20 Explaining legalese | 30 Anti-trolling |



Source: [HBR - How people are really using GenAI](#)

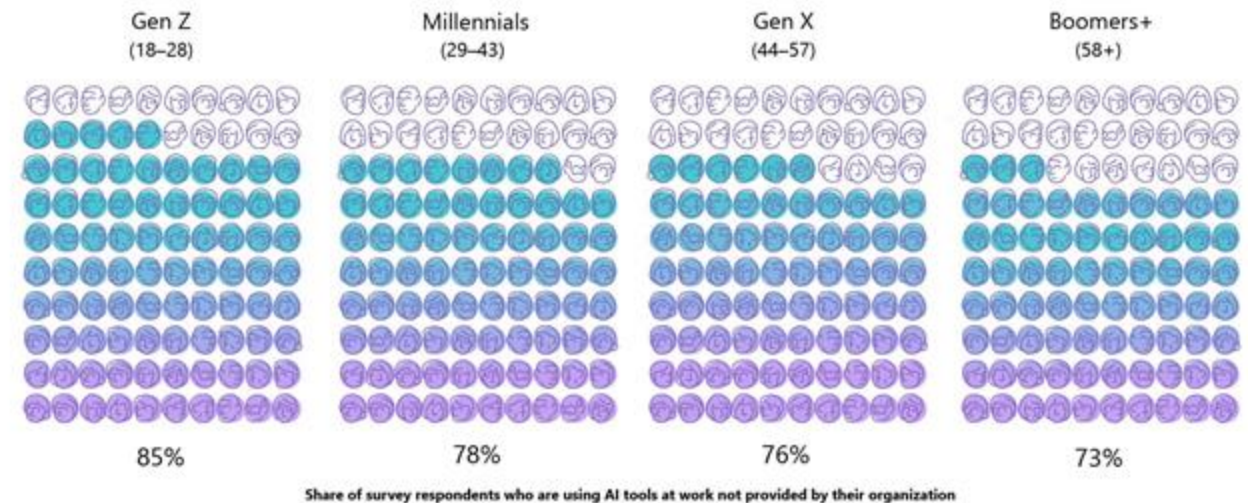
...creating corporate risk of shadow AI / BYOAI

As corporates struggle to provide secured and up to date GenAI tools to their talents, power users are tempted to bring to their own AI to work (mostly using their personal device), creating a very risky environment for corporates!

- **75% of knowledge workers** use AI at work today
- While most leaders agree AI is a necessity, pressure to show immediate ROI is making leaders move slowly
- To capture value from current momentum, businesses must transform their processes, structures, and approach to talent at an unprecedented fast pace

BYOAI Is Not Just for Gen Z

Employees across every age group are bringing their own AI tools to work.

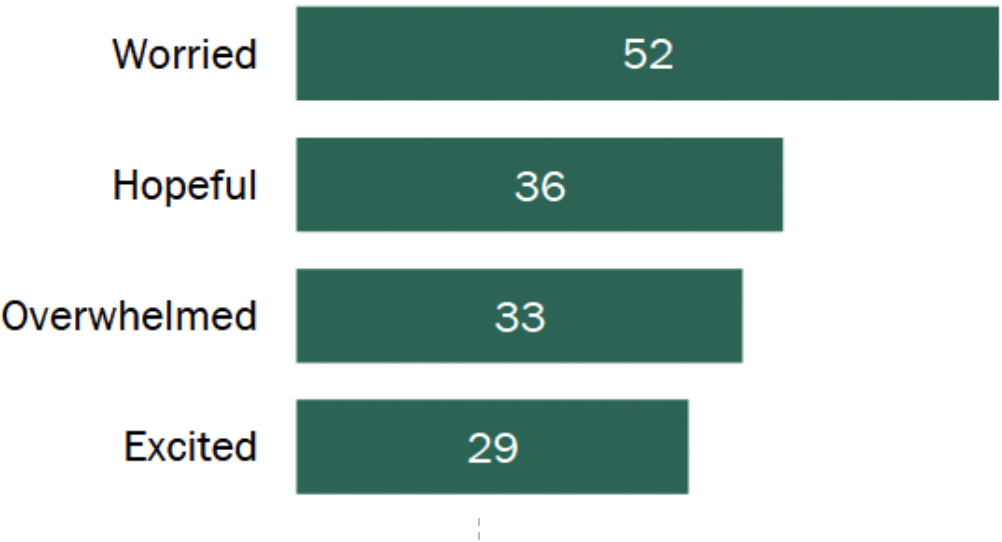


Source: [Microsoft 2024 work trend index](#)

Workers have mixed opinions about how AI could unfold

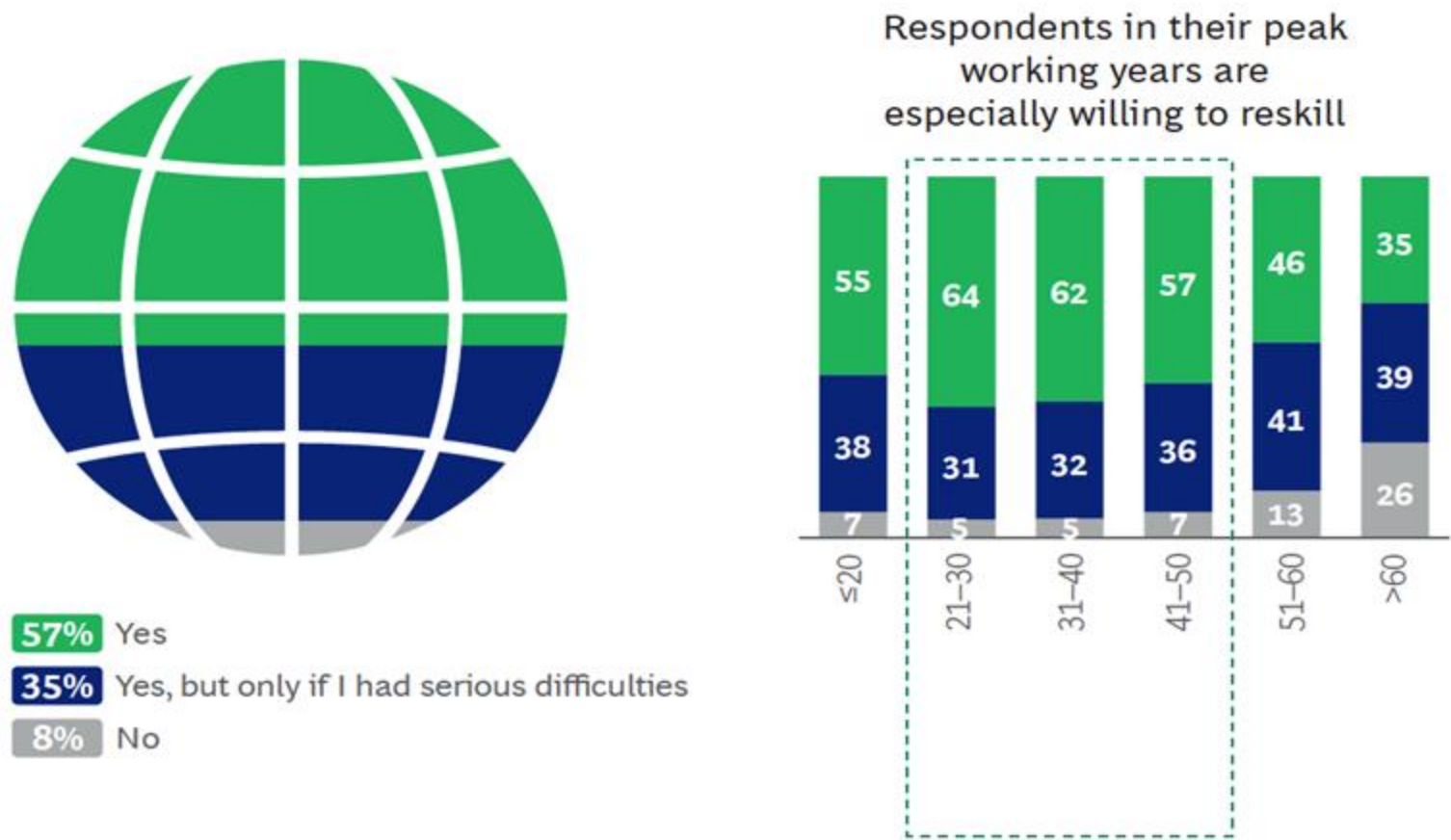
Workers are more worried than hopeful about future AI use in the workplace

% of employed adults saying they generally feel _____ about how AI may be used in the workplace in the future



Source: [Pew Research](#)

Not surprisingly, there is a strong demand for reskilling



Source: [BCG – how work preferences are shifting in the age of GenAI](#)

What should you do with your own personal use of GenAI?

1. Experiment, research & invest your time

Learn the basics in your own time and using publicly available tools - and of course don't use your corporate data on these platforms. Network with internal and external AI experts so you remain well informed of latest trends.

2. Ask for secure access ASAP

Ask your company to get you and your team “hands-on” access to secure and company-compliant generative AI tools.

3. Ask for insurance specific training

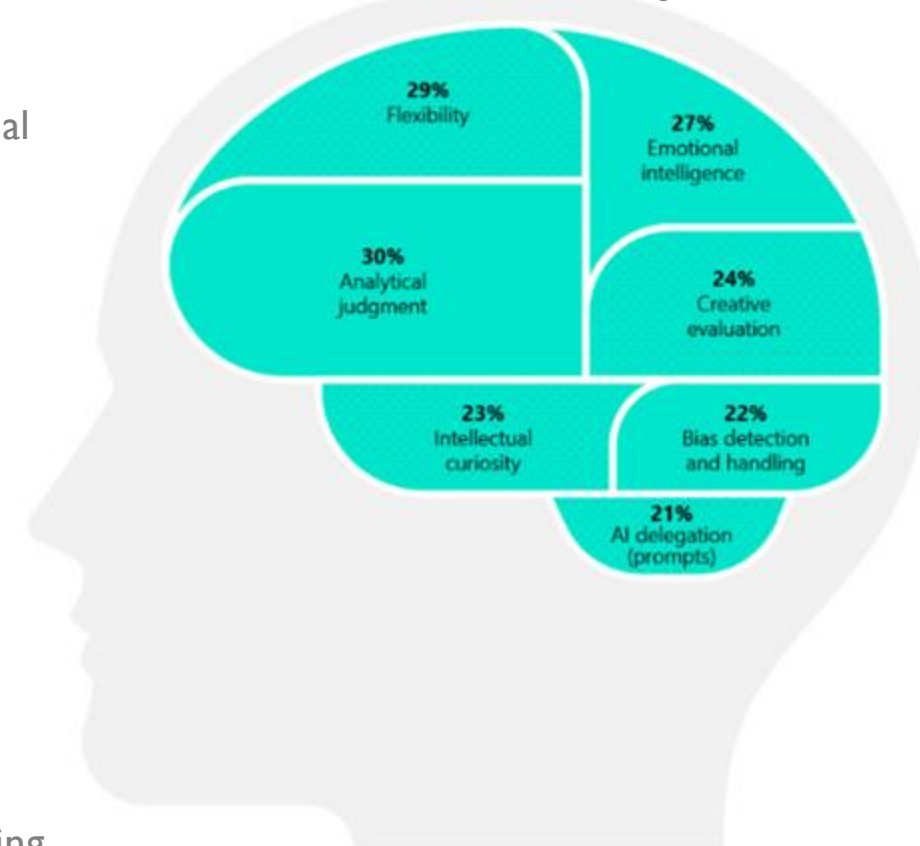
Generative AI is here to stay as a common tool with many features – and its power and usefulness will continue to grow. Make sure you are an expert on the insurance uses cases. Make sure your team is up to speed.

4. Focus on practical applications

Explore specific use cases of generative AI within the insurance industry, such as automated claims processing, fraud detection, and customer interaction. Understanding these applications will help you see how AI can streamline workflows, improve accuracy, and enhance customer service in your daily tasks.

5. .. And invest in learning on an ongoing basis

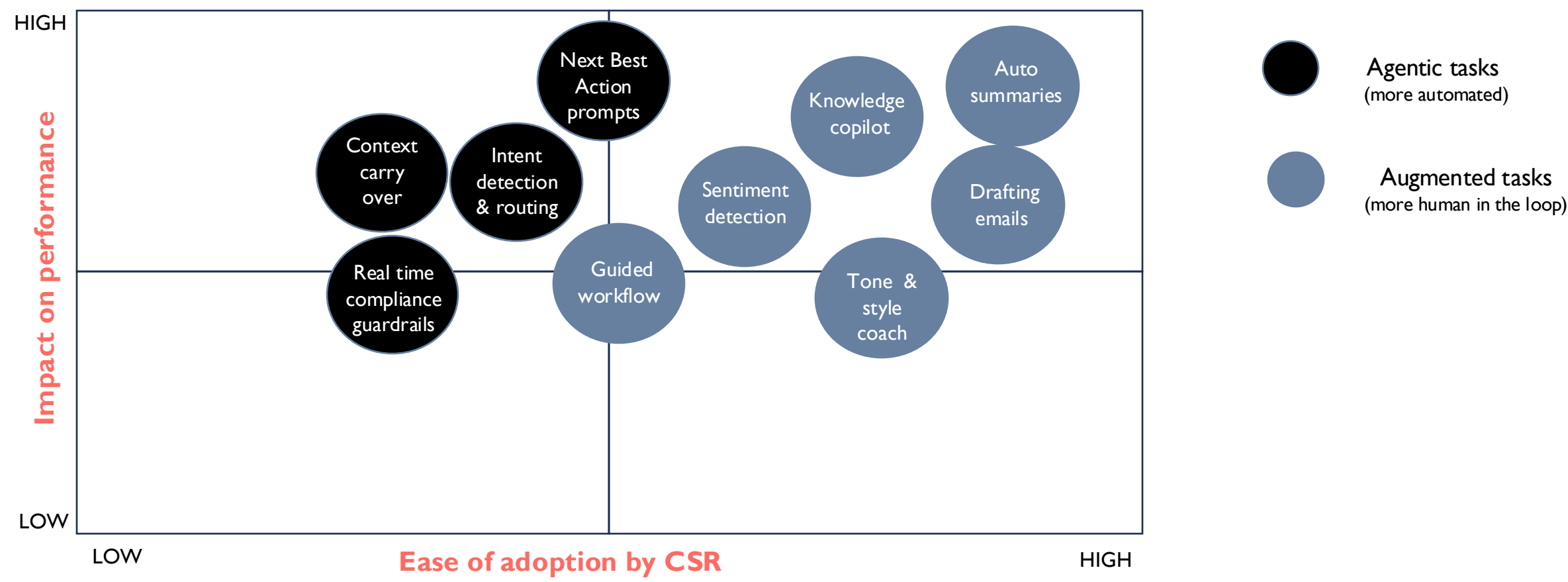
Qualities needed for the augmented worker



Q. Some believe that it is likely that artificial intelligence (AI) will usher in a new era of technological advancements. Which of the skills above do you think will be most essential for your employees to learn to evolve with these potential changes?

Source: *Microsoft 2023 work trend index*

Illustration of an augmented team: GenAI augmented tasks for Customer Service Representatives



How should insurers invest in reskilling?

Track 1: GenAI fast track ASAP

1. Make it real

- Put GenAI corporate solutions in place - Personal tools first and then Agentic

2. Train on Gen AI

- Blended for impact (on-demand only has limited impact)
- Ambassadors for speed and ownership
- Make it domain relevant
- Incorporate challenges

3. Incentivise

- KPIs on GenAI for everyone
- Bonuses for ambassadors

Track 2: In-house Academy within 6 months

1. Setup new internal capability

- Company branded "Academy"
- Identify external partners to help design and operate
- Design and approval first – and get it fully funded for minimum of 3 years with leadership commitment

2. Establish learning infrastructure

- Build on what have in place. Or start from scratch if not in place / not working
- Identify external learning programs and internal programs
- Establish in-house content creation and SMEs for delivery

3. Operate

- Comms strategy – launch and ongoing. Changing both hearts and minds
- Enrolment
- Payment – company provides vs BU budget vs Paid by staff (& reimbursed)
- Progress monitoring and feedback

Get in touch - we'd like to hear from you



Hugh Terry
CEO & Founder
TDI
hugh.terry@the-digital-insurer.com



Malini Nagaria
Head of TDI Academy
TDI
malini.nagaria@the-digital-insurer.com



Simon Phipps
Founder
TDI
simon.phipps@the-digital-insurer.com



Shalini Pavithran
CEO
SCI
shalini@scidomain.org.sg



Yannick Even
Learning Partner
yannick.even@the-digital-insurer.com



Jana
CTO
SCI
jana@scidomain.org.sg

Appendix

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D. About the GenAI Explorer Program	59



Generative AI – General References

Word of warning : This is a fast-moving area so references will become dated more quickly than usual

Area of Knowledge	Description and Source	Link	Approx. Time	Reasons to review
Agentic AI (Strategy)	Capgemini Research Institute – Rise of Agentic AI	Read	20 mins	Latest executive framing of agentic AI value, risks and adoption maturity; useful for C-suite context and governance checklists.
AI in Insurance	McKinsey – The future of AI in the insurance industry	Read	15 mins	Fresh view on how GenAI/agentic AI reshapes the value chain; practical priority areas for carriers.
State of AI (benchmark)	Stanford HAI – AI Index Report	Read	20 mins	Neutral, data-rich trends (investment, performance, policy, workforce) for charts and context.
AI Index for insurance	Evident AI Index	Read	20 mins	Provides an overview and pointers for further research on specific insurance companies EU & North America focused)
Workforce trends	Microsoft – Work Trend Index 2024: AI at Work Is Here	Read	10 mins	Widely cited adoption stats (e.g., usage, BYOAI) and leadership perception gaps; supports L&D and change plans.
Chat GPT Agent offering	AI Revolution. Launch of ChatGPT Agent	Watch	12 mins	Stats and perspectives on launch of Open AIs agentic capabilities for individuals.
Skills for the AI Future	McKinsey: We're all techies now-Digital skill building for the future	Read	10 mins	Digital upskilling is not just for tech teams anymore—it can help all employees thrive and make companies more competitive. Here's how your organization can get started.

Generative AI – Customer References

Word of warning: This is a fast-moving area so references will become dated more quickly than usual

Area of Knowledge	Description and Source	Link	Approx. Time	Reasons to review
Customer trust & adoption	IBM Institute for Business Value — Generative AI in the insurance industry	Read	10 mins	Quantifies customer comfort/trust gaps with GenAI (virtual agents, advice) and contrasts exec priorities with customer expectations.
Investment priorities	SAS & Coleman Parkes — Your journey to a GenAI future: An insurer's strategic path to success	Read	15 mins	Global survey incl. 236 insurance leaders; shows CX/retention as the top GenAI objective and benchmarks adoption plans.
A customer perspective on the use of AI	Insurance Business: Are insurance customers ready for generative AI?	Read	5 mins	A survey which looks at the acceptance and adoption of AI in insurance to help understand the customer perspective.
Distribution & engagement	Bain & Company — It's for Real: Generative AI Takes Hold in Insurance Distribution	Read	10 mins	Concrete CX/engagement impacts (self-service assistants, hyper-personalization) with quantified value and channel implications.
Claims experience	Accenture — AI & Generative AI Help Meet Customer Needs When It Matters (Claims)	Read	8 mins	Moment-of-truth focus: shows how GenAI accelerates claims decisions, reduces effort, and supports retention/CLV outcomes.
Journey redesign & self-service	McKinsey — Reimagining insurance with a comprehensive approach to gen AI (Podcast transcript)	Read	5 mins	Explains automating common inquiries and combining GenAI with other tech to redesign journeys and scale beyond pilots.

About SCI: 50 Years of Empowering Talent Across 50 Countries That Are Powering the Future of Insurance



For over 50 years, the Singapore College of Insurance (SCI) has been the trusted partner in shaping talent and building capabilities for the insurance industry. From leading-edge training and professional certifications to tailored talent development programmes, SCI helps professionals stay ahead in a fast-changing world. Today, SCI proudly serves clients across the globe - nurturing a future-ready workforce for the industry's next chapter.

The SCI was recently voted the Asia Insurance Industry Educational Service Provider of the Year 2025, and this is the 7th time SCI has won this award.

SCI is a not-for-profit, industry-based professional training and education body set up as part of Singapore's efforts to develop as an international insurance hub. SCI has remained focused in its efforts to upgrade the technical expertise of insurance and financial services practitioners, and to provide them with professional advancement opportunities, through its series of practice-oriented programmes, certification programmes and professional qualifications.

Since the late 1970s, the SCI has also been administering for the Monetary Authority of Singapore (MAS) regulatory examinations. Since early 2000, the SCI has also expanded its role to include that of building talent pipelines for the industry. Its flagship Insurance Management Associate Programme (iMAP) has succeeded in bringing in fresh graduates from various disciplines and has a 74% industry talent retention rate.

SCI also plays an active regional role and leads a number of talent and skills-building initiatives under the ASEAN Insurance Council/ASEAN Insurance Education Committee umbrella.

SCI has international links with professional bodies, such as The Chartered Insurance Institute (CII), The American College of Financial Services (TAC) and The Glasgow Caledonian University (GCU).

SCI is also the Secretariat for the Asia-Pacific Risk and Insurance Association (APRIA) set up in 1997 to further insurance education, and to promote links between academia and the industry.

www.scicollege.org.sg

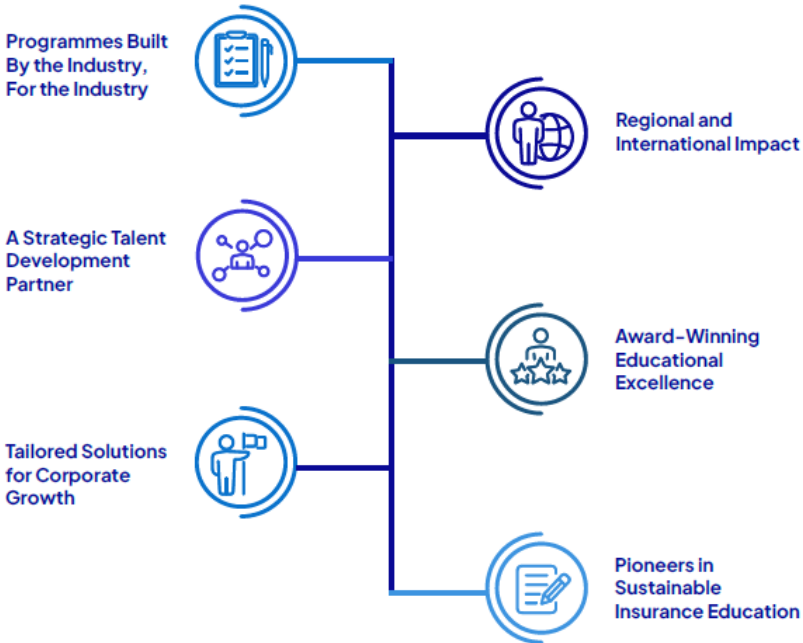
About SCl: Services and industry contributions



Experience the Difference When Partnering With Us

50 Years of Empowering Talent Across 50 Countries That Are Powering the Future of Insurance.

For over 50 years, SCl has been the trusted partner in shaping talent and building capabilities for the insurance industry. From leading-edge training and professional certifications to tailored talent development programmes, we help professionals stay ahead in a fast-changing world. Today, we proudly serve clients across the globe — nurturing a future-ready workforce for the industry's next chapter.



How We Contribute to the Growth of the Industry



>1,700,000

Industry Professionals and Individuals Served to Date



>500,000

Examinations Candidates Served



>225

Courses Conducted Each Year

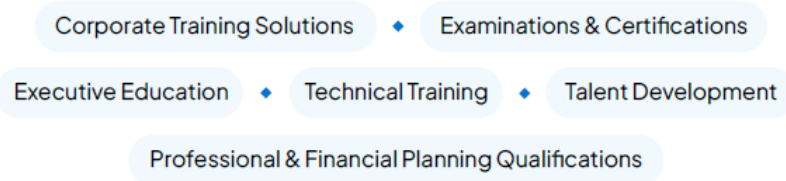


Serving Professionals from

>50

Countries

Our Suite of Services

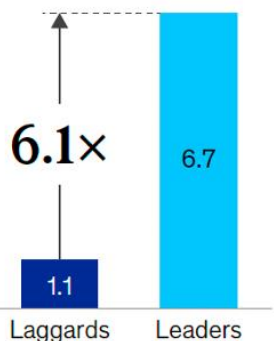


More focus is needed on people – skills & culture

1 IT PAYS TO INVEST IN DIGITAL

Companies leading in digital and AI outperform financially.
CAGR for TSR, 2018–22, by sector,¹%

Insurance

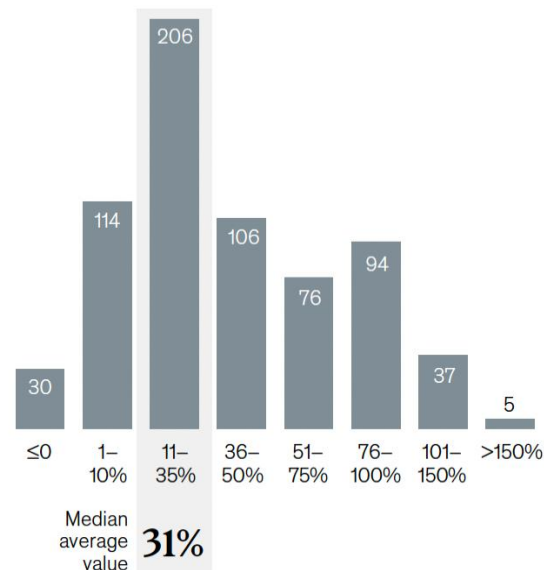


Source: “Rewired & running ahead – Digital & AI leaders are leaving the rest behind”, McKinsey

2 BUT MOST COMPANIES FAIL TO ACHIEVE TARGET ROI

Reported share of realized and sustained best-case financial benefits from digital transformations

Expected revenue increase (n = 668)



Source: “3 new mandates for capturing a digital transformation’s full value”, McKinsey

3 MAINLY DUE TO LACK OF FOCUS ON PEOPLE

% of companies reporting “sustained strong” or “breakthrough” performance¹

Companies that addressed culture change explicitly

79%

Companies that neglected culture change

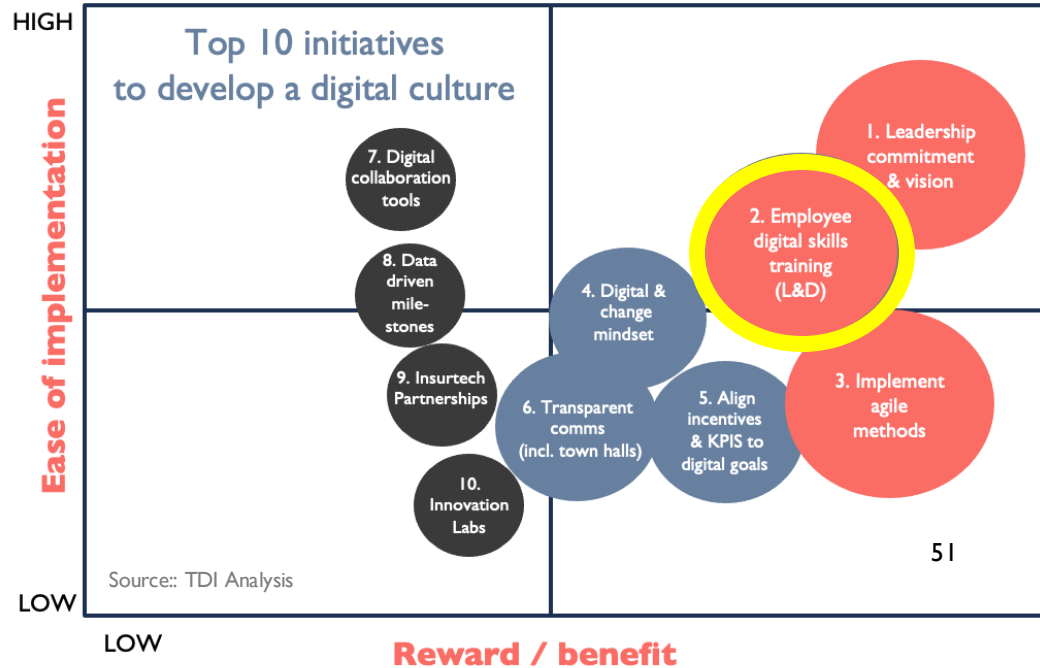
0%

Source: BCG - It is not a digital transformation without a digital culture value”, McKinsey

75% of transformation project fail to realize benefits – and in 70% of cases it is due the lack of focus on people²

Source: PwC are large scale initiative doomed by default

4 DIGITAL L&D IS ONE OF THE TOP 3 SOLUTIONS



TDI Business Model

DELIVERING DIGITAL TOGETHER



CONTENT & RESOURCES

The Industry's largest digital insurance and knowledge content platform serving > 50,000 members globally

www.the-digital-insurer.com

TDI ACADEMY

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COMMUNITY MARKETING

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Content & Resources

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TDI Talks! 	The InsurTech Directory 	Whitepapers  Deeper Dive: Generative AI – Operations & Risk Management	InsurTech Analysis  Lapetus Solutions – InsurTech analysis research deck
Innovation Awards 	TDI Connect Community 	InsurTech Maps 	Webinars Watch on-demand: 'The CEO's Real Risks with Digital' – Essential webinar for leaders 

<https://www.the-digital-insurer.com>

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USED BY MANY OF THE WORLD'S LEADING INSURERS



[TDI Academy home page](#)

Engaging Hearts & Minds with Digital Insurance L&D

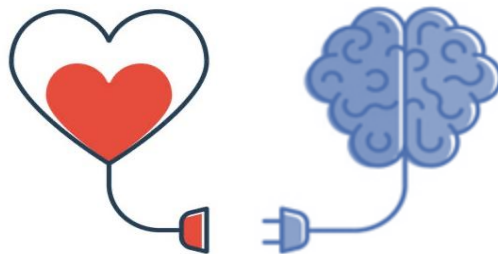
Research shows that all high-performing organizations pro-actively balance L&D investment across both Hearts & Minds

What do we mean by Hearts & Minds?

HEARTS (emotional)

The WHY.

Critical for alignment of business and IT teams,
Cultural change and Digital Transformation success



MINDS (cognitive)

The WHAT & the HOW.

Essential for digital skills that support
utilization of specific new technologies

How do insurers translate evidence into action?

Strong evidence for “Hearts and Minds” approach:

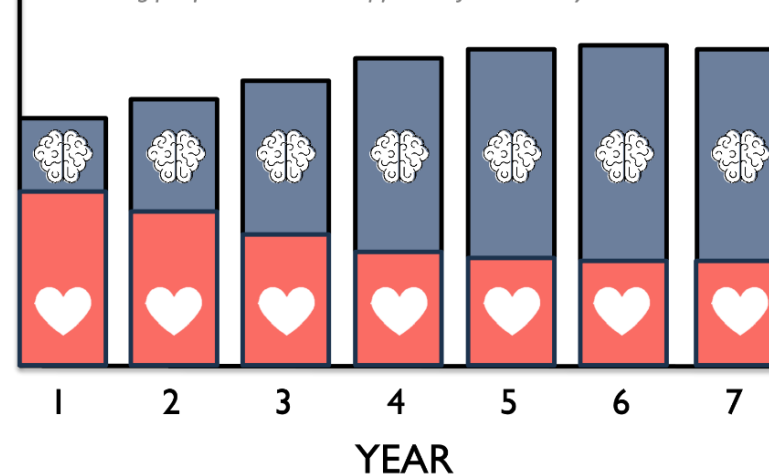
0% of companies who neglected cultural change have reported “Sustained strong” or “Breakthrough” performance

Source: [Boston Consulting Group - It is not a digital transformation without a digital culture](#)



L&D Mix

To ensure sustainable results with digital, initial investment needs to skew to winning peoples hearts. An approach focused only on skills won't work.



75% of companies focus too much on the blue ‘minds’ component by providing largely or exclusively new tech skills training

TDI Academy uniquely supports insurers by engaging teams in insurance-specific Hearts & Minds L&D

TDI Academy – overview of design principles

Redefining what good looks like in the world of insurance L&D



FUN!
Differentiated. Experiential.

DIGITAL LEADERSHIP CURRICULUM (DLC)

The insurance industry's only curriculum that is 100% dedicated to digital insurance. External insights and knowledge - now accessible for all.

56x 1hr lessons

Available
24/7/365

100% insurance
focus

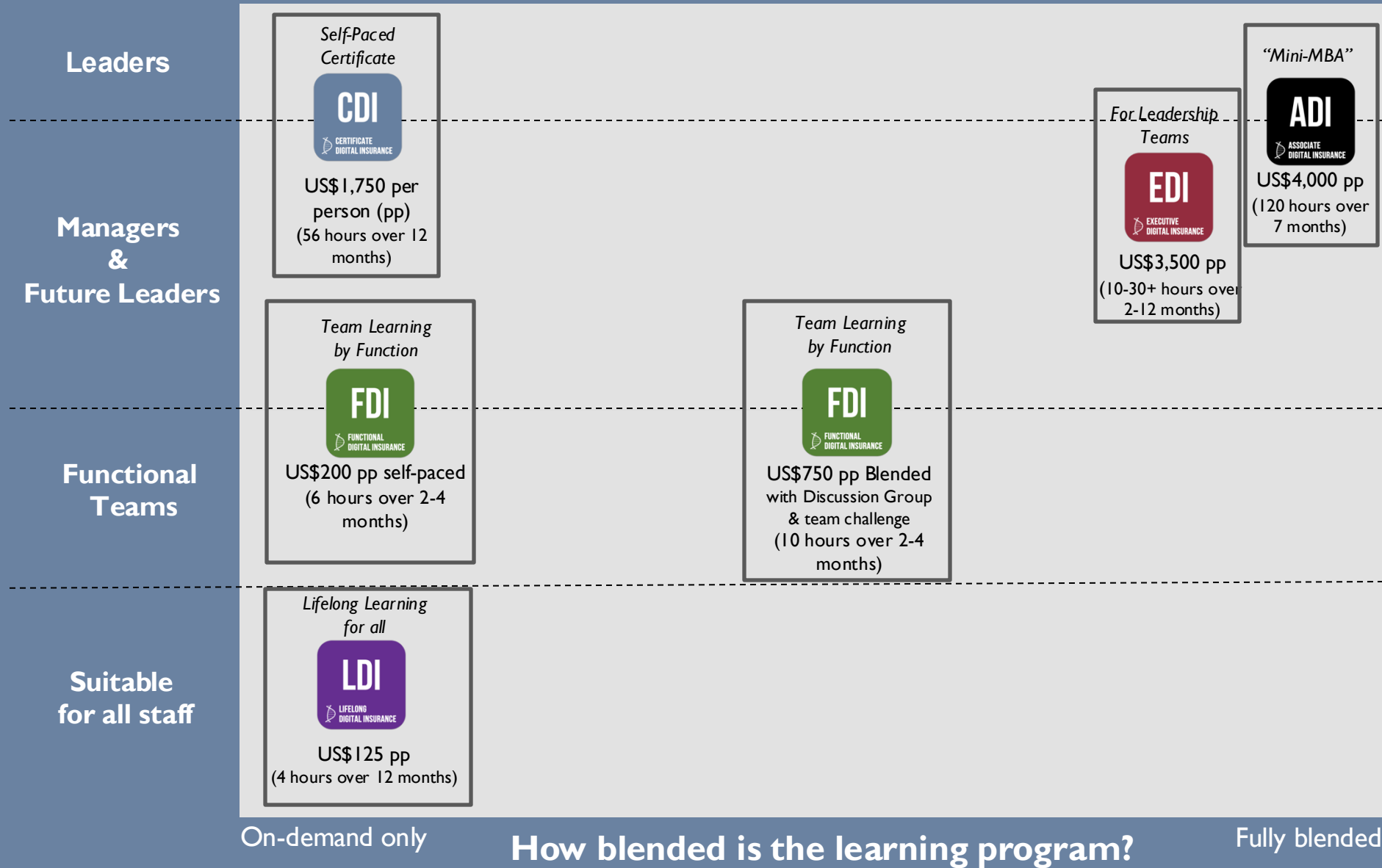
Regularly
updated

Course 1 OUR CHANGING WORLD	Course 2 TECH ENABLERS	Course 3 DATA & ANALYTICS	Course 4 VALUE CHAIN INNOVATIONS	Course 5 DIGITAL BUSINESS MODELS	Course 6 CUSTOMER EXPERIENCE & MARKETING	Course 7 STRATEGY & TRANSFORMATION
1.1 4 th Industrial Revolution	2.1 Tech Trends Impacting Insurance	3.1 Data's Transformative Power	4.1 Sales Tools For Insurance Agents	5.1 Platform & Ecosystems	6.1 Customer Experience	7.1 Why Strategy Beats Execution
1.2 Our Connected World	2.2 Generative AI in the Spotlight	3.2 Python for Data	4.2 Underwriting – Life & Health	5.2 Microinsurance	6.2 Direct Digital Marketing	7.2 Ethics & Regulations
1.3 The Power Of Social	2.3 Blockchain	3.3 Data Visualization	4.3 Underwriting – Property & Casualty	5.3 Embedded & On-demand Insurance	6.3 Data-led Marketing	7.3 Transforming the Old vs. Building the New
1.4 Changing Consumer Behaviours	2.4 IoT	3.4 Crafting Effective Prompts in Data & Analytics	4.4 Digital Product Development	5.4 Comparison Sites	6.4 MarTech	7.4 Innovation Partnerships Best Practices
1.5 The Future of Insurance	2.5 Chatbots Transformed in an AI-augmented World	3.5 Machine Learning	4.5 Service & Administration	5.5 Community, Affinity, & Peer-to-Peer	6.5 The Power of Content	7.5 Change Management as a Discipline
1.6 Why Data Is King	2.6 Immersive Technologies	3.6 Predictive Modelling	4.6 Claims – Life & Health	5.6 Health & Wellness	6.6 Omni Sales & Service	7.6 Agile Mindsets & Ways of Working
1.7 The Innovation Imperative	2.7 APIs & Microservices	3.7 D&A Use Cases - Life & Health	4.7 Claims – Property & Casualty	5.7 Commercial Insurance	6.7 Customer Lifetime Value & Customer Advocacy	7.7 Cultural Change for a Digital World
1.8 Insurance Rebooted	2.8 Tech Architecture Best Practice	3.8 D&A Use Cases - Property & Casualty	4.8 Implementing Value Chain Innovations	5.8 Building New Digital Business Models	6.8 Out-of-Industry Examples	7.8 How to Succeed When Most Transformations Fail

Why make the curriculum available at your company?

- Unique focus on high priority skills – management skills on digital insurance
- Flexible deployment in different formats - to meet different needs and budgets. Can be customized further
- External insights & case studies delivered by a faculty of insurance experts
- Highly positive feedback with NPS rated as “excellent” since launch in 2020. More than 150,000 lessons delivered

WHICH PROGRAMS WORK BEST FOR DIFFERENT POSITIONS?



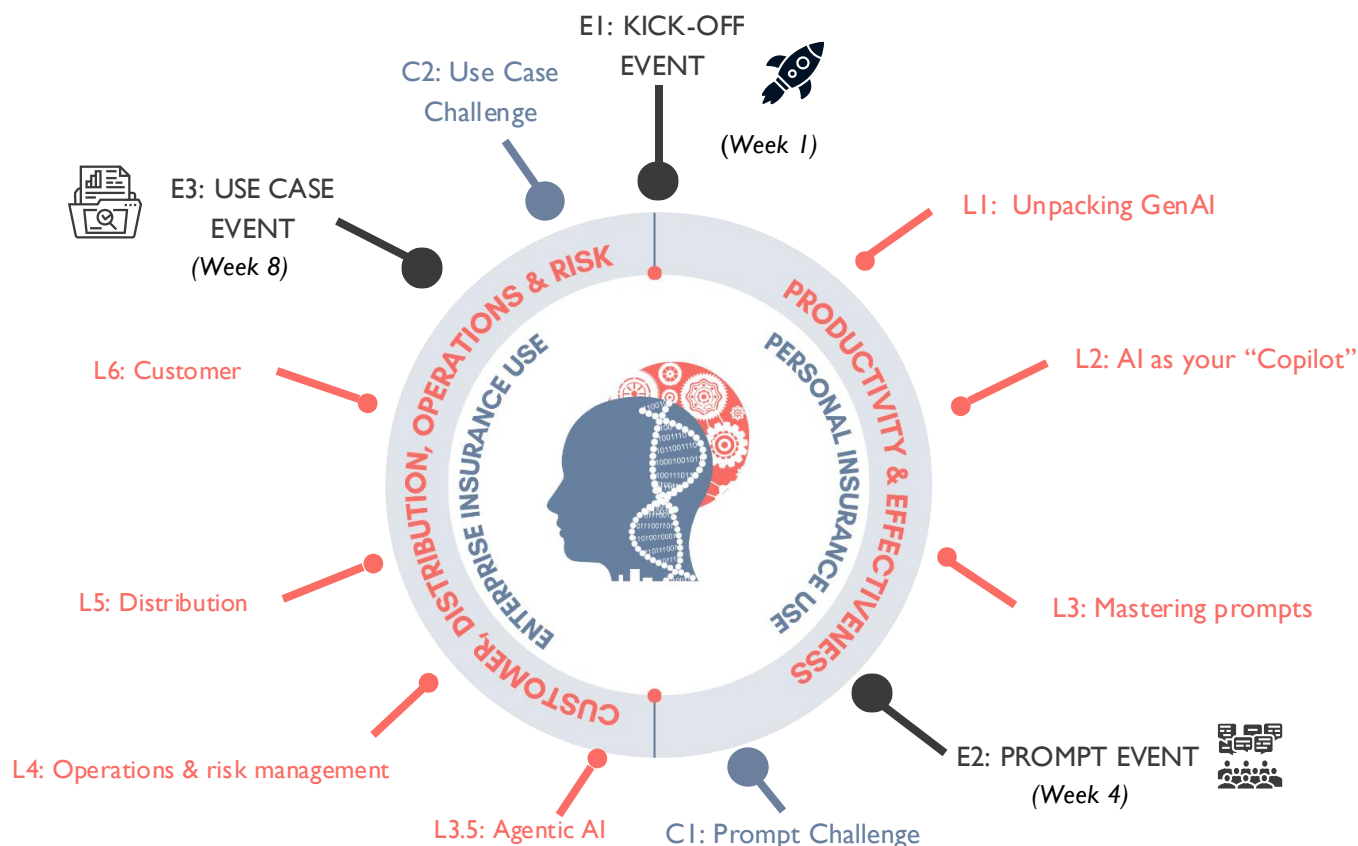
What do we mean by a "fully blended" learning experience?

- On-demand lessons
- Live discussion groups
- Assignments
- Individual / group projects and challenges

Typical design and format of the GenAI Explorer Program



A customized and collective learning experience designed to generate valuable business outcomes and allow you and your colleagues to explore generative AI together safely



The GenAI Explorer Program can be customized for your needs

Program Learning Tools



7x 1-hour on-demand lessons with
3x live virtual events PLUS

- GenAI Library (case studies & prompts)
- Private Community
- 2 x Participant Challenges

15 hours of practical learning

**Completed over 10 weeks
with access for 1 year**

**A collective learning experience
for your company. Available globally.
(up to 50 people per cohort)**

What makes the GenAI Program unique?

1

Insurance specific

- Built and delivered by insurance & GenAI specialists
- Insurance prompts
- Insurance use cases
- Best insurance case study library
- In collaboration with Microsoft

[Access Brochure](#)

2

Business focused

- Designed for business users in insurance
- Help them to get “hands-on” the tech for their own use as well as contribute to Enterprise development and deployment
- Practical program with external insights and multiple case studies updated regularly in the GenAI Library

3

Customizable

- Your case studies, policies and experts shape and participate in the events
- Option to take in-house to scale with TDI supporting with lesson, structure and library content
- Different Program formats available

4

Impactful outcomes

Supported by Challenges and Personal Action Plans



Engage your business | Deliver value to all | Improve AI literacy

Thanks for reading this Deeper Dive!

If you found this Deeper Dive useful you are going to really like our TDI Academy Programs on digital insurance. Find out more about how you can benefit from our digital insurance Insights and engaging program [here](#)

