

MSIG USA Underwriting Modernization

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AWARD FOR DATA, ANALYTICS, AND AI

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Case Study at a Glance

MSIG USA modernized their underwriting ecosystem to address critical inefficiencies in fragmented legacy processes, enabling the insurer to scale specialty product offerings and improve risk evaluation through data integration and AI-driven automation.

Table 1: Case Study at A Glance	
Financial Institution	MSIG USA
Initiative	MSIG USA Accelerates Growth, Increases Profitability with AI-Powered, Data-Driven Underwriting Workbench
Synopsis	MSIG USA implemented Convr, an AI-enabled underwriting workbench, to systematize and streamline underwriting intake, clearance, and risk assessment workflows. This transformation reduced submission processing time to one hour, supported additional submission volume without increasing headcount, and enabled increases in revenue while fostering a more consistent, data-driven underwriting culture.
Timelines	The project began in January 2025 with an initial release in April 2025. The team enabled additional features, enhancements, and continuous improvement over two-to-three-week sprints through the remainder of 2025.
Key Benefits	<ul style="list-style-type: none"> • Significant reduction in submission data ingestion and underwriting assessment time • Sanctions screenings completed within one hour • Increased submission volume without adding headcount • Significant revenue growth post-launch

	<ul style="list-style-type: none"> • Accelerated new product launches, including Financial Lines and Cyber • Improved underwriting consistency and governance • Enhanced customer experience through faster, clearer communication • Elevated underwriter productivity and job satisfaction
<p>Key Vendors</p>	<p>Convr provided their AI-powered underwriting workbench platform and partnered closely with MSIG USA's in-house teams for design, integration, and iterative Agile delivery. WalkMe supported embedded, real-time training within the platform.</p>
<p>Source: MSIG USA</p>	

The platform embeds underwriting guidelines, applies AI-driven data enrichment and scoring, and orchestrates intelligent workflows across multiple specialty lines.

Celent Perspective

MSIG USA's initiative illustrates what's become a significant trend over the past several years, as insurers seeking to improve their underwriting processes and outcomes have shown increasing interest in modern underwriting workbench platforms.

Underwriting workbenches typically deliver several benefits to insurers: first, they streamline data ingestion from the application, internal carrier sources, and other third-party data streams, to save underwriters time in gathering the relevant details to adequately assess the incoming business; second, they provide workflow features that help systematize the underwriting process, so that work is done consistently—particularly important for specialty lines, where it's still common for underwriters to work in spreadsheets or jump around parts of the application as they understand the risk; and finally, some underwriting workbenches can apply risk scoring or AI-enabled highlights for specific risk factors within the new business. As MSIG USA's example shows, when a powerful tool is implemented well with excellent support from the insurer, it can have a transformative impact on the underwriting process and business outcomes.

MSIG USA achieved a fundamental structural transformation in their specialty insurance underwriting by replacing their fragmented, manual, decision-intensive legacy processes. By consolidating disparate systems and automating data ingestion, enrichment, and scoring within a single AI-powered platform, MSIG USA has redefined the underwriting workflow to be both scalable and aligned with its risk appetite, as well as substantially less time-intensive. This approach moves beyond incremental enhancements to a comprehensive ecosystem transformation that embeds underwriting guidelines directly into operational workflows, thereby standardizing decision-making while preserving underwriter discretion for complex judgments. The result is a significant reduction in submission processing time to one hour, enabling MSIG USA to significantly increase submission volume without increasing headcount while simultaneously allowing their underwriters to focus their expertise on the high-value tasks where it's most impactful.

What differentiates MSIG USA's approach is the integration of advanced AI capabilities—such as machine learning-driven prioritization, automated sanctions screening, and real-time risk summarization—within an agile, user-centric platform that supports multiple specialty lines with tailored workflows. Moreover, the platform's embedded communication and task management tools eliminate reliance on external systems, streamlining collaboration and accelerating cycle times. This holistic integration of technology, process redesign, and organizational alignment exemplifies a mature digital transformation in underwriting.

The initiative's emphasis on change management and continuous user engagement mitigated common adoption barriers, fostering a culture shift toward data-driven underwriting. Peer institutions can draw lessons from MSIG USA's rapid deployment strategy, cross-functional collaboration, and structured change management to ensure positive outcomes for the underwriting team and the whole organization.

For the insurance industry, MSIG USA's effort demonstrates how AI and automation can be leveraged not merely to digitize existing workflows but to fundamentally enhance underwriting quality, speed, and scalability. The initiative's ability to meaningfully grow revenue post-launch while maintaining underwriting discipline highlights the commercial impact of embedding data and AI at the core of risk selection. This initiative sets a benchmark for disciplined, data-driven specialty insurers aiming to scale profitably through data-driven underwriting and serves as a practical model for embedding AI into core insurance operations with tangible business outcomes.

Detailed Description

Introduction

Table 2: MSIG USA Snapshot	
Year Founded	Global founding 16 th century; US founding 1957
Headquarters	New York, New York
Annual Premium	
Geographic Presence	MSIG USA, while headquartered in North America, has a reach that spans 48 countries and regions.
Employees	
Other Key Metrics	
Relevant Technologies and Vendors	Cloud, APIs, AI and machine learning, conversational AI, data management, RPA, data science, generative AI
Source: MSIG USA	

Opportunity

MSIG USA faced challenges stemming from a legacy underwriting environment characterized by fragmented systems and largely manual, inconsistent processes. These inefficiencies constrained underwriting capacity and imposed substantial administrative burdens on underwriters, who spent excessive time on data gathering rather than risk evaluation. As submission volumes increased and new specialty products were introduced, these limitations became more pronounced, impeding the company's ability to scale profitably and respond swiftly to market demands.

Incremental fixes to the existing environment proved insufficient because they failed to address the fundamental fragmentation and lack of automation embedded in the underwriting workflow. The reliance on disparate tools and manual interventions resulted in slow submission processing, inconsistent application of underwriting guidelines, and limited operational scalability. Without a unified approach, MSIG USA risked continued inefficiencies, slower time to market for new products, and constrained growth potential. MSIG USA undertook a comprehensive modernization

effort to build a scalable underwriting ecosystem that could embed risk appetite directly into workflows, reduce cycle times, and enable underwriters to focus on strategic risk assessment rather than administrative tasks.

Solution

MSIG USA's solution centered on the deployment of Convr's AI-powered underwriting workbench, a unified platform designed to replace fragmented legacy systems and manual processes with an integrated, automated underwriting ecosystem. Convr consolidates intake, data extraction, enrichment, scoring, and workflow orchestration into a single environment, embedding MSIG USA's underwriting guidelines and risk appetite directly into the platform. By standardizing submission handling and prioritization through AI-enabled scoring and rules-based automation, the solution supports consistent decision-making while preserving underwriters' ability to apply strategic judgment where necessary.

Convr's architecture leverages advanced AI and machine learning capabilities, including natural language processing, automated risk summarization, sanctions screening, and real-time insights to accelerate underwriting cycle times and help underwriters focus on the most critical elements of a given risk. The platform was integrated with MSIG USA's enterprise data platform to enable pre-fill and accommodate the data requirements of products across Property, Casualty, Cyber, Financial Lines, Marine, and Political Risk and Trade Credit. The platform's embedded communication and task management tools enable collaboration by keeping messaging and co-work within the system.

MSIG USA implemented the solution following an agile, iterative delivery model, with an initial release within three months of project launch. This approach created early value, which the team built upon via ongoing deployment and continuous enhancement through two- to three-week sprint cycles for the remainder of the 2025 calendar year. Doing so allowed MSIG USA to adapt the workbench to evolving underwriting needs and product launches.

The team also supported a structured change management program to ensure broad organizational adoption. Leadership's commitment to establishing the workbench as the exclusive underwriting environment, coupled with systematic retirement of legacy tools, reinforced user engagement and operational alignment. The team had grown accustomed to using a fragmented collection of systems and were used to using manual processes as the way business had always been done,

so socializing the underlying strategic vision was essential to create buy-in and enthusiasm for the transformation.

Together, these elements underpin a scalable, data-driven underwriting ecosystem that improves operational efficiency, governance, and portfolio quality across MSIG USA's specialty insurance lines.

Implementation

The implementation was executed by a cross-functional team of 15 to 20 members drawn from both MSIG USA and Convr. This integrated team included a product manager, project manager, business analysts, QA specialists, technical architects, technical leads, and engineers, working collaboratively under an Agile framework. The delivery model emphasized iterative development with two- to three-week sprint cycles, enabling continuous feedback, rapid feature deployment, and incremental enhancements tailored to the underwriting needs across multiple specialty product lines.

The implementation complexity was heightened by the need to integrate the workbench seamlessly with MSIG USA's existing Enterprise Data Platform and to support diverse workflows and data requirements across Property, Casualty, Cyber, Financial Lines, Marine, and Political Risk and Trade Credit. This required close collaboration between underwriting, operations, technology teams, and Convr resources to customize scoring logic, automation, and workflow orchestration while maintaining a consistent user experience. A structured change management approach was critical to address user adoption challenges, involving continuous communication, targeted training, hands-on testing, and leadership engagement to facilitate the transition from legacy systems to the unified platform.

Rollout considerations included a rapid initial go-live within three months of project initiation, followed by ongoing feature releases and enhancements throughout 2025. MSIG USA enforced a top-down adoption strategy by systematically retiring legacy tools and mandating the workbench as the single underwriting environment, ensuring consistent use and reinforcing governance. This approach, combined with strong executive sponsorship and cross-functional collaboration, enabled the organization to scale the platform efficiently across underwriting teams and product lines, ultimately embedding AI-driven automation and data-driven decisioning into the underwriting lifecycle.

Company	Support
Convr	Provided AI-powered Underwriting Workbench platform and partnered on design, configuration, testing, and release
MSIG USA Enterprise Data Platform	Supported data integration and enrichment across underwriting systems
WalkMe	Delivered embedded, real-time training and guidance within the workbench to accelerate user adoption

Results

Table 5: Success Metrics	
Benefit	Results
Business efficiency	The implementation of the AI-powered Underwriting Workbench reduced submission data ingestion, cleansing, and underwriting assessment time to one hour, a significant improvement over prior processing times. The platform eliminated the need to toggle between multiple legacy systems, reducing manual work and administrative burden on underwriters and operations teams.
Business volume	Submission volume increased significantly without adding underwriting or operations headcount, indicating significant automation and effort reduction. AI-driven intake, data extraction, enrichment, scoring, and workflow orchestration improved prioritization and enabled straight-through processing for low-complexity risks.
Risk reduction	The unified platform standardized workflows by embedding MSIG USA's underwriting guidelines, ensuring consistent decision-making and faster submission processing. Legacy tools were systematically retired, consolidating workflows into a single environment and reducing reliance on branch or call-center support for underwriting processes. Sanctions screenings are now completed within one hour, decreasing compliance risk.
Return on investment	Since launch, MSIG USA experienced meaningful revenue growth, driven by faster product launches and increased premium per underwriter. The platform supported the immediate introduction of new specialty products such as Financial Lines and Cyber within the workbench. The transformation strengthened underwriting governance and portfolio management through a consistent, data-driven risk evaluation framework, enhancing long-term platform value.

Lessons Learned

Strong Organizational Alignment: Executive sponsorship from the Chief Executive Officer, Chief Underwriting Office, and product leaders ensured clear direction, rapid decision-making, and enterprise-wide commitment. This unified support signalled the importance of the workbench and accelerated adoption across underwriting teams.

Cross-Functional Collaboration: Close coordination between underwriting, operations, technology, and Convr's development teams enabled the solution to be tailored to MSIG USA's particular business needs. Continuous feedback loops, joint testing, and shared ownership ensured the platform reflected the underwriting experience and business appetite of the MSIG team.

Proactive and Transparent Communication: Regular updates, office hours, demos, and open forums kept all stakeholders informed and engaged. This transparency helped users understand the why behind the transformation, and helped to reduce resistance, making the transition to a new platform smoother and more successful.

MSIG USA's experience underscores the importance of managing technological transition proactively. Facilitating underwriters' understanding of how the AI-powered workbench would enhance their core responsibilities, rather than adding complexity, was essential to overcoming initial resistance and ensuring sustained adoption. This required deliberate investment in structured change management, including transparent communication, early user involvement, and hands-on training, which collectively fostered user confidence and engagement throughout the rollout.

Path Forward

MSIG USA's underwriting modernization effort shows the benefits insurers can gain from re-evaluating their approach to underwriting and pairing it with technology to support that strategy. Implementing a system that radically transforms the day-to-day experience of underwriting, which relies on numerous data integrations and must be aligned to many product systems, and which must reflect the insurer's underwriting guidelines is a formidable effort, but MSIG USA's case study provides a template in achieving tremendous change in a modest timeframe.

MSIG USA's strategic trajectory focuses on advancing its underwriting ecosystem toward greater automation, enhanced AI-driven insights, and expanded scalability across specialty product lines. Building on the successful deployment of Convr, the organization intends to further reduce administrative overhead, enabling underwriters to concentrate exclusively on high-value risk assessment and decision-making. This evolution will involve deepening data integration capabilities and refining predictive analytics to create more opportunities for streamlined or straight-through risk assessment. Future enhancements are designed to accelerate progress toward true straight-through processing by automating additional underwriting steps and embedding more sophisticated AI guidance throughout the workflow.

MSIG USA's commitment to continuous improvement and scalability positions it to strengthen its leadership as a data-driven specialty insurer, with a focus on increasing underwriting productivity and delivering faster, clearer, and more consistent outcomes for brokers and clients. This strategic evolution will also reinforce governance and portfolio management by maintaining a consistent, data-driven framework that supports enterprise-wide risk oversight and performance management.

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