



Innovate and Elevate
Insurance Innovation Capability Report

SEPTEMBER 2023



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Executive Summary

As the Irish insurance industry continues to experience rapid and profound change, the effects are being felt across every major function in the insurance enterprise. The last five years have brought significant changes in technology, increased competition, higher customer expectations, and evolving regulatory demands. Insurers of the future need to embrace technological, cultural and structural innovation and ensure that their organisation is fully prepared and has the right capabilities to survive and thrive over the long term.

We used quantitative and qualitative research methods, including interviewing insurers, reinsurers and brokers, and distributed a survey to those responsible for capability build in the industry, to understand:

- The changes that have taken place in relation to capability requirements in the insurance industry
- The changes expected to take place in relation to capability requirements over the next 2-5 years
- The capabilities that insurers, reinsurers and brokers will be focusing on over the next 2-5 years
- The current capability strengths and gaps

This report includes key findings from the research conducted, as well as recommended next steps for the industry to take to help build the capabilities required for future success.





Summary of Key Findings

The research highlighted some key themes and areas of focus for capability building over the coming years.



Leading through Continuous Change

While insurance organisations have placed significant focus on strengthening behavioural and leadership capabilities to adapt to change, it is evident that these need to remain a top priority. With change expected to occur at an even faster pace, continuous improvement in these areas is essential.



Artificial Intelligence, Machine Learning and Robotics

Cyber Security, Cloud Technology, and AI & Machine Learning were identified as the most important technological capabilities for the next 2-5 years. While many companies have strong Cyber Security and Cloud capabilities, there is a significant gap in AI and Robotics adoption, with most having little to no capability in this area.



Customer-Centric Digital Product Design

Customer-centricity was ranked as the most important Behavioural capability needed for the near future with a focus on developing desirable digital journeys for customers. While most respondents rated their current Customer-Centricity as moderate to strong, other Digital capabilities require significant strengthening to deliver suitable products.



Claims Transformation

Our participants expect the Claims function to change vastly over the next 2-5 years, and much of this change will be the result of digitisation, requiring an uplift in Digital Literacy across the function. Respondents also expect an increased focus on Data capabilities across a range of functions including Claims, to address current capability gaps in these areas.



Underwriting Transformation

With an expected shift away from underwriters focused on individual risks and moving more towards Portfolio Management and Optimisation, these are current gaps for (re) insurers. New product types and specialities will also require focus in the coming years.



Environmental, Social and Governance Risk

The results of the survey show that insurance organisations have established a foundation for developing their Environment, Social and Governance Risk abilities. However, in relation to Climate Risk Reporting and Climate Risk Management capabilities there is still room for development in understanding and applying these capabilities.

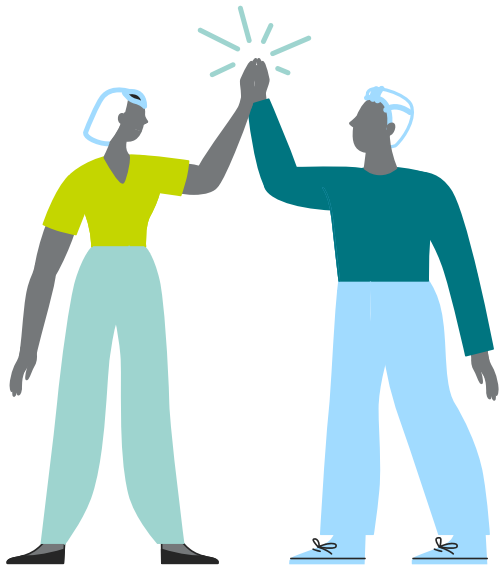


01

Introduction



Introduction



**GARY
LEYDEN**
CEO
InsTech.ie



The insurance industry has a major talent problem: there's a mismatch between where the market is going and the skills of the employee base. Digital transformation is a now accepted requirement to future proof the insurance industry. But most insurers are finding it challenging to attract the kind of talent needed to carry out the profound operational changes this transformation requires. The leadership teams of insurers must recognise that their businesses require different kinds of talent than before and that the people they

are hiring want different things from their work lives than did previous employees. InsTech.ie is delighted to collaborate with Deloitte to publish this strategic industry report to reflect the key future-focused capability requirements and gaps that exist across the insurance industry in Ireland.

This report aims to give a greater insight into the capabilities required to help our insurance firms innovate, adapt, grow and succeed. Insurance industry disruption starts with talent.





About InsTech.ie

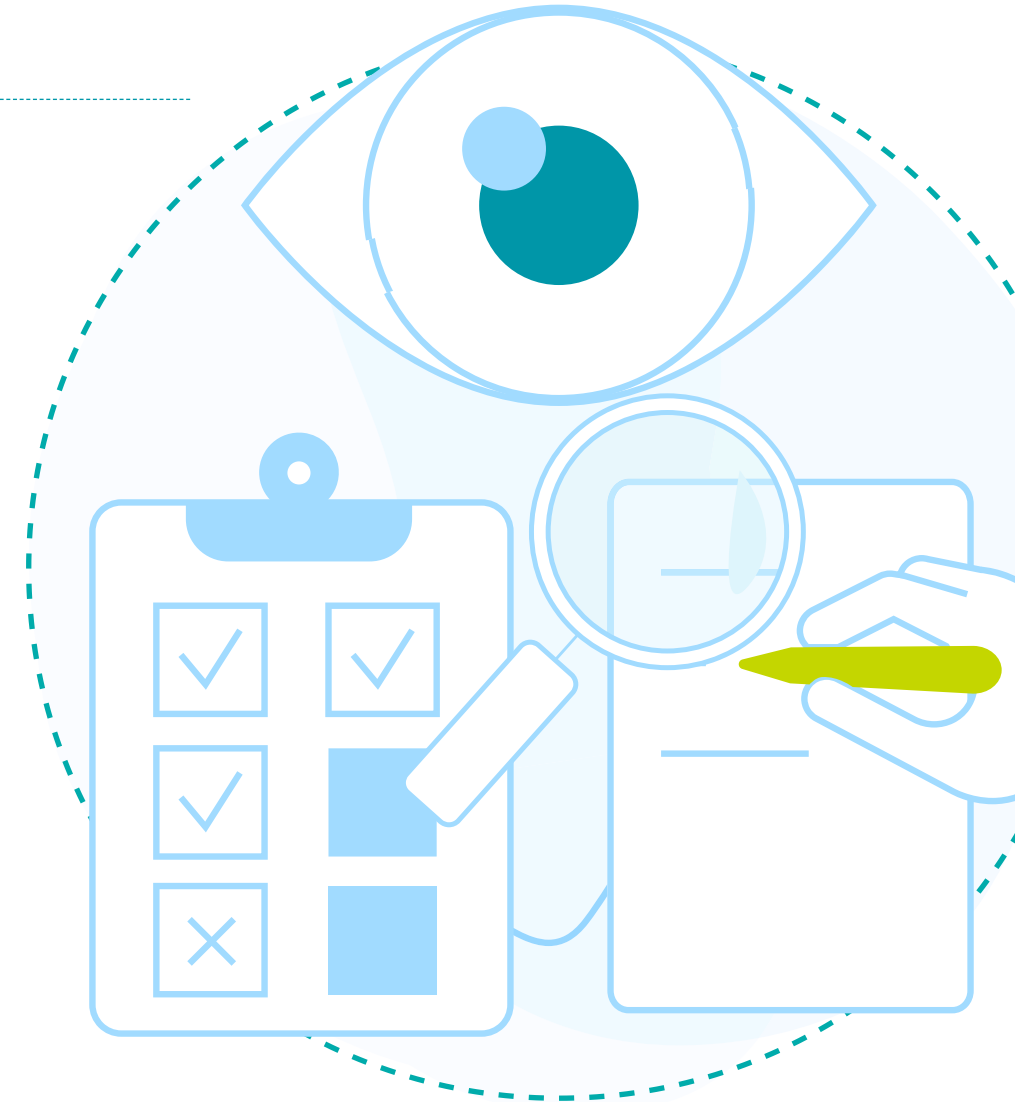
InsTech.ie is a not-for-profit organisation, founded in 2021, with the aim of promoting greater innovation across the insurance value chain.

InsTech.ie's mission is to position Ireland as a vibrant test bed for Insurance innovation where startups, insurance firms, brokers, managing general agents (MGA's), investors and academia work together to advance innovation and create value.

To achieve this, it aims to build a vibrant insurtech ecosystem, foster local talent, and attract greater investment to the country and ultimately further bolster the sector and benefit the industry. InsTech.ie has 17 members who support this mission.

Instech.ie has three strategic pillars upon which it believes it can deliver on its mission to build Ireland's reputation as an international centre of excellence for insurance innovation:

- Build greater innovation capability and talent in Insurance firms, brokers and MGAs in Ireland
- Become the destination of choice for international insurtechs establishing an EU presence
- Build a pipeline of Irish insurtechs that can scale and compete globally





Increasing cross-industry collaboration is fundamental to its approach and Instech.ie is open to all stakeholders in the insurance ecosystem – Insurance firms, brokers, startups, academic and research institutions, government, enterprise support agencies and regulators.



Instech.ie Members

Development of this ecosystem will unlock substantial opportunities for Ireland’s insurance sector and wider economy, enabling it to push ahead of other locations and create a supportive, future-proofed ecosystem, whilst enabling new and emerging technologies to be tested in a safe, well-regulated environment.

Instech.ie is tasked under the Department of Finance Action plan, IFS 2025, with building an insurtech hub in Ireland. It is a member of the Financial Services Forum and the Innovation sub-group convened by the Central Bank of Ireland.



Talent Working Group

To help deliver on the strategy a Talent Working Group was assembled to oversee work relating to the capability and talent pillar. The Talent Working Group includes leaders from across the InsTech.ie members responsible for talent and capability building.

The Talent Working Group seeks to answer some key talent questions about the insurance industry in Ireland. As a starting point, it wants to identify the future capabilities required across the core functions with a focus on innovation, and to assess the current industry against these capabilities.

The Talent Working Group provided guidance and expertise throughout the duration of this research.

InsTech.ie Talent Working Group



Milla Clynes
Head of Capability
AXA Insurance Ireland



Bríd Seymour
Director of People and Culture
Laya Healthcare



Kevin Foley
Head of HR
CNP Santander



Suzanne Brennan
Innovation Lead
InsTech.ie



Louise Lombard
Head of People and Culture
Canada Life
European Technology



Maureen Breslin
Head of Customer Service & Operations
New Ireland

Deloitte Team



Orla Stafford
Human Capital Director
Deloitte Ireland



Niamh Denihan
Human Capital Consultant
Deloitte Ireland



Purpose

The purpose of the research conducted for this report has been to identify the key capabilities required for the future of insurance in Ireland and determine the strengths and gaps that currently exist within the industry in relation to those capabilities. In addition to this, exploring next actionable steps for insurers in order to strengthen the capabilities that are lacking currently will be discussed. Following these findings, next actionable steps for insurers to take to succeed in innovation will be explored.

The insurance industry globally, and in Ireland, has experienced significant changes in recent years. The shift to digital operations and distribution that was already taking place pre-Covid was accelerated by the pandemic and does not appear to be slowing down. Today, customers seek digital solutions that require advanced, modernised technologies.

Prior to the pandemic, financial and actuarial services were paramount, however post pandemic there is an increased focus on product development and innovation, in particular the use of customer insights and expectations to influence product development.

This transformation has required companies to look at strengthening new technical capabilities, as well as an increased focus on Behavioural and Leadership capabilities such as; Emotional Intelligence, Reasoning, Critical Thinking and Storytelling. Insurance organisations have recognised that for transformation and innovation to be effective, the right culture is needed.





Insurance companies are continuing to invest in areas such as Cloud Technology and Product Development to remain competitive, and many insurers are partnering with insurtechs to offer new products or to reach new customers.

A shift in internal capabilities will be required to support changes to how services will be provided in the future. Post-pandemic changes have shifted the industry and catapulted it into a digitally-focused and customer-centric revolution. These changes will drive further innovation in both services and products, and the capabilities required to support this.

Insurance organisations must also recognise the importance of the organisational and behavioural foundations on which they build individual functions and capabilities. Transformational shifts in areas such as culture, vision, attitude and mindset are paramount in innovation efforts succeeding and most importantly being sustainable in the long term. It is equally important as a result to acknowledge the importance of investing in learning needs to make these transitional changes happen effectively.



For the purpose of this report, the term Innovation is defined as “the practice of executing an idea which addresses a specific challenge and achieves value for both the company and the customer.”¹



02

Insurance Innovation



Key Drivers of Insurance Innovation

Multiple avenues within the insurance landscape have been upended and this trend of disruption will undoubtedly continue over the coming years. The traditional insurance industry is faced with driving forces across a number of areas, as indicated below and explored further later in this report. This has put the industry under pressure to adapt efficiently and sustainably to these developments. These drivers are forcing insurance organisations to rethink how to operate within the market and also how to operate internally as an organisation. This will lead to a significant change both in how insurance organisations are run internally and how they provide services and products to their customers.²



Customer Expectations

Customers are demanding more convenient and personalised insurance products and services, including on demand insurance and pay as you go coverage



Digital and Technology

Advances in technology, particularly in the areas of artificial intelligence (AI), machine learning, blockchain, and the Internet of Things (IoT) are enabling insurers to better analyse risk, streamline underwriting and claims processes, and provide more personalised products and services



Regulatory Demands

As regulations shift, technology and roles will be forced to evolve in line with changing legal requirements to remain compliant for the future



Data

The increasing amount of data available to insurers from various sources including social media, wearables, and connected devices is enabling them gain deeper insights into customers' needs, behaviours and risk profiles.



New Entrants

The rise of Insurtech start-ups and other non-traditional players is driving innovation in insurance. These organisations are often more nimble and agile than traditional insurance organisations and are using technology to disrupt established business models



Collaborative Innovation – The Role of Insurtechs

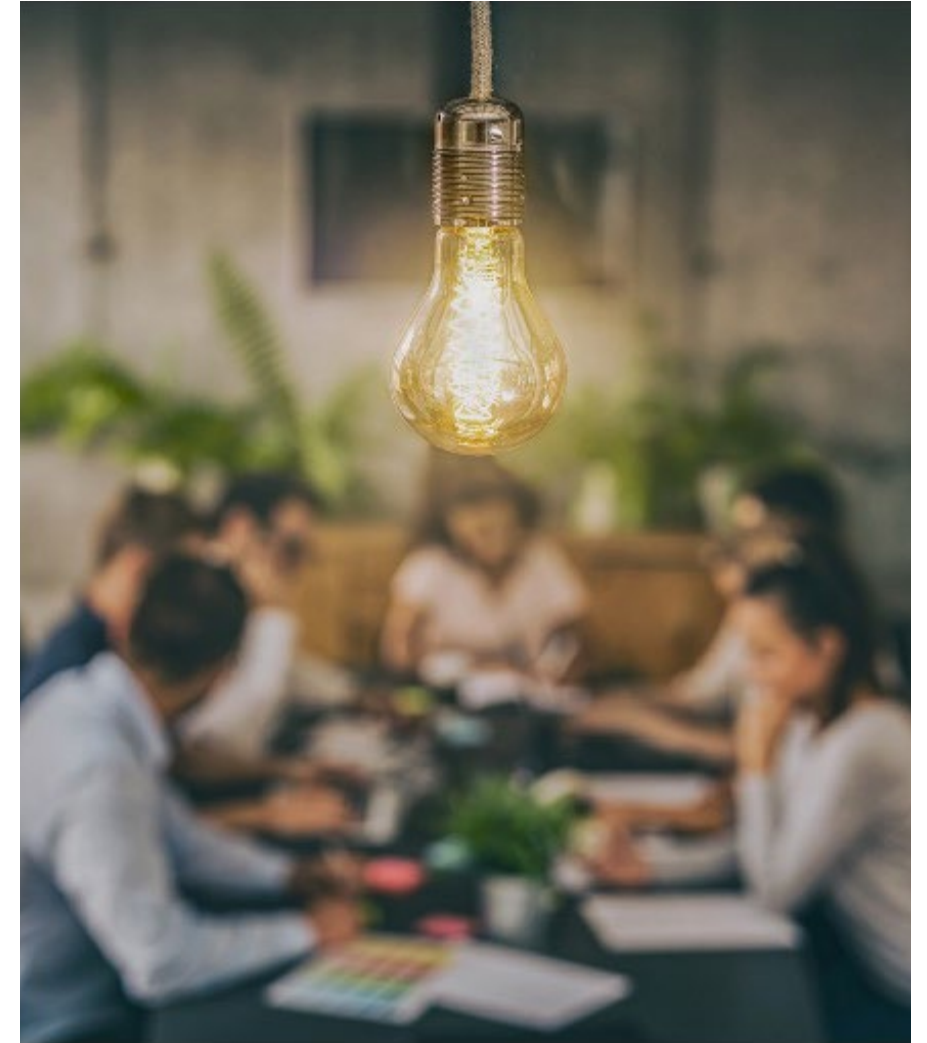
In recent years there has been several new entrants into the insurance industry, including technology companies, start-ups and even traditional companies from other industries, bringing new ideas and innovation, but also competition for existing players.

One of the biggest new entries to the Insurance market are insurtechs. These are start-ups that use technology to disrupt the traditional insurance industry. They use analytics, machine learning and other technologies to offer new products and services that are more customer centric and cost effective than traditional insurance.

Insurtech's play a vital role in transforming the insurance industry by embracing technology improving customer experience "driving innovation and promoting efficiency". Their importance lies in their ability to address the evolving needs and expectations of customers in a rapidly changing digital landscape.

According to a Deloitte survey conducted in Europe in 2023, 86% of insurers believe that partnering with insurtech organisations can support their technological development and help plug gaps in key technology related capability areas.

In addition, many insurers view the potential competition arising from the growth of Insurtechs as a motivation to improve their own existing technologies.³





**GARY
LEYDEN**
CEO
InsTech.ie



Technology driven innovation is fundamentally reshaping the insurance industry. Over the last number of years, the Insurtech sector has established itself as a vital catalyst for innovation in the insurance industry. Collaborating with the right insurtech start-ups helps drive external innovation. Partnerships can play a crucial role in improving operational efficiency, enhancing customer experience, and increasing data capabilities. Partnering with insurtechs is helping a rising number of insurers harness innovative thinking to spark growth, improve customer experience, and tackle tough business problems. Collaboration

is the key to successful innovation. Insurers rely increasingly on the tools and capabilities of an expanding insurtech ecosystem. These collaborations help insurers stay relevant in the face of a rising recession, changing client expectations, and growing competition. Through partnership, insurers can optimise their business models and create better customer experiences. Successfully managing these partnerships will become a critical capability for insurers and help them deliver on evolving customer expectations in a rapidly changing and demanding market.



Ireland has a strong reputation as a technology hub, and over the past few years there has been an emergence of tech startups and scaleups focused on serving the insurance sector. InsTech.ie partnered with TechIreland to release the Irish Insurtech Map in June 2022. The map includes over 60 insurtechs who are partnering with insurance companies in Ireland and globally. The map will be updated regularly to accommodate the emergence of new insurtechs over time.



Insurtech map



03

Methodology



Methodology

The aim of this research was to identify how what capabilities organisations currently have that are required for the future and to identify key focus areas and gaps. The research was conducted using a combination of qualitative and quantitative research methods, focused on capability needs across insurers, reinsurers and brokers. This included interviews and a survey issued to (re)insurance organisations and brokers. To try to ensure the data was consistent, it was requested that just one member of the organisation complete the survey, and ideally this was to be someone responsible for capability build. We recognised that not all capabilities or functions were relevant to all organisations, so we advised participants to skip any section or capability that did not apply to their organisation.

To enable participants to consult with others in their organisations, the survey was delivered with an accompanying guide listing and describing all the capabilities to be ranked and rated. Definitions for all capabilities included in the survey is available later in the report.



A capability is a combination of skills, knowledge, and experiences employees need to succeed. Capabilities are the attributes of an organisation that differentiate it from its competitors and help it achieve its strategy.⁴





Methodology

01

Deloitte has conducted significant research into insurance innovation, and the future of insurance. Prior to creating the survey, research was conducted by Deloitte to get a better understanding of the capabilities that companies are prioritising over the next 2-5 years, the changes taking place in the industry and the challenges around talent and capability.

Industry Insights

02

Interviews were conducted with InsTech.ie members and members of Brokers Ireland to explore their views and insights around changes in recent years, and changes they expect to see in the next 2-5 years.

Interviews

03

A survey was issued to members of InsTech.ie, Insurance Ireland and Brokers Ireland to gain a better understanding of the capabilities that are becoming increasingly important and the level of capability that currently exists. The survey included 78 capabilities, across 9 categories, that were identified from the research conducted to identify the capabilities

Surveys

04

The data from the various sources, including the interviews, surveys and prior research, was combined and analysed to gain meaningful insights into the capabilities that insurance organisations and brokers are planning to prioritise over the next 2-5 years.

Data Synthesis

05

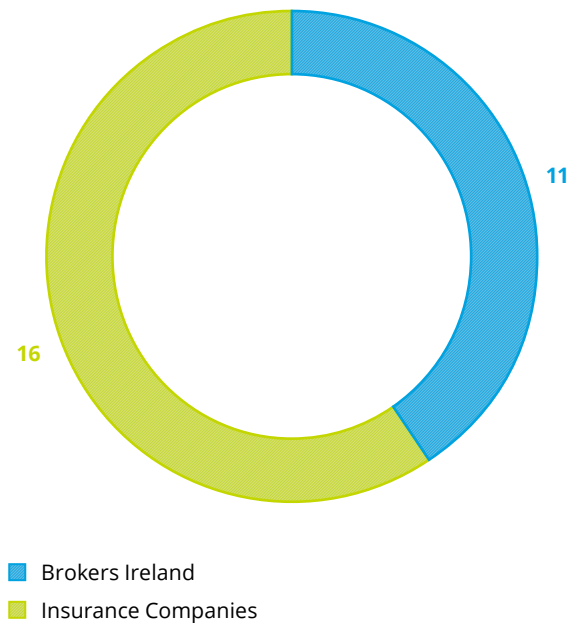
Follow up interviews were conducted with members of the InsTech.ie Talent Working Group to validate the assumptions made during the data synthesis stage. This was an important step in the process as it provided richer insights into the reasons some capabilities may be seen as more important than others.

Interviews



Participants

We collected responses from **27 organisations** within the insurance, reinsurance and insurance broker network.



The InsTech.ie founding members include insurance and reinsurance organisations working across the Personal Lines, Commercial Lines, Speciality, Health, Life and Reinsurance areas.

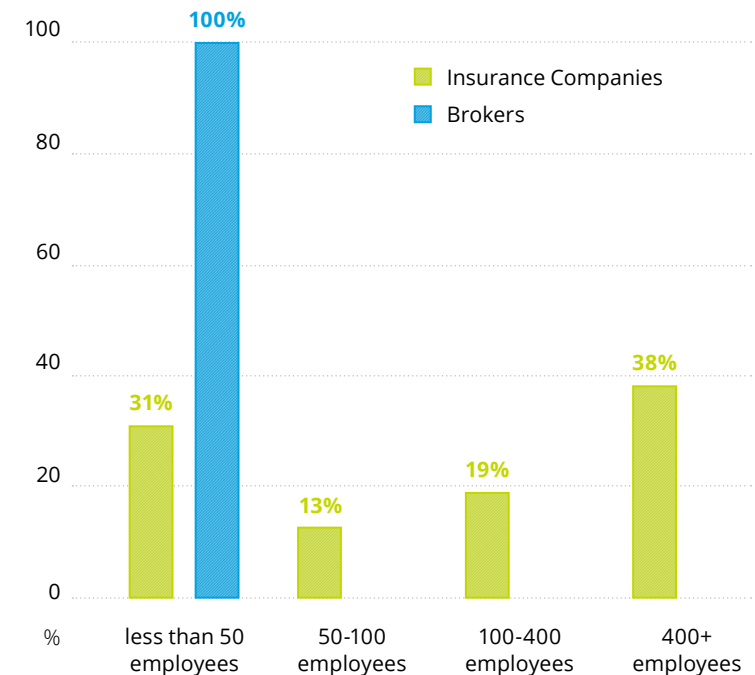
Due to the fact that many capability requirements are different across brokers and insurers, the data was separated for much of the analysis to avoid results being skewed.

The survey took on average 17 – 19 minutes to complete. However, for many, it took additional time as consultation with key people in their organisation was required to ensure that the responses were as accurate as possible.

Due to the variety of insurance categories and business models across the participant group, not all capabilities included were applicable to all.

This report includes a summary and analysis of the data collected through the survey.

Company Size



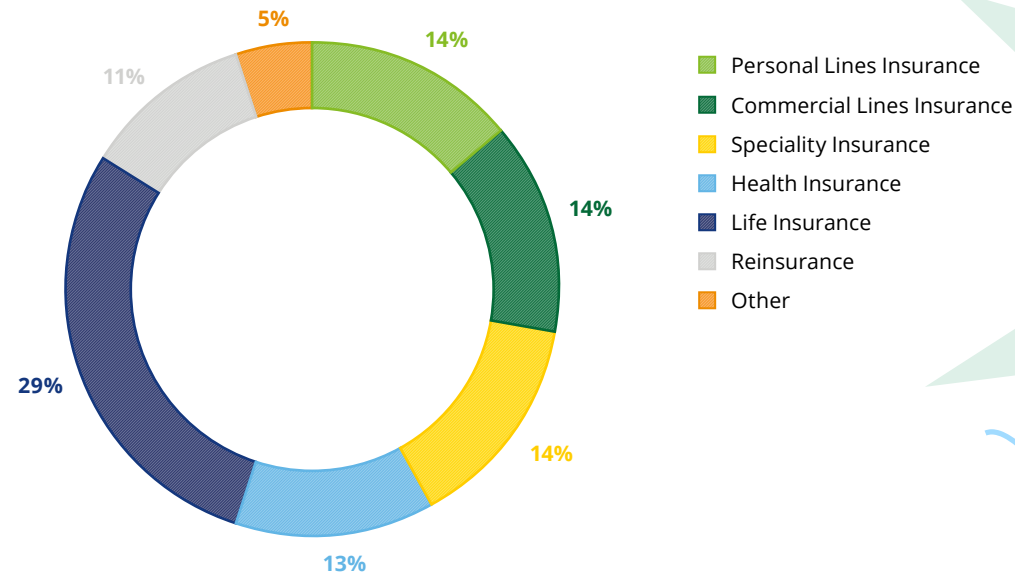


Limitations

As with all methods of data collection, limitations and considerations to the methodology undertaken for this data exist. Although respondents were encouraged to complete the survey with colleagues in their organisation, it is possible that the person completing the survey did not have full oversight of the capability levels or the priorities for the next 2-5 years.

The respondents who completed the survey did so based on their personal opinion. In addition, all sections were optional to complete for the purpose of allowing organisations to skip sections that were not relevant to their organisation, however this also means that it is possible that some survey responses were incomplete.

Categories of Insurance





04

Key Findings and Themes



Key Findings

Having analysed both the qualitative data from the stakeholder interviews and the quantitative data from the surveys, conclusions could be drawn and themed into key findings.

Participants were asked to rate their organisation's current capability level for each of the 78 capabilities, across nine categories (as shown on the next page), that were identified as being important for future success. Leadership and Behavioural were the categories that were rated strongest by respondents. However, there were some individual capabilities within other categories that were also identified as key strengths, such as Risk Management, Cyber Security and Data Privacy/Security.

Based on current capabilities alone, the categories that require the most development across (re)insurers and brokers are Technology, Digital Design and Process/Product Design. These areas were also highlighted in the qualitative research as being of key importance for future success. Organisations are seeing the value in strengthening these capabilities within their organisations. Therefore, it is key that organisations acknowledge that this focus is required and take actions to improve these capabilities through training and upskilling.

Top 3 most important Leadership Capabilities required in the next 2 – 5 years

Strategic Thinking

Managing Change

Vision Setting



The balance will tilt in favour of behavioural skills rather than technical/hard skills over the coming years.

KEVIN FOLEY

HEAD OF HUMAN
RESOURCES

CNP Santander Insurance



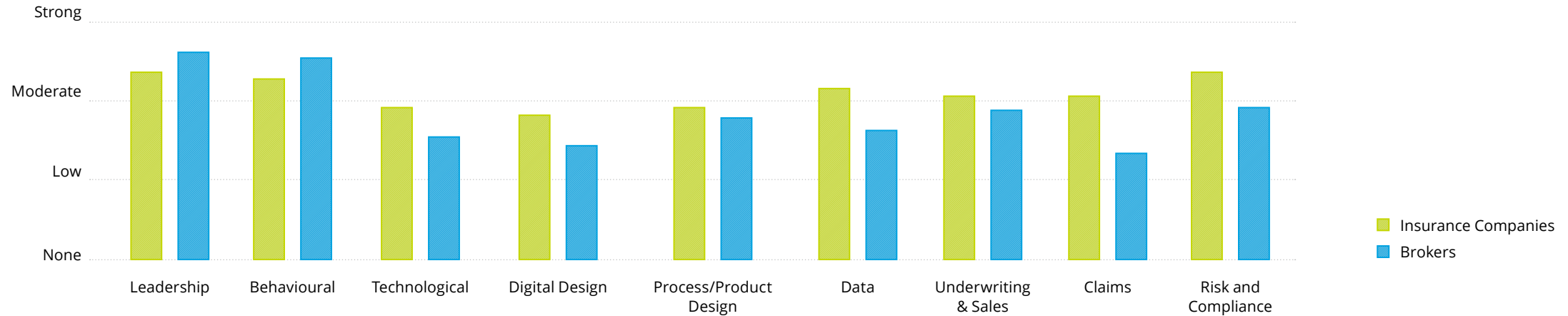


74% of respondents ranked Customer-Centricity in the top 3 most important Behavioural capabilities required for the future.

82% of respondents rated their organisation's current Cyber Security capability as strong / moderate within Technology capabilities.

85% of respondents rated their organisation's Collaboration capability as strong / moderate within Behavioural capabilities.

Current Capability Level by Category





What are the current capabilities that are considered strong within the industry?

It is clear from the survey data gathered, and from the interviews that took place, that many organisations have placed a large emphasis on strengthening Leadership and Behavioural capabilities in recent years. Organisations have recognised the importance of capabilities such as Vision Setting, Collaboration, Coaching and Emotional Intelligence and consider these as capabilities that now must be maintained to continue to thrive.

Behavioural capabilities remain a key focus for organisations when hiring new talent, as these have the most impact and influence on the culture of the organisation. Other, more technical capabilities can be acquired through training, education and experience.



The introduction and ongoing upkeep of cross-functional collaboration spaces in our organisation has increased innovation, collaboration and engagement and we believe, has contributed positively to commercial success.

COLM LOUGHEED

HUMAN RESOURCES MANAGER/
STRATEGIC BUSINESS PARTNER
Allianz Ireland

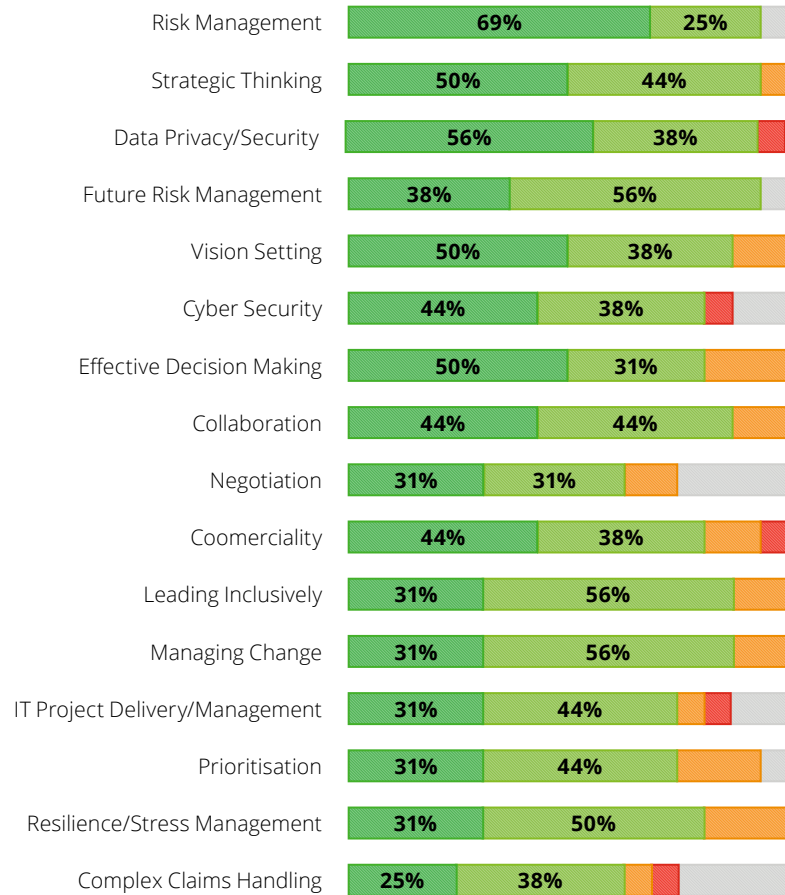




Highest Rated Capabilities'

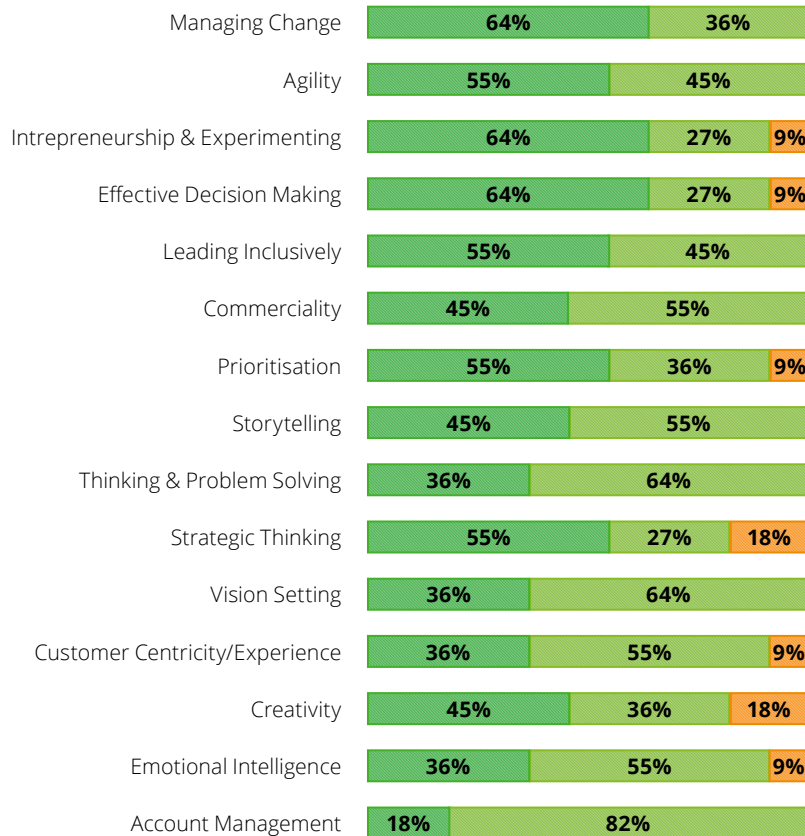
Insurers and ReInsurers

Current Highest Rated Individual Capabilities



Brokers-

Current Highest Rated Individual Capabilities



Note: The capabilities shown here are the 15 highest ranked capabilities out of the 78 that were assessed.



What are the current capabilities that need to be strengthened within the industry?

There were clear capability gaps identified, with many of the lowest rated capabilities also identified as having a high importance for future success, including those required for successful digital transformation.

Capabilities such as Artificial Intelligence and UX/UI Design were recognised in the survey data as being of high importance. However, currently many organisations still have no capability or low capability in these areas. Some organisations also classed these capabilities as 'Not Applicable', showing significant variance in future-focus across the sector.

The interview and survey data also indicates that for some organisations, many Digital and Technological capabilities are outsourced to third parties, while others have chosen to bring these in-house. It is worth noting that some categories were not applicable or less applicable to brokers, e.g., Claims, and so the low rating in terms of current capability is not necessarily a concern.

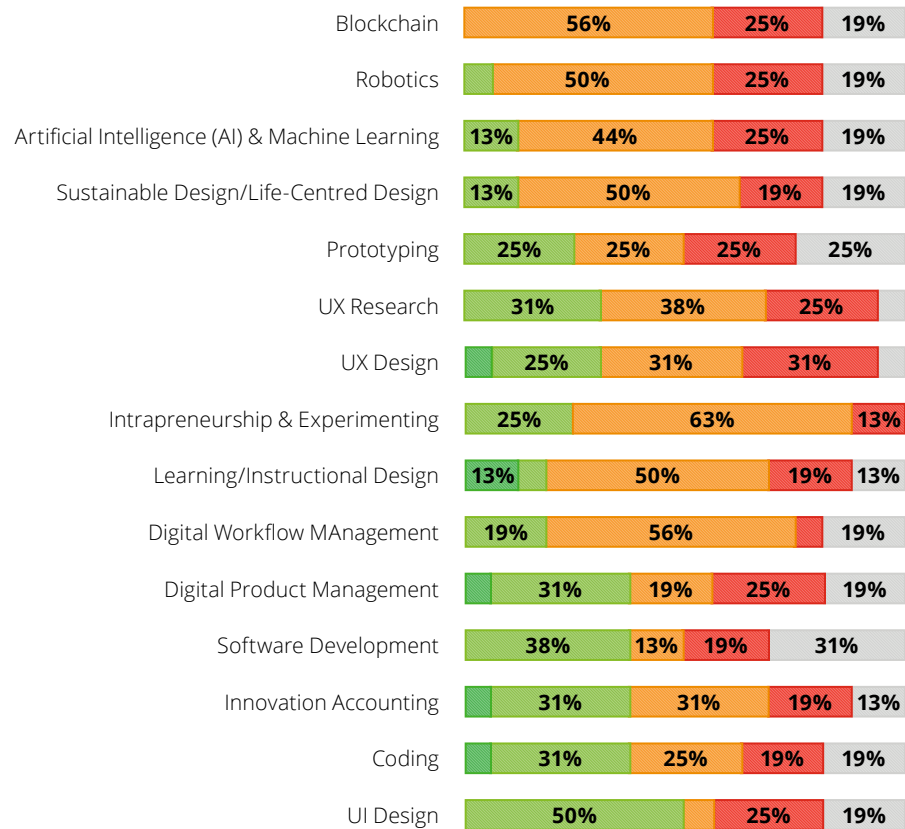
70%

of respondents stated that their organisation had no / low capability in **Artificial Intelligence & Machine Learning**

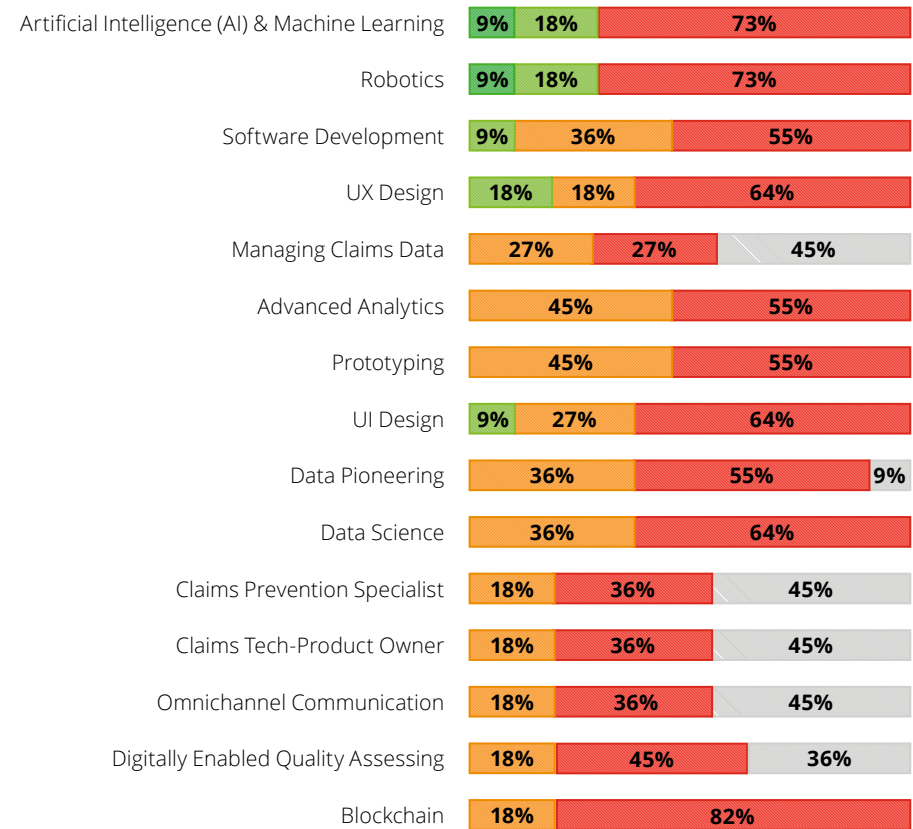


Lowest Rated Capabilities

Insurers and ReInsurers Lowest Rated Capabilities



Brokers- Lowest Rated Individual Capabilities*



20%

of all capabilities assessed were ranked as having 'Low' to 'No' capability level across the industry



*Note: The capabilities shown here are the 15 lowest ranked capabilities out of the 78 that were assessed.



Key Themes

The data has shown there are some key areas that will require strengthening and focusing on over the coming years. The survey data, research, and interviews suggested key themes that are relevant for both insurance companies and brokers as they look to meet future requirements. These key themes are based on areas that participants discussed during interviews as pivotal and respondents within the survey rated as requiring focus now and into the future.



Leading through Continuous Change

In recent years there has been a lot of focus placed on strengthening those capabilities needed to lead change. Our research shows that this continues to be a top priority for (re)insurers and brokers as change is expected at an even faster pace than before.



Artificial Intelligence, Machine Learning and Robotics

The Technological capabilities that respondents stated are most important for the next 2-5 years are Cyber Security, Cloud Technology and Artificial Intelligence & Machine Learning. Most have quite strong Cyber Security and Cloud capabilities already; however, AI and Robotics continues to show a large gap with most having none to low capability in AI.



Customer-Centric Digital Product Design

Customer-centricity was ranked as the most important Behavioural capability needed for the near future as there is a focus on developing digital customer journeys that are desirable for customers. While most respondents rated their current Customer-Centricity as moderate to strong, other Digital capabilities require significant strengthening to deliver suitable products.



Claims Transformation

Our participants expect the Claims function to change vastly over the next 2-5 years, and much of this change will be the result of digitisation, requiring an uplift in Digital Literacy across the function. Respondents also expect an increased focus on Data capabilities across a range of functions including Claims, to address current capability gaps in these areas.



Underwriting Transformation

With an expected shift away from underwriters focusing on individual risks and moving more towards Portfolio Management and Optimisation, these are current gaps for (re)insurers. New product types and specialties will also require focus in the coming years.



Environmental, Social and Governance Risk

ESG will continue to be a focus for organisations as increased regulatory and consumer pressure is expected over the coming years. On average current ESG capability is moderate, however areas such as Climate Risk Management and Reporting need further development.



Key theme 1: Leading through Continuous Change

All organisations have sought to build and refine their ability to navigate the changes resulting from significant disruption over the past number of years. Successful transformation demonstrates the importance of adaptability and agility as fundamental business capabilities. Indeed, a recent study conducted by Forbes involving 500+ senior executives globally showed that 92% of executives believe that organisational agility is critical to overall business success.

Most organisations that participated in this survey rated their current capabilities relating to navigating change as moderate to strong. However, it is important that (re)insurers and brokers continue to reinforce and refine these capabilities, as well as developing capabilities to more effectively pre-empt change, for example Horizon Scanning. This will better equip

organisations to deal with the challenges of future disruption and change in the industry. Capabilities such as Horizon Scanning will enable organisations to address disruption and challenges effectively and efficiently through flexibility and resilience.

These are some of the capabilities identified as important for **Leading through Continuous Change:**

- Vision Setting
- Managing Change
- Strategic Thinking
- Horizon Scanning
- Agility
- Effective Decision Making
- Coaching
- Creativity
- Simplification



Change needs to be a constant and should not be approached as a project or one-off event.

BEN DEANS
CHIEF INNOVATION AND
STRATEGY OFFICER
AXA Insurance Ireland





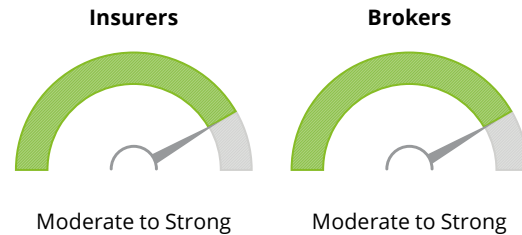
Key Capabilities for Leading through Continuous Change

Required Capabilities

Current Capability Level

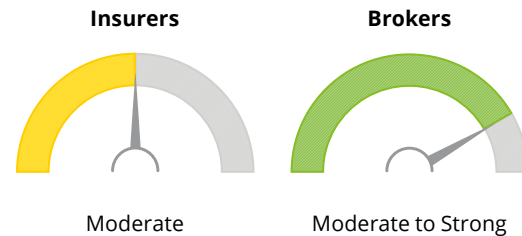
Vision Setting

Defining success and communicating it to inspire others to align them towards a common goal.



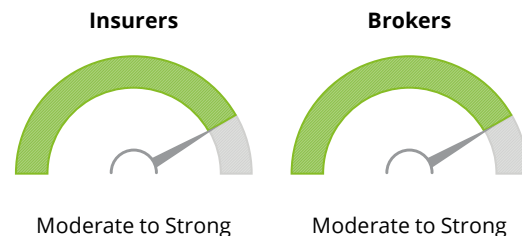
Managing Change

Assessing situational forces that are promoting and inhibiting an idea for change and being willing to take risks to achieve goals.



Strategic Thinking

The act of encouraging and fostering new ideas, new processes and new thinking as a means of innovating.

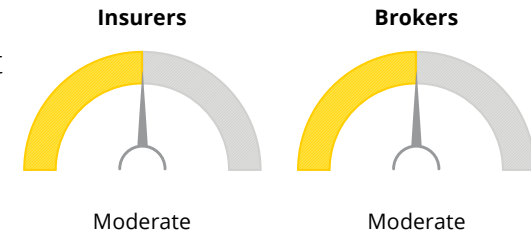


Required Capabilities

Current Capability Level

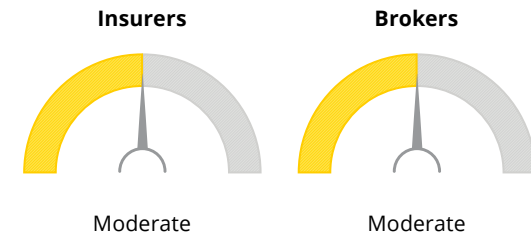
Horizon Scanning

The early detection and assessment of external opportunities and threats to the organisation and understanding current and future industry trends.



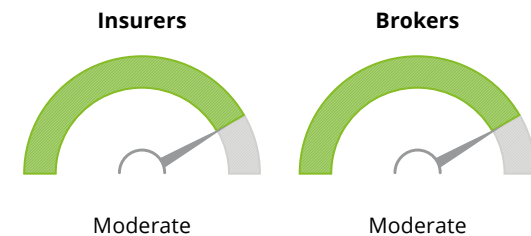
Agility

Being responsive and flexible concerning changes both in the external industry environment and internally.



Effective Decision Making*

The ability to make sense of ambiguous situations and arrive at viable solutions to drive continuous innovative efforts.





Key theme 2: Artificial Intelligence, Machine Learning and Robotics



Whilst Generative AI provides transformative potential for Insurers, true competitive differentiation (like with any other technology transformation) comes from: finding the right use case which transforms customer or employee experience, integrating it into complex business processes and systems and transitioning workforce into new ways of working.

Emmanuel Adeleke
Partner in AI & Data



Beyond knowing the intricacies of insurance policy language as well as trends in disputes over terms and conditions, workers will need to be able to derive actionable insights from the data and emerging technologies being deployed. In order to keep up with technological advancements within the insurance industry. Some insurance organisations have been gradually introducing AI technologies, including machine learning and robotics, into areas such as pricing, risk calculations, and fraud detection for the past number of years. However, recent developments in the technology have reframed the challenges and opportunities presented by automation and accelerated customer expectations of an AI-supported experience in their interactions with insurance organisations. Therefore, it is paramount for organisations to focus on and build on this capability to be prepared for the future. Currently, however, many organisations are yet to initiate this process,

as indicated by the results of the survey. Many have taken the necessary first step of building robust cyber security processes and can now begin to explore how they can introduce artificial intelligence technologies to better address the needs of their customers.⁵

These are some of the capabilities identified as important for **Artificial Intelligence, Machine Learning and Robotics:**

- AI & Machine Learning
- Cyber Security
- Ethics in AI and Data
- Coding
- Robotics
- Cloud Technology
- Effective Decision Making
- Agility



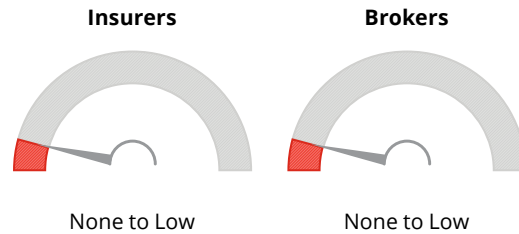
Key Capabilities for Artificial Intelligence, Machine Learning and Robotics

Required Capabilities

Current Capability Level

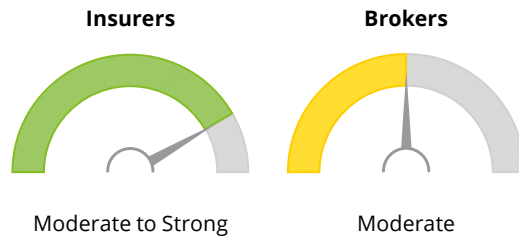
AI and Machine Learning

Leveraging computers and machines to mimic the problem-solving and decision-making capabilities of the human mind to reshape how innovation occurs.



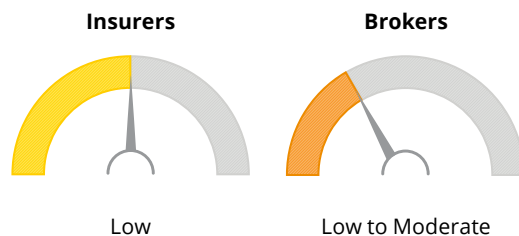
Cyber Security

The application of technologies, processes and controls to protect systems, networks, programs, devices and data from cyber attacks.



Ethics in AI and Data

The use of well-defined ethical guidelines regarding fundamental values, such as individual rights, privacy, non-discrimination, and non-manipulation.

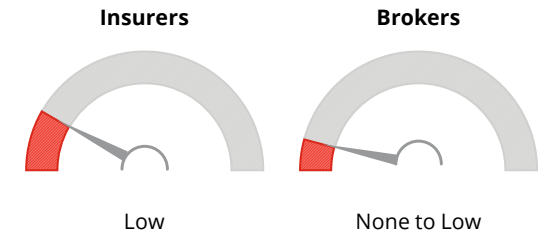


Required Capabilities

Current Capability Level

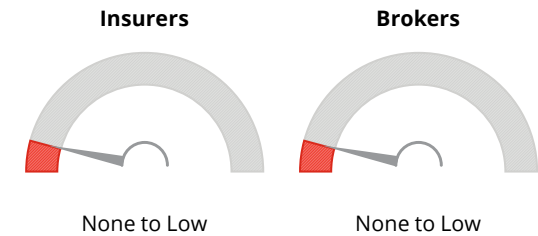
Coding

The process of performing a particular computation, usually by designing and building an executable computer program.



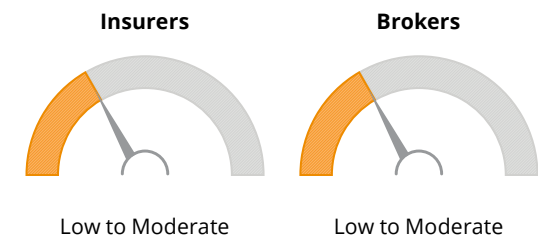
Robotics

The designing, construction, operation, and use of robots to create and drive innovative methods.



Cloud Technology

The use of on-demand availability of data systems without direct management required from the user.





Key theme 3: Customer-Centric Digital Product Design

One of the most prominent trends that has emerged across insurance is a shift in what customers both need and want. Customers now demand products and services that echo “simplicity, flexibility and transparency”. Linked to the advance in digital technology, customer preferences now lean toward a digital, personalised and self-service experience that is efficient and user friendly. The focus of insurance product design is now the customer, and this has led to new product types entering the market, such as parametric insurance.⁶ However, our survey respondents overwhelmingly indicated that this is an area in which they are lacking, with a number of related capabilities being rated low maturity or non-existent altogether, and as such must be a core focus area. As these results show, whilst digital product design and development have not been traditional strengths in the insurance industry, these provide organisations

with opportunities for future innovation and competitive advantage.

These are some of the capabilities identified as important for **Customer-Centric Digital Product Design:**

- Customer Centricity
- Design Thinking
- UI/UX Research & Design
- Digital Product Management
- Product & Proposition Design
- Sustainable Design
- Creativity
- Agility
- Simplification
- Data Analytics



Understanding customer needs is pivotal for innovation, compare yourself to the next best customer company not the next best insurer.

BEN DEANS

CHIEF INNOVATION AND STRATEGY
OFFICER

AXA Insurance Ireland





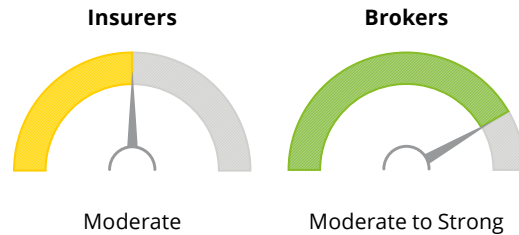
Key Capabilities for Customer-Centric Digital Product Design

Required Capabilities

Current Capability Level

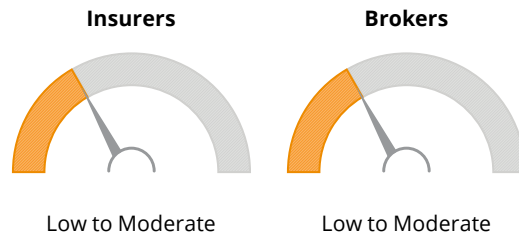
Customer Centricity

The ability of people in an organisation to understand and anticipate customers' situations, experiences, perceptions and expectations and deliver on these.



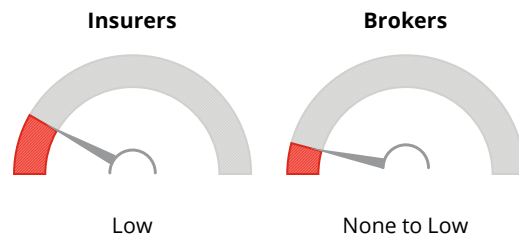
Design Thinking

Applying a human-centred approach to solving complex problems in a way that is desirable for customers, viable for the business and technically feasible.



UI/UX Research & Design

Designing the digital customer experience end-to-end, including interfaces in software focusing on the end user's experience.

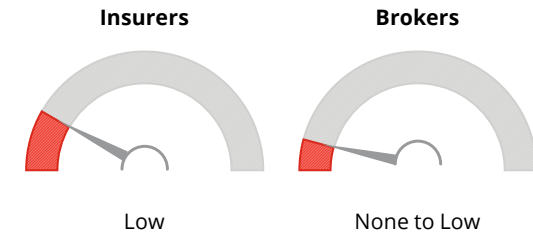


Required Capabilities

Current Capability Level

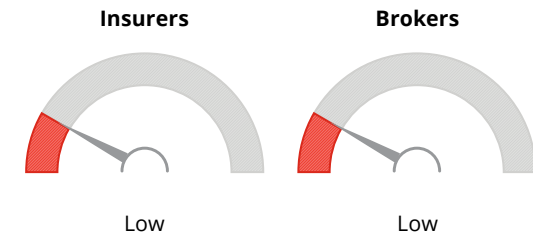
Digital Product Management

Managing the lifecycle of a product through planning, designing, developing, launching and continuous improvement.



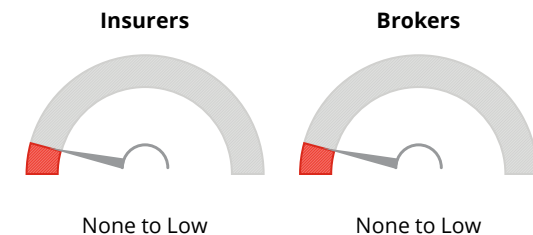
Product & Proposition Design

Creating products with the end value in mind for the proposed customer as a form of value-based innovation.



Sustainable Design

Using a design approach that expands human-centred design to achieve better sustainability.





Key theme 4: Claims Transformation

The transformation of claims will be enabled by the development of many of the capabilities already explored, such as Artificial Intelligence and Customer Centricity. Undoubtedly AI will be a pivotal capability utilised in the future however, what role this capability will undertake is still evolving. Some suggest AI will be at the centre of interactions between the claims specialists and the customer, however, Deloitte suggests that an element of human interaction may still be desired to upkeep the human element of the customer journey. This transition will likely be trialed and tested and adapted depending on the organisation and function.⁸

Advances in technologies such as AI and analytics will enable insurance companies to automate the handling of more simple, straightforward

claims and free up resource time to focus on more complex claims, particularly where human judgement and negotiation skills are required. This should result in greater efficiencies in the claims management process and a better consumer experience.⁷

Deloitte research indicates that organisations will increasingly avail of existing and emerging technologies such as telematics, analytics and data management in their claims management and prevention processes, complementing more traditional capabilities such as Negotiation skills.⁸

The results of this survey showed many of the claim's capabilities that will be necessary for claims transformation were rated low to moderate and will require future investment.



Adaptability will be crucial. In the backdrop of intensifying competition and rising customer expectations, insurance professionals must avoid static thinking and match the accelerating evolution.

NOEL GARVEY

PARTNER IN AUDIT AND ASSURANCE
Deloitte



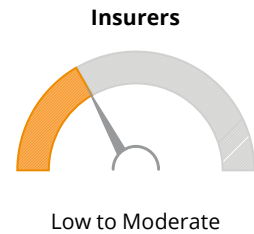


Key Capabilities for Claims Transformation

Required Capabilities Current Capability Level

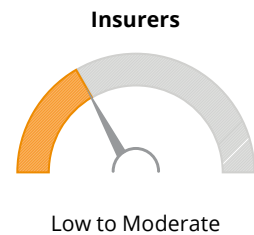
Managing Claims Data

Structuring data to enable the analysis of information both internal and external to the business, evaluating data using analytics and logical reasoning for discovery of insight e.g. predictive modelling.



Claims Prevention

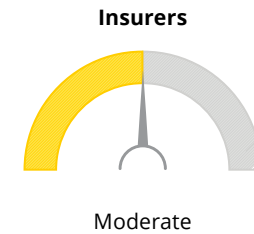
The proactive identification of high-risk customer scenarios through the utilisation of telematics and precision analytics.



Required Capabilities Current Capability Level

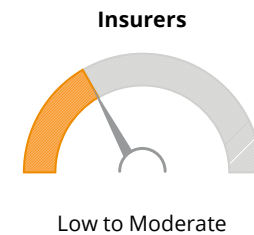
Complex Claims Handling

The management and control of a lengthy and complicated claims.



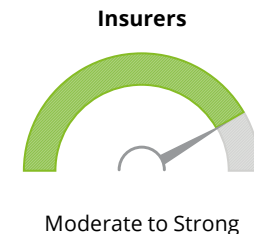
Claims Product Owner

Managing the infusion of technology and data science into the claims process by designing, implementing and maintaining algorithms using existing claims process experience.



Negotiation

The attempt by both parties to resolve a claim by agreeing on a settlement amount after an incident occurs.





Key theme 5: Underwriting Transformation

Underwriting Transformation

As with claims, the transformation of underwriting will be driven by the introduction of new technologies, the new customer-centric product model, and more agile ways of working. The future of underwriting will require the development of accompanying capabilities in areas such as managing and optimising portfolios and the underwriting of more complex / specialty risks, as more automation is used in the underwriting process for lower value policies.

As machine learning, virtual reality and other digital advances increasingly automate the underwriting function, more evolved underwriters can take advantage of technology and newly developed skill sets to become more valuable to both their clients and employers. This will help free up underwriting resources to focus on higher value and more complex risks.





Key theme 5: Underwriting Transformation



Through leveraging real-time data, industry insights, and market-sensing capabilities, underwriters could be better equipped to provide insight on how to avoid and prevent exposures.

CIARA REGAN

PARTNER IN AUDIT AND ASSURANCE
Deloitte



The underwriters of the future should be able to focus on more complex challenges, crafting custom policies faster while improving their price setting accuracy and boosting customer satisfaction. Underwriters will need to become multi-skilled professionals who will take the use of alternative data and advanced technology to a whole new level while enhancing their role and becoming more strategic.⁹

From their responses to the survey, insurance organisations are mostly in the early stages of this journey, having identified the need for and starting to develop capabilities in portfolio management and portfolio optimisation, while continuing to build existing capabilities such as business development and complex risk assessment that will support this transformation.

These are some of the capabilities identified as important for **Underwriting Transformation**:

- Portfolio Management
- Portfolio Optimisation
- Business Development
- Complex Risk Assessment
- Speciality Underwriting
- Effective Decision Making
- Data Pioneering
- AI & Machine Learning

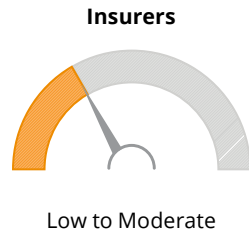


Key Capabilities for Underwriting Transformation

Required Capabilities Current Capability Level

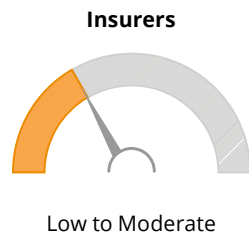
Portfolio Management

The selection, prioritisation and control of an organisations programmes and projects, in line with its strategic objectives and capacity to deliver.



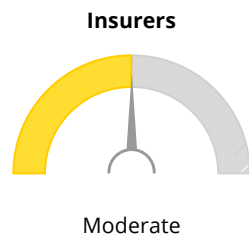
Portfolio Optimisation

A more granular understanding of margin analysis and how to optimise portfolios. Market sensing mechanism to provide real time monitoring of the business environment and responding to market trends.



Business Development

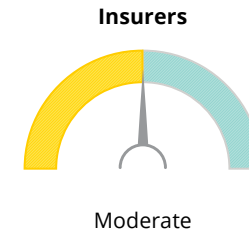
The pursuit of strategic opportunities to implement growth within an organisation.



Required Capabilities Current Capability Level

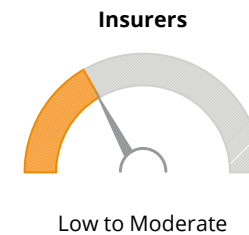
Complex Risk Assessment

Assessing exposure at a case level in exceptional and complex situations. Providing exposure foresight to clients by identifying signals that could predict a potential event that could be avoided or mitigated.



Specialty Underwriting

Niche offering provided by the underwriting function to serve specific insurance needs.





Key theme 6: Environmental, Social and Governance Risk



ESG transformation refers to a total mindset shift required within an organisation. This includes an active awareness of the risk of climate change and a greater sense of social responsibility and their incorporation at every decision level from top to bottom.

GLENN GILLARD

PARTNER IN AUDIT & ASSURANCE
Deloitte



Customers and regulators are increasingly concerned about environmental and social issues and desire insurers to demonstrate a commitment to sustainability and social responsibility. They want to see insurers offering products and services that are environmentally friendly and socially responsible.

ESG is becoming a key sought after capability, as insurers look to become more sustainable and as Generation Z desire sustainability this is a capability not to be overlooked. Currently insurers are perceived as not being focused enough on ESG skills compared to other industries which will inevitably lead to further demand for this skillset over the coming years.¹⁰






Deloitte research conducted in the United States indicates that insurance organisations are making considerable progress towards establishing distinct ESG strategies and frameworks in both their investment and underwriting decisions

and in their own operations, with one study showing that over 75% of organisations have set net-zero targets and are on track to achieving them. However, a growing regulatory landscape and mounting expectations from stakeholders (including customers) means that insurance organisations must regularly reassess their activities and build robust governance models in this area to ensure compliance.¹¹

The results of this survey show that the respondent insurance organisations have established a foundation for developing their ESG abilities in their Risk Management and Future Risk Assessment capabilities, both being rated moderate to strong. However, there is still room for development in understanding and applying ESG specifics and regulatory reporting.



Key Capabilities for Environmental, Social and Governance Risk

Required Capabilities	Current Capability Level	Required Capabilities	Current Capability Level
<p>Climate Risk Reporting Identify, understand and report on the climate risks associated with activities and investments, including the risks through supply chains.</p>	<p>Insurers</p>  <p>Low to Moderate</p>	<p>ESG Ensuring and monitoring new processes and services provided as a result of innovation are not negatively impacting the environment and ecosystem.</p>	<p>Insurers</p>  <p>Moderate</p>
<p>Climate Risk Management Taking steps and actions to minimise and avoid action that could negatively impact on climate change.</p>	<p>Insurers</p>  <p>Low to Moderate</p>	<p>Risk Management The continuous improvement through interaction and expertise to minimise and prevent risk.</p>	<p>Insurers</p>  <p>Moderate to Strong</p>
		<p>Future Risk Assessment A framework against which to identify future risks and ways to address them as they develop.</p>	<p>Insurers</p>  <p>Moderate to Strong</p>



05

Important Considerations



Important Considerations

As highlighted within the interviews held, additional themes emerged specifically in relation to people and culture within insurance organisations. These findings highlighted the need for a workforce to exist that can drive innovation and help strengthen and focus the current capabilities that require focus.

Three key areas were found to be challenging this desired future state; a culture to support innovation, a shortage of required skills and knowledge to strengthen capabilities and a lack of diversity and inclusion to provide diverse perspectives and ideas.

Culture

A key discussion point during the interviews was that change requires a supportive environment for innovative suggestions to be both spoken and heard. The governance structure and environment are pivotal in order for employees to feel encouraged to suggest new ideas and concepts, and for these to be incorporated into an organisations' innovation efforts.

During the interviews conducted, one organisation highlighted their employment of an Organisational Anthropologist as beneficial to the collaboration across the teams. Research supports this by suggesting that organisational anthropologists are beneficial to organisations particularly in periods of rapid change. They offer holistic thinking and act as storytellers capturing and applying qualitative data, assisting key stakeholders across the organisation.¹²

Talent and Skills Shortage

A shortage of skills was highlighted as a key obstacle to innovation across insurance organisations. This is particularly the case for technology resources where insurance organisations face stiff competition from technology companies, fintechs and insurtechs. This is primarily seen in the areas of product, cyber, and data roles.

Deloitte suggests that talent challenges will continue to grow if organisations do not adapt their talent strategies. Ways to achieve this include; providing learning and development opportunities for existing roles, re-vamping the performance management system and rebranding the talent value proposition in order to promote these hard to fill roles. This in turn will require insurance organisations to re-think their talent strategies. This includes developing



The key to successful innovation is having the right culture to sustain it. Curiosity and passion for learning in organisations is essential.

MAUREEN BRESLIN
CUSTOMER SERVICE & OPERATIONS
New Ireland Assurance



talent internally, working with third parties and attracting new talent.¹⁴

Hiring graduates into insurance organisations proves a large challenge as competition for this cohort exists due to technological advances, legislations and shifting customer preferences. These advances have been demonstrated to push graduates toward technology organisations instead as their desired place of work. The insurance sector was ranked a mere “18 out of 30” for desired graduate destinations in a talent in insurance survey conducted by Deloitte. Another Deloitte survey in 2020 noted low career progression to be an obstacle for retaining talent within insurance also.

In addition, it is worth noting that while accessing talent with the right skillsets required, such as technology and analytics, it is also a challenge to gain talent with a blend of technical skills and insurance industry knowledge needed in order to understand the role further. In global research conducted by Deloitte, people who possess a blend of these skills are referred to as ‘purple teams’. A way of accessing such talent is to enable employees to access knowledge sharing cross-functionally across other departments to gain the blended skills required.^{15,16}



Organisational Infrastructure

Setting up the correct organisational infrastructure in order to succeed in the future is paramount. Mirroring organisational structures similar to those of technology companies would lead to enhanced agility, innovation, and efficiency within the company and the insurance sector as a whole. Adopting a collaborative organisational structure can create an environment that encourages innovation, facilitates knowledge-sharing, and removes barriers that impede the flow of information and ideas.

Deloitte affirms that insurers' need to create a transformation office that empowers harmonisation of ideas and communication. This should be driven by senior executives. Change is more likely to occur and be effective when there is a strong leadership message behind it.¹³

Diversity and Inclusion

In a review conducted by Deloitte United States, Chief Information Officers within technology organisations recognised that diverse teams support innovation and transformation growth through sharing perspectives, focusing on user-centric design and helping to avoid unintended bias. In line with this, there has been a significant shift in recent years in insurer's consumer base becoming much more diverse, therefore forward-looking companies are creating teams to reflect this, creating a competitive advantage against fellow organisations. Organisations with diverse leadership teams have been shown to out-innovate and out-perform competitors and are "45% more likely to report growth in market share and 70% more likely to report capturing a new market".



Culture drives change and innovation. Change culture is needed to allow and embrace change.

MILLA CLYNES

HEAD OF CAPABILITY
AXA Insurance Ireland





06

Conclusion



Conclusion

Call to Action

For insurers of today to move into the future and ensure they have the innovation capability required to successfully deliver in this competitive and changing environment there are a number of key activities and actions that they should consider. These actions are in response to the capabilities that were found within this report to be lacking and require focus for the future. These include firstly focusing on embedding innovation into the organisations strategy in order to make further decisions reflecting this strategy. Next, investing in the workforce in terms of ways to attract talent and upskilling existing talent will assist with capability gaps, particularly within the technology functions identified. Overall, adapting the workplace and ensuring the right organisational infrastructure and governance exists to support and drive innovation effectively is paramount.



Strategic ambition

- Innovation strategy



Re-architect work and learning

- Industry specific training
- Skills based organisation



Unleash the workforce

- Promote the industry
- Access new skills and talent



Adapt the workplace


- Governance and leadership
- Culture and mindset



 **Strategic ambition**
Innovation strategy

Research suggests that ensuring innovation has a key place in the overall strategy and goals of the organisation is crucial for its success and enables it to be considered a priority, now and into the future.

By having innovation as a key aspect of the broader strategy, it can be used as a backbone for decisions related to innovation, increase responsibility and ownership of innovative actions and act as a key driver of leadership decisions across the board.^{18, 19}

 **Unleash the workforce**
Promote the industry


In order to compete with other industries, insurers need to promote the breadth of roles and career paths available in insurance and

gain a strong understanding of what's needed to make the industry more attractive to those from outside the sector. There is opportunity for more collaboration and engagement with universities and research centres to promote the new opportunities that exist within the industry for graduates of various disciplines. Engaging with universities and research centres more would also help encourage more early-stage research relevant to the insurance world.^{20, 21}

Access new skills and talent

As suggested in Deloitte's recent Human Capital Trends report, organisations need to move away from the traditional way of accessing talent and adapt to fit today's talent pool through utilising freelancers and gig workers in order to access skills to accelerate innovation and agility.^{22, 23}




 **Re-architect work and learning**
Industry specific training

In the rapidly evolving landscape of the insurance industry, there is a need for insurance-specific innovation and future-focused learning programmes. While generic training programmes aimed at the wider financial services offer a foundation, the insurance industry's complexities and unique challenges require more specialised learning initiatives. Tailored insurance-specific innovation and future-focused programmes would provide professionals with the latest insights and methodologies, enabling them to navigate ever-changing market conditions and drive growth for their organisations.

Skills based organisation

Deloitte's 2023 Human Capital Trends report highlights the benefits of adopting a skills-based approach to hiring which has been shown to lead

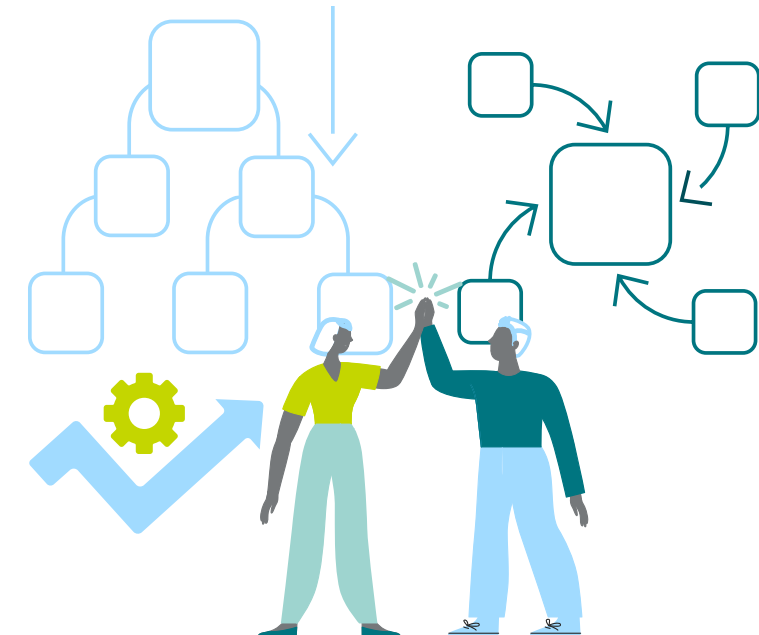
to a 107% increase in placing talent effectively. Through capitalising on their talent strategy, insurance organisations will be ready to navigate the transition ahead. "Focusing on skills helps alleviate talent shortages by providing a more expansive view of the work people are able to do, instead of artificially limiting the talent pool to people with specific backgrounds and job histories." ²⁴

 **Adapt the workplace**
Governance and leadership

Highly innovative organisations were shown in a study by Deloitte to be bred by optimal hierarchies and governance structures which helped them thrive, however, what is optimal for each organisation varies largely, therefore creating a bespoke model to fit each is pivotal initially.

Culture and mindset

Deloitte also highlights that large-scale transformation such as the one faced by the insurance industry will be hindered if the organisational mindset and culture required for this shift is not ingrained first.²⁵





Concluding thoughts

Organisations across the insurance landscape and their customers have grappled with considerable challenges over the past number of years. Disruption in the insurance industry looks set to continue for the foreseeable future, exacerbated by volatile economic conditions. However, organisations can leverage the lessons learnt and change capabilities they have developed thus far to navigate this uncertainty and enable their future growth and development. Indeed, those that are able to cultivate Horizon Scanning to identify future threats and challenges ahead of time will be a further step ahead. Building appropriate ecosystems with which to collaborate and take advantage of emerging opportunities and technologies is an essential capability that requires nurturing and developing.

Disruption and innovation are inextricably linked. Innovative products and practices are the key to addressing new challenges; simultaneously, the circumstances they create set the context and scope for innovation. Within insurance, as the findings of this report have

demonstrated, there are several future-focused areas that organisations can incorporate to further their innovative efforts. The most foundational and thus critical of these, through which innovation across the business can be enabled, are those associated with:



Customer Centricity

Continuously assessing customer needs and wants and putting them at the heart of the organisation's operating model.



New Technologies / Automation

Identifying, understanding and identifying opportunities to utilise the latest technologies, particularly in AI and robotics, to drive efficiencies and reduce costs, ultimately for the benefit of the customer.



Transformational Factors

Underlying organisational and behavioural foundations, such as the Leadership and Behavioural capabilities identified throughout, are pivotal to ensuring an environment exists in which innovation can occur successfully.



“

The insurance industry is quickly evolving and needs a knowledgeable workforce to assess risk in a constantly changing environment. To ensure the industry continues to thrive, it is essential to invest in fundamental insurance training as well as more recent skills like AI and Climate Risk. At the Insurance Institute, we welcome the Deloitte/InsTech.ie Capability Report as it assists us in planning our future education programmes.

”



PAULA HODSON

DIRECTOR OF EDUCATION AND
DEVELOPMENT
The Insurance Institute



Thank you

InsTech.ie and Deloitte would like to extend their gratitude and appreciation to both the Insurance Ireland and Brokers Ireland networks for their profound contribution to this report. The results from this report were collected from the completion of surveys from both of these networks. This input will have a significant impact on the future of the insurance industry and will help inform future decisions in innovation efforts. Thank you to all those who participated in interviews, workshops and surveys.





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Appendix

The following pages include the definitions provided for all the capabilities included in the survey issued to participants. The survey included a total of 78 capabilities, across nine categories.

Capability	Definition
Leadership	
Vision Setting	Defining success and communicating it to inspire others to align them towards a common goal.
Managing Change	Assessing situational forces that are promoting and inhibiting an idea for change and being willing to take risks to achieve goals.
Horizon Scanning	The early detection and assessment of external opportunities and threats to the organisation and understanding current and future industry trends.
Storytelling	Communicating to others in an engaging way that motivates them towards action.
Emotional Intelligence	The ability to understand, use, and manage your own emotions in positive ways and interpret and sense others' emotions and experiences to relieve stress, communicate effectively, empathise with others, overcome challenges, defuse conflict and develop effective relationships.
Leading Inclusively	Leading with an awareness of implicit bias and an openness to diverse perspectives and solutions from others.
Effective Decision Making	The ability to make sense of ambiguous situations and arrive at viable solutions to drive continuous innovative efforts.
Strategic Thinking	The act of encouraging and fostering new ideas, new processes and new thinking as a means of innovating.
Prioritisation	Using a strong understanding of the organisation's strategy, position and capacity to decide the key areas of focus that will achieve success.



Capability	Definition
Behavioural	
Creativity	The ability to apply original thinking to find innovative solutions and attempt novel ways to deal with business problems or opportunities.
Customer Centricity / Experience	The ability of people in an organisation to understand and anticipate customers situations, experiences, perceptions and expectations and deliver on these.
Resilience/Stress Management	The ability to face, adapt to, and overcome challenges and obstacles while maintaining business continuity.
Intrapreneurship & Experimenting	Being curious, constantly looking for ways that one can improve the organization and thinking outside the box to achieve goals. Trying out new ideas and methods and testing different assumptions in the aim of positively impacting the organisation. Doing so without the fear of failure.
Collaboration	Ability to work effectively within own team and cross-functionally to achieve shared goals and deliver end-to-end projects.
Critical Thinking & Problem Solving	Analysing a situation, identifying areas for improvement, and maintaining a growth-oriented mindset.
Agility	Being responsive and flexible concerning changes both in the external industry environment and internally.
Coaching	The facilitation of people's development by encouraging their ability to identify solutions independently and develop their confidence.
Simplification	The act of critically evaluating processes and operations with the aim of making activities easier and shorter for both the organisation and the customer.
Commerciality	Being knowledgeable about the business and understanding the commercial priorities of the organisation and the ability to grasp what the organisation needs to do to succeed. Being aware of major competitors and potential impact on the business.



Capability	Definition
Technology	
Coding	The process of performing a particular computation, usually by designing and building an executable computer program.
Robotics	The designing, construction, operation, and use of robots to create and drive innovative methods.
Artificial Intelligence (AI) & Machine Learning	Leveraging computers and machines to mimic the problem-solving and decision-making capabilities of the human mind to reshape how innovation occurs.
API	Enabling two or more computer programs communicate with each other.
Cyber Security	The application of technologies, processes and controls to protect systems, networks, programs, devices and data from cyber attacks.
Internet of Things (IoT)	Utilising the collective network of connected devices and the technology that facilitates communication between devices and the cloud, as well as between the devices themselves.
Blockchain	The use of a shared database or ledger to facilitate the process of recording transactions across an organisation.
Distributed Technology	The use of technology shared across multiple systems which may also be in multiple locations.
IT Project Delivery / Management	Planning and executing projects to deliver new technology or change existing technology.
Cloud Technology	The use of on-demand availability of data systems without direct management required from the user.



Capability	Definition
Digital Design	
Digital Literacy	The ability to find, evaluate, and communicate information by utilizing digital platforms.
UX Research	The designing, construction, operation, and use of robots to create and drive innovative methods.
UX Design	Designing the digital customer experience end-to-end, using research, prototyping and testing.
UI Design	Designing of interfaces in software focusing on the end user's experience.
Digital Product Management	Managing the lifecycle of a product through planning, designing, developing, launching and continuous improvement.
Prototyping	The process of ideating, experimenting and creating early to advanced samples to test a concept or process.
User Testing	Gaining additional insight by testing with users at stages throughout the design process.
Software Development	Designing, developing and testing software as part of the design and development process.



Capability	Definition
Process/Product Design	
Design Thinking	Applying a human-centred approach to solving complex problems in a way that is desirable for customers, viable for the business and technically feasible.
Life-Centred Design / Sustainable Design	Using a design approach that expands human centred design to achieve better sustainability.
Product & Proposition Design	Creating products with the end value in mind for the proposed customer as a form of value based innovation.
Learning / Instructional Design	The practice of designing, developing and delivering instructional materials and learning experience.
Design Facilitation	The process of helping a cross-functional team to capture, evaluate, and merge disparate ideas to create a better overall product.
Business Model Analysis & Design	Taking a high-level view of the organisation and focusing on innovative areas of improvement required.
Process Analysis & Design	The mapping out of steps and milestones for the creation of a new product/process.
Service Design	Consideration of all factors impacting the customer and simplifying/modifying to improve the customer experience.
Value Realisation	Achieving and demonstrating the business value provided from a new product or service.
Innovation Accounting	The application of an organised system of principles and KPIs established to gather, analyse and present data about a company's breakthrough and disruptive innovation efforts.



Capability	Definition
Data	
Data Analytics	The examination of data sets in order to find trends and draw conclusions about the information they contain to assist with innovative efforts..
Data Privacy / Security	The protection of data and prevention of data loss through unauthorised access.
Designing & Modelling Datasets	The process of creating a simplified diagram of a software system and the data elements it contains, using text and symbols to represent the data and how it flows.
Data Insights	The analysis of information in order to gain a deeper understanding for the benefit of a specific outcome.
Data Strategy & Planning	The employment of a long term vision to benchmark against when making decisions in the future In order to achieve strategic goals.
Advanced Analytics	The application of predictive modelling, machine learning and deep learning to analyse business information form multiple source
Data Science	The combination of coding and statistical knowledge to create insights from data and develop innovative solutions..
Data Governance & Ownership	Managing the integrity, availability, use and security of data at an organisation level and at a departmental level through assigning data ownership.



Capability	Definition
Underwriting & Sales	
Portfolio Management	The selection, prioritisation and control of an organisation's programmes and projects, in line with its strategic objectives and capacity to deliver
Portfolio Optimisation	A more granular understanding of margin analysis and how to optimise portfolios. Market sensing mechanism to provide real time monitoring of the business environment- this market intelligence would lead to making rapid changes in overall risk portfolios in response to market trends.
Multi-Line of Business Underwriting	Underwriting across multiple lines of insurance product lines or categories.
Speciality Underwriting	Niche offering provided by the underwriting function to serve specific insurance needs
Account Management	The management and nurturing of a customer's relationship both pre and post-sale to maximise value and retain revenue.
Business Development	The pursuit of strategic opportunities to implement growth within an organisation.
Digital Workflow Management	Managing and optimising automation programmes - tweaking them regularly to optimise performance and improve operational efficiency.
Data Pioneering	Trust and embrace alternative data, more advanced predictive models and pricing decisions produced by AI solutions- Ability to explain justify and refine AI driven decisions. Collaborate with data scientists to design develop and implement analytical and predictive models to improve underwriting and pricing accuracy. Ability to master how models select or price risks to ensure decisions are defensible to challenges from distributors, client and regulator.
Complex Risk Assessment	Assessing exposure probability at a case level in exceptional and complex situation - Providing exposure foresight to clients by identifying signals that could predict a potential event that could be avoided or at least mitigated.
Omnichannel Management	The management of customers through various channels of communication and service provisions.



Capability	Definition
Claims	
Complex Claims Handling	The management and control of a lengthy and complicated claims.
Negotiation	The attempt by both parties to resolve a claim by agreeing on a settlement amount after an incident occurs.
Digitally Enabled Quality Assessing	Ensuring quality in claim outcomes and identifying ways to improve algorithms to reduce errors.
Omnichannel Communication	The provision of services through multiple channels in response to the type of assistance and outcome required.
Claims Tech-Product Owner	Managing the infusion of technology and data science into the claims process by designing, implementing and maintaining algorithms using existing claims process experience.
Claims Prevention Specialist	The proactive identification of high-risk customer scenarios through the utilisation of telematics and precision analytics.
Managing Claims Data	Structuring data to enable the analysis of information both internal and external to the business, evaluating data using analytics and logical reasoning for discovery of insight e.g. predictive modelling.



Capability	Definition
Risk & Compliance	
Environment, Social & Governance Sustainability (ESG)	Ensuring and monitoring new processes and services provided as a result of innovation are not negatively impacting the environment and ecosystem.
Ethics in AI & Data	The use of well-defined ethical guidelines regarding fundamental values, such as individual rights, privacy, non-discrimination, and non-manipulation.
Climate Risk Reporting	Identify, understand and report on the climate risks associated with activities and investments, including the risks through supply chains.
Climate Risk Management	Taking steps and actions to minimise and avoid action that could negatively impact on climate change.
Risk Management	The continuous improvement through interaction and expertise to minimise and prevent risk.
Future Risk Management	A framework against which to identify future risks and ways to address them as they develop.

If you would like to talk about results



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