

THE FUTURE INSURER WON'T JUST MANAGE RISK. IT WILL ADAPT WITH IT.



The insurance sector is entering a period in which the boundaries of the industry may be rewritten.

By 2035, global insurance premiums are expected to increase 150% from 2024 levels.

At the same time, the forces shaping that growth are becoming harder to predict: AI, extreme weather, changing mobility, new customer expectations, and regulatory pressure. For insurers, those forces are reshaping everything, including underwriting processes, claims severity, distribution, and capital allocation.

57% of risk leaders already describe the global risk environment of the next decade as turbulent or stormy.

Yet AI, connected ecosystems, shifting demographics, and increasingly interconnected forms of risk are creating entirely new possibilities for how insurance executives can create value. The opportunity ahead is significant. So is the cost of operating with yesterday's assumptions.

WHAT IF THE INDUSTRY'S NEXT BREAKTHROUGH ISN'T A BETTER POLICY?

What if insurers could intervene before property is damaged? Anticipate when customers need protection? Continually adjust to emerging exposures? And connect underwriting, claims, service, partners, and AI into a system that gets smarter with every interaction while revealing where the business could create value next?

The Deloitte [Future of Insurance 2035](#) report points toward an industry moving from static products to outcome-oriented solutions, from episodic servicing to proactive relationships, and from isolated capabilities to connected ecosystems in which AI and modern platforms operate across the enterprise.

For executives, that shift creates a new strategic frontier: How to turn connected intelligence into better underwriting, stronger customer and broker relationships, and new avenues for profitable growth.

With Deloitte and ServiceNow, the future insurer could become less of a claims payer and more of an orchestrator of prevention, resilience, and long-term security.

The technology to begin that shift already exists. The question is how boldly insurers are prepared to use it.

FIVE QUESTIONS FOR THE INSURANCE EXECUTIVES OF THE FUTURE

1

CHIEF INFORMATION OFFICER

CAN YOU MODERNIZE WITHOUT REBUILDING EVERY CORE INSURANCE SYSTEM?

Most insurers will not build the future on a blank sheet of paper, and they shouldn't have to.

Essential insurance platforms delivering policy administration, underwriting, claims, customer relationship management, distribution, emerging AI, and decades of legacy technology will need to coexist. There is an opportunity to orchestrate agility across the environment, **connecting legacy and modern systems while protecting existing investments**. As a result, complexity becomes invisible to the people who depend on it.

ServiceNow EmployeeWorks can provide a unified engagement layer, as the digital front door for employees. Deloitte's 20,000+ dedicated insurance professionals bring business and technology capabilities together and deliver the insurance, regulatory, and operating model knowledge needed to determine what should change, what should remain, and where investment can improve cost to serve.

Modernization becomes an evolution of the enterprise, creating change without a complete rip-and-rebuild.

3

CHIEF FINANCIAL OFFICER

ARE WE APPLYING AI WHERE IT ACTUALLY CHANGES THE ECONOMICS?

For insurers, the AI opportunity extends beyond productivity, **creating better risk selection, faster underwriting, lower claims leakage, earlier loss intervention, more productive distribution, and greater capacity for complex judgment**. Deloitte helps identify the insurance workflows with the clearest value potential, while ServiceNow helps scale those use cases into governed, repeatable execution across the enterprise. Deloitte's research in the [Finance Trends 2027 report](#) uncovered that 60% of surveyed finance leaders plan to increase the sophistication of AI cost management through fiscal year 2027.

Tomorrow's leaders need to evolve from "Where can we use AI?" to "Where can AI materially change the business?"

2

CHIEF AI OFFICER

HOW MUCH AUTONOMY SHOULD AI HAVE AND HOW WILL YOU GOVERN IT?

AI is becoming embedded across workflows, functions, and insurance roles – like underwriting, claims management, customer service, and risk management – rather than remaining a discrete capability. Now, **the greatest value comes when capabilities connect and learn from one another**, accelerating decisions and making the system to become smarter over time.

But the stakes are different when AI is helping assess an exposure, triage a claim, recommend coverage, detect fraud, or communicate with a policyholder at a moment of loss.

Deloitte and ServiceNow can help identify where autonomy delivers value and bring governance closer to execution by creating greater visibility across AI investments, embedding controls into workflows, and helping leaders determine where human intervention is necessary as autonomy increases.

An insurer's advantage will come from knowing where intelligence creates value while governing it accordingly.

BRING INSURANCE OVERSIGHT INTO FOCUS WITH ONEVIEW, POWERED BY SERVICENOW

Experience a purpose-built foundation for more consistent, risk-based product and third-party governance to:

- See risk more clearly with centralized information in one governed view.
- Make compliance continuous with embedded risk-based workflows and audit trails.
- Act on insight faster using AI-enabled capabilities that surface issues at speed.

[Learn more](#)



4 CHIEF REVENUE OFFICER WHAT IF REGULATORY READINESS MOVED THE BUSINESS FORWARD?

For insurers operating across markets, regulatory obligations vary by geography, line of business, product, distribution model, and use case. **Yet regulatory compliance is still often managed through separate reviews**, manual evidence gathering, and disconnected controls.

Deloitte and ServiceNow teams can help carriers and brokers at any scale design and embed controls, approvals, reporting, and auditability directly into workflows. Together, they reimagine workflows with end-to-end intelligence that helps make regulatory requirements part of everyday execution rather than an after-the-fact check.

Make regulatory preparedness an accelerator of change, not a constraint on it.

5 CHIEF DISTRIBUTION OFFICER HOW MUCH COMPLEXITY SHOULD CUSTOMERS EXPERIENCE?

Insurance experiences rarely belong to one organization. A policyholder's journey can span carriers, brokers, agents, and adjusters, and **expectations change dramatically** from buying coverage to changing a policy to recovering from a loss.

ServiceNow can unite CRM, customer service, and workflow orchestration across the insurance ecosystem, while Deloitte helps determine what to modernize, what to retain, and where to invest first, to deliver streamlined experiences without waiting for every back-end transformation to finish.

The most connected insurance experience may be the one where customers never see the connections happening behind it.

TRANSFORMING THE INSURANCE WORKFORCE WITH DELOITTE AND SERVICENOW

See how Deloitte helped a leading life insurance organization transform new business and underwriting with ServiceNow.



THE CHALLENGE

A leading life insurance organization in Asia-Pacific needed to modernize new business journeys from **application through policy issuance, withdrawals, and underwriting decisions**. The new environment had to preserve critical processes and integrations while improving scalability, workflow flexibility, reporting, and automated work assignment.



THE SOLUTION

Deloitte built a ServiceNow-based business process management (BPM) layer to support retail business, credit protect, group, annuity, health, and composite insurance solutions **using headless architecture integrated with multiple microservices and the insurer's legacy policy system**. A tailored interface gives operations and underwriting teams one place to review cases, validate information, manage exceptions, and make decisions more efficiently.



THE IMPACT

The insurer gained a more scalable, streamlined foundation for new business operations, with centralized workflows, smarter integrations, automated task life cycles, and stronger visibility. The solution now **processes 130K policies on peak days and is expected to scale to 500K policies per day** by the end of 2026.

ORCHESTRATE THE NEXT ERA OF INSURANCE TODAY



Insurance will be built through connected ecosystems, intelligent workflows, and operating models that can adapt as risk, regulation, and customer expectations change.

The insurer of the future will use intelligence across underwriting, claims, servicing, distribution, and the broader ecosystem to anticipate risk earlier, intervene before losses escalate, and uncover new ways to protect customers and create value. Together, Deloitte and ServiceNow help insurers bring the right combination of technology, data, AI, controls, and industry capabilities around the outcomes that matter most – creating simpler operations, stronger resilience, and new possibilities for growth.

Deloitte was recently recognized as a leader in the inaugural **IDC MarketScape** for Worldwide ServiceNow Implementation Services 2026 Vendor Assessment, noting, “Deloitte’s portfolio strategy is strong, covering the full implementation life cycle across business consulting, custom application development, change management, data modernization, specialized knowledge transfer, and managed services.”

Source: IDC MarketScape: Worldwide ServiceNow Implementation Services 2026 Vendor Assessment, [#US54126726, August 2026](#)

GET IN TOUCH TODAY



Justin Chu
Global ServiceNow Financial
Services Alliance Leader
juschu@deloitte.ca



Arun Prasad
Global/US ServiceNow
Insurance Leader
aprasad@deloitte.com



Romain Baumont
US ServiceNow Financial
Services Practice Leader
rbaumont@deloitte.com



Emma McBride
EMEA ServiceNow Financial
Services Alliance Leader
emcbride@deloitte.co.uk



Andre Pedro
EMEA ServiceNow Financial
Services Alliance Leader
apedro@deloitte.pt



Roderick de Guzman
AP ServiceNow Financial
Services Alliance Leader
roddeguzman@deloitte.com.au

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (DTTL), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte provides industry-leading audit and assurance, tax and legal, consulting, financial advisory, and risk advisory services to nearly 90% of the Fortune Global 500® and thousands of private companies. Our people deliver measurable and lasting results that help reinforce public trust in capital markets, enable clients to transform and thrive, and lead the way toward a stronger economy, a more equitable society, and a sustainable world. Building on its 175-plus year history, Deloitte spans more than 150 countries and territories. Learn how Deloitte’s approximately 457,000 people worldwide make an impact that matters at www.deloitte.com.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited (DTTL), its global network of member firms or their related entities (collectively, the “Deloitte organization”) is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and the unrelated entities, are legally separate and independent entities.

©2026. For information, contact Deloitte Global.