



TDI ACADEMY

**BE PART OF
THE FUTURE**

TDI ACADEMY CURRICULUM

Introducing The Digital Insurer (TDI)

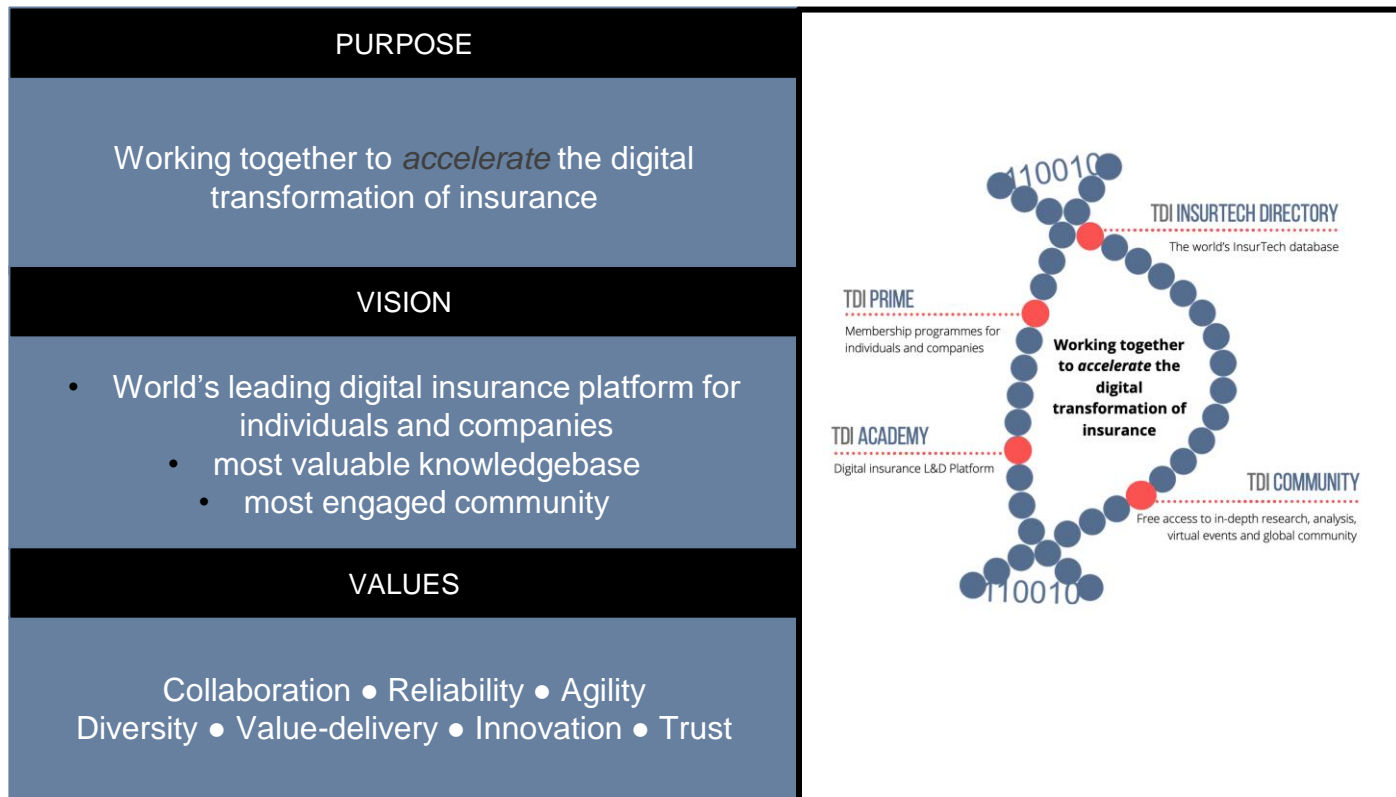


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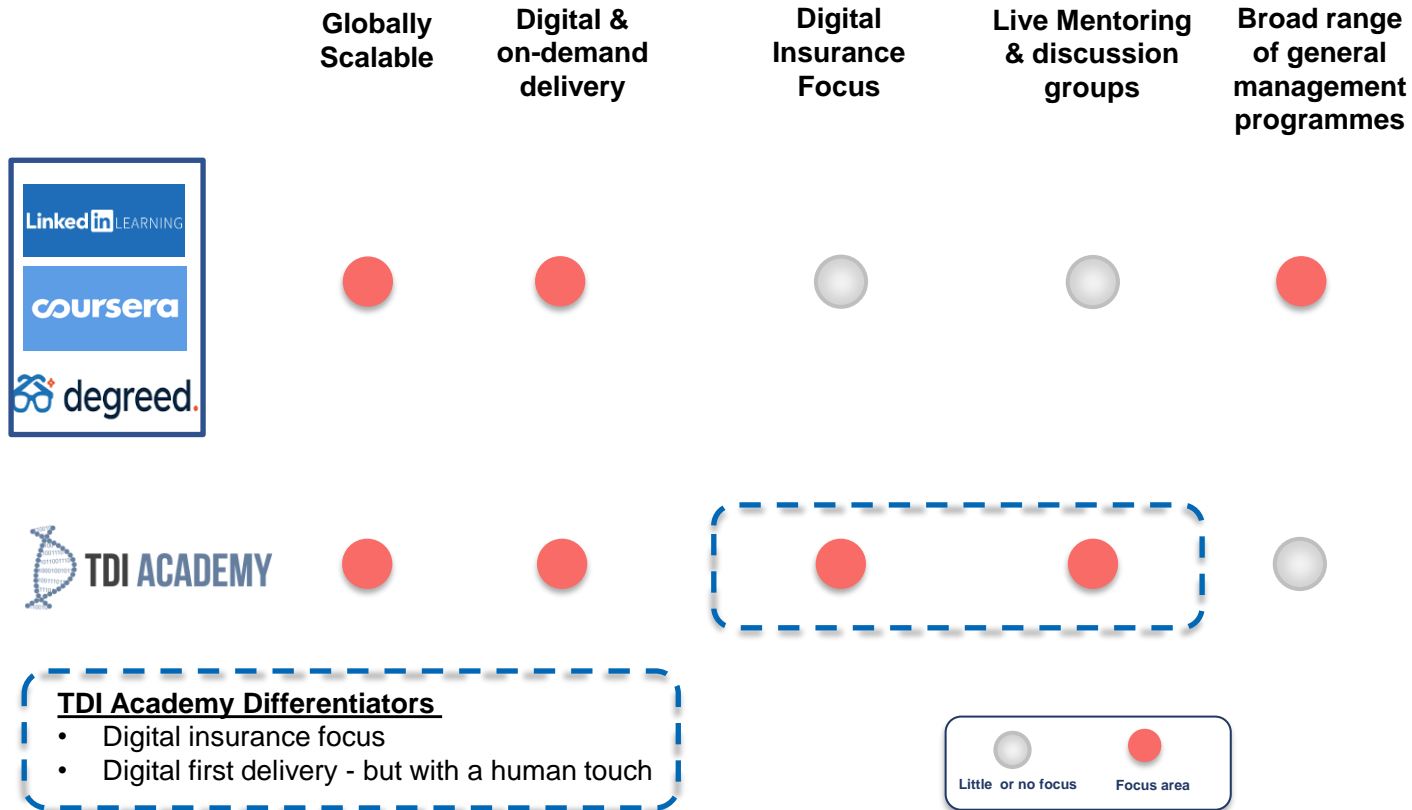
Modern design principles for virtual L&D



FUN!
Differentiated. Experiential.

Read this article on the TDI Academy approach to designing L&D programmes:
<https://www.the-digital-insurer.com/blog/the-future-of-learning-in-a-digital-world-design-implementation-approaches-for-the-insurance-industry/>

TDI Academy provides a virtual delivery platform for L&D on digital insurance



TDI Academy - designed to help insurers “move digital engagement from the few to the many”

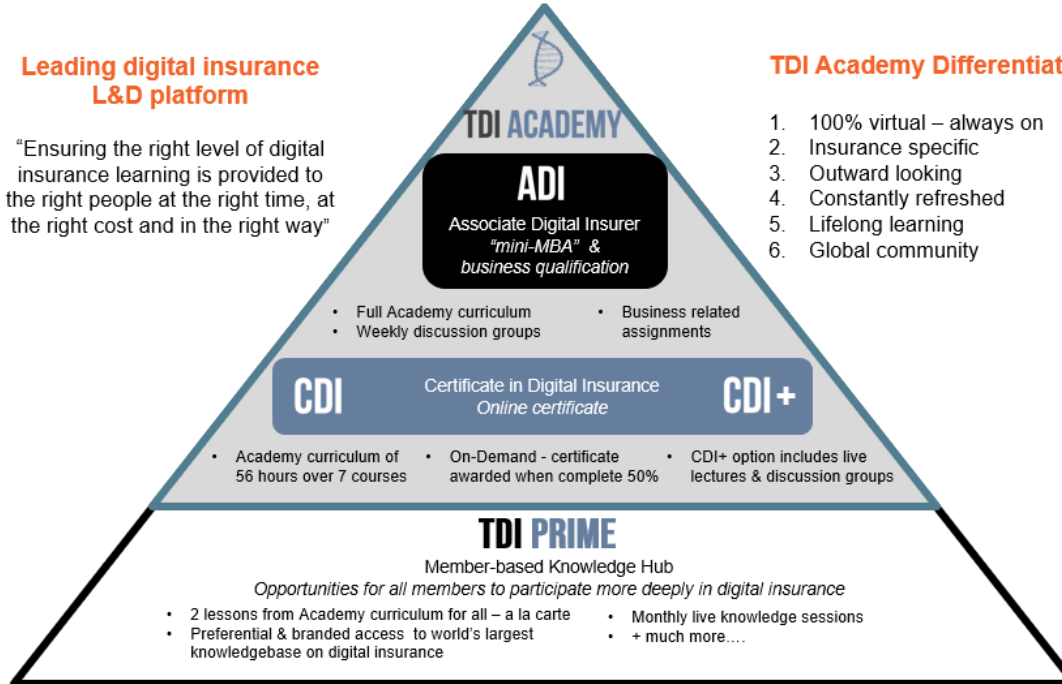


Leading digital insurance L&D platform

“Ensuring the right level of digital insurance learning is provided to the right people at the right time, at the right cost and in the right way”

TDI Academy Differentiators

1. 100% virtual – always on
2. Insurance specific
3. Outward looking
4. Constantly refreshed
5. Lifelong learning
6. Global community



Academy website: <https://www.the-digital-insurer.com/tdi-academy/home/>

Common Core Curriculum



1 OUR CHANGING WORLD

- 1.1 The 4th Industrial Revolution
- 1.2 Our connected world
- 1.3 The power of Social
- 1.4 Changing consumer behaviour
- 1.5 More change coming
- 1.6 Why data is King
- 1.7 Cloud crushes costs
- 1.8 Insurance Re-Booted

2 TECH ENABLERS

- 2.1 Tech Trends in Insurance
- 2.2 AI, Machine Learning & RPA
- 2.3 Blockchain
- 2.4 IoT
- 2.5 Chat & Voice
- 2.6 Immersive Technologies
- 2.7 APIs & Microservices
- 2.8 Tech Architecture best practices

3 DATA & ANALYTICS

- 3.1 The Power of Data
- 3.2 Python basics
- 3.3 Python intermediate
- 3.4 Data visualization & example tools
- 3.5 Machine learning (+ a little bit of deep learning)
- 3.6 D&A use cases in P&C
- 3.7 D&A use cases in Life & Health
- 3.8 Predictive Modelling

4 VALUE CHAIN INNOVATIONS

- 4.1 Sales tools for agents
- 4.2 Underwriting – Life & Health
- 4.3 Underwriting – P&C
- 4.4 Product Development
- 4.5 Service & Administration
- 4.6 Claims – Life & Health
- 4.7 Claims – P&C
- 4.8 implementing value chain innovations

5 NEW DIGITAL BUSINESS MODELS

- 5.1 Platforms & Ecosystems
- 5.2 Microinsurance
- 5.3 On-demand
- 5.4 Comparison Sites
- 5.5 Peer-to-Peer & Community
- 5.6 Health & Wellness
- 5.7 Commercial
- 5.8 Building new digital business models

6 MARKETING & CUSTOMER EXPERIENCE

- 6.1 Data-led marketing
- 6.2 Direct digital marketing
- 6.3 digital marketing for advisors (o2O)
- 6.4 Power of content
- 6.5 Omni sales & servicing
- 6.6 Customer lifetime value & customer advocacy
- 6.7 Customer experience
- 6.8 Out-of-industry use cases

7 STRATEGY & TRANSFORMATION

- 7.1 Why Strategy beats execution
- 7.2 Regulations and ethics in a digital world
- 7.3 Transforming the old vs building the new
- 7.4. Partnerships in a digital world
- 7.5 AGILE & LEAN basics
- 7.6 Change Management as a discipline
- 7.7 Cultural change for a digital world - digital as DNA
- 7.8 How to succeed when most transformations fail
























7 x 8 x 1hr lessons

100% Virtual

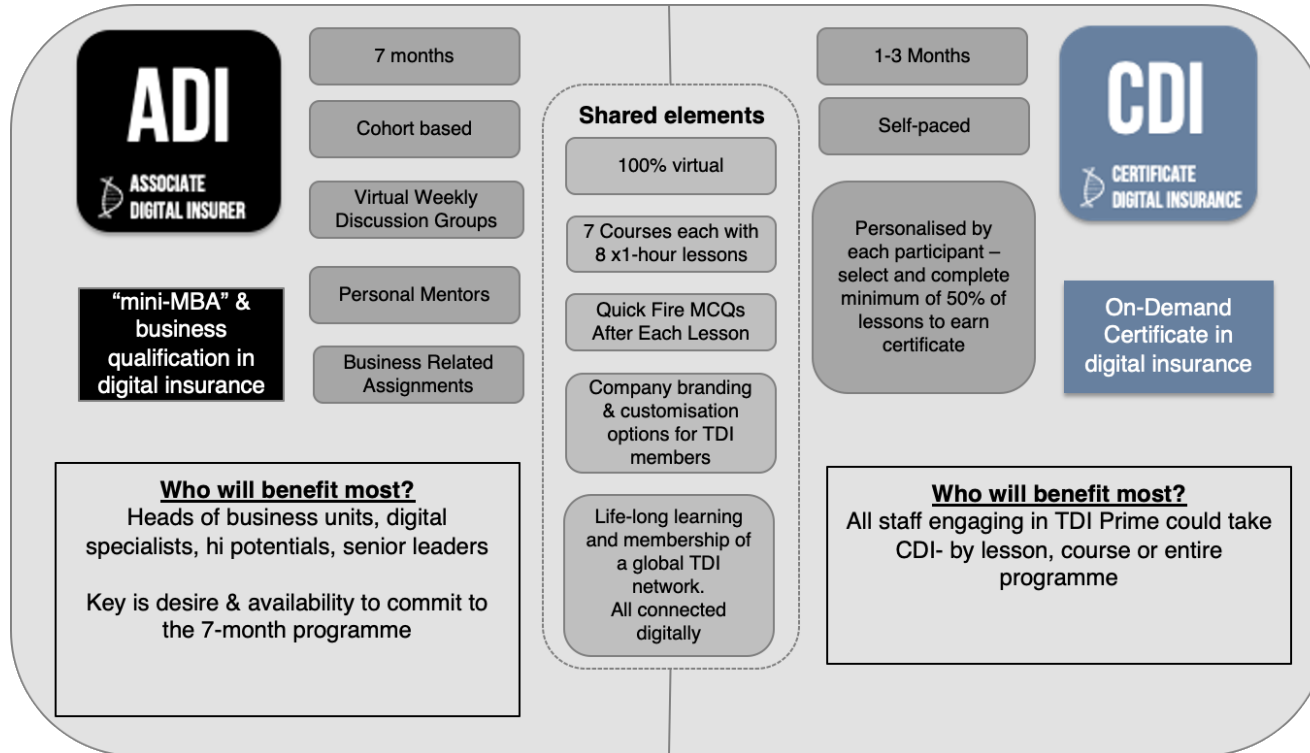
MCQs for each

Range of Industry
Experts

TDI Academy Faculty

 <p>KRISTIN WIARNE Industry Expert Global head of life & health claims, Swiss Re</p>	 <p>ALAN WALKER Industry Expert Digital Insurance Transformation Specialist</p>	 <p>MICHAEL HA Industry Expert Chief Executive Officer, Parolamas Insurance</p>	 <p>HUGH TERRY Industry Expert & Mentor Founder, The Digital Insurer</p>	 <p>JYOTI GUPTA Industry Expert Data Science and ML Lead Instructor, Xcelerate</p>	 <p>NOOR TARAFUL Industry Expert & Mentor Chief Digital Acceleration Officer and Head of MENA, The Digital Insurer</p>
 <p>JAMES COGHILL Industry Expert Industry Manager, Finance, Google</p>	 <p>DES SMALLWOOD Industry Expert Founder, Strategy Meets Action</p>	 <p>STEVE TUNSTALL Industry Expert CEO Inzsure</p>	 <p>DR GRAHAM SPRIGGS Industry Expert & Educational specialist ADI Curriculum & Examination Director</p>	 <p>ZOE BELCHER Industry Expert Founder and Director, OB1 Consulting</p>	 <p>YANNICK EVEN Industry Expert Data Science Team Head, Swiss Re APAC</p>
 <p>MALINI NAGARIA Industry Expert TDI Academy Programme Director</p>	 <p>JAN REINMUELLER Industry Expert Partner, Head of KPMG Digital Village; Co-Lead KPMG Global Innovation Network</p>	 <p>ANDREW DART Industry Expert & Mentor Tech Specialist, The Digital Insurer</p>	 <p>SUSAN HOLLIDAY Industry Expert Senior Advisor IFC and non resident scholar for IIR</p>	 <p>SIMON PHIPPS Industry Expert & Mentor Founder, The Digital Insurer</p>	 <p>PATRICIA SAPORITO Industry Expert Insurance D&A Author / Specialist</p>
 <p>ANDREW DE KOCK Industry Expert & Mentor Head of Africa, The Digital Insurer</p>	 <p>MARK BREEDING Industry Expert Partner and Chief Research Officer, Strategy Meets Action</p>	 <p>ERIC FENG Industry Expert Social Media Influencer, Global Speaker on Social Media Marketing</p>	 <p>HARISH AGARWAL Industry Expert CX Solution Lead, Qualtrics</p>	 <p>PAUL BRENCHELY Industry Expert Partner, Insurance Advisory at KPMG Singapore</p>	 <p>DUNCAN MINTY Industry Expert Business ethics consultant, Chartered Insurance Practitioner</p>

Overview of Core Programmes



Programme Schedule 2021



More info on the programme schedule here:
<https://www.the-digital-insurer.com/tdi-academy/tdi-academy-programme-schedule-2021/>

How Will You Benefit?

1. Deeper understanding of digital insurance

- New skills & new perspectives on digital insurance
- Practical knowledge to advance careers
- Strategic insights

2. Recognised internally and externally

- Assessed
- Leading to Professional designation
- Digital badge, certificate & plaque issued on completion

3. Access to life-long learning

- TDI knowledge base
- Programme access for 12 months after completion
- TDI PRIME

4. Access to professional network

- Global connectivity
- TDI Academy Alumni

Use your qualification with pride to help accelerate the digital transformation of insurance.

Help your company, boost your career and ensure you stay at the top of your game.

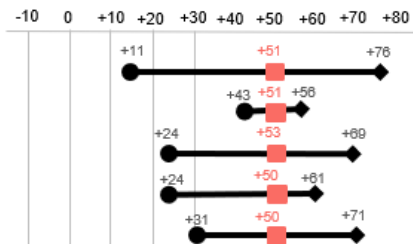
Quantitative feedback on ADI



Range of Net Promoter Score (NPS)

ADI Participant Assessment

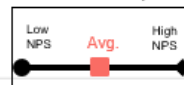
lesson-by-lesson
course-by-course
course materials
discussion groups
assignments



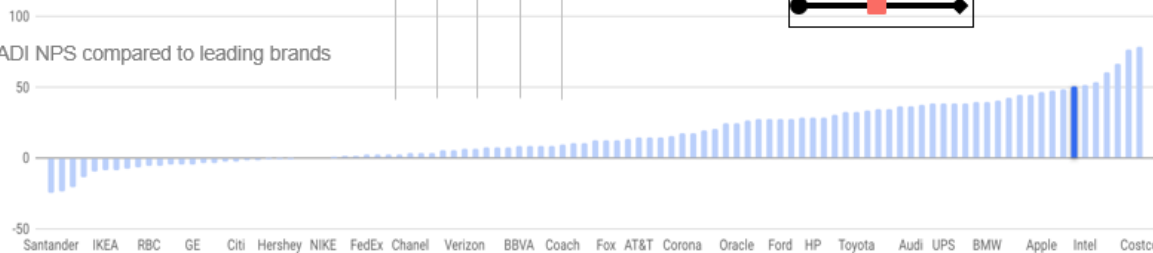
TDI ACADEMY
LEARNING FOR THE DIGITAL AGE

What does NPS mean?

<0% Mostly detractors
0-50% Good
50-70% Excellent
>70% Exceptional



ADI NPS compared to leading brands



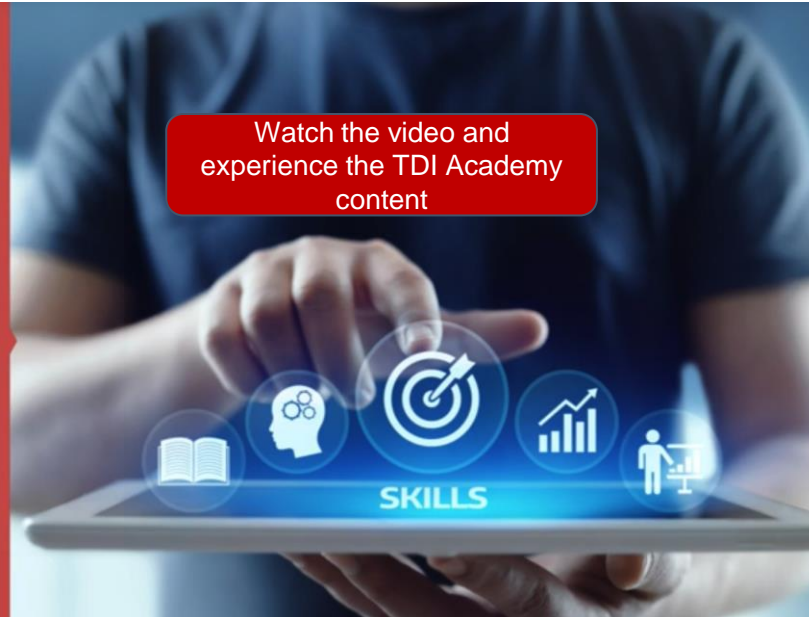
Transparency & accountability - We collect NPS and feedback lesson-by-lesson, course-by-course for all of our participants. Takeaway - you can trust us with your L&D needs for digital insurance

View more testimonials from our participants:
<https://www.the-digital-insurer.com/tdi-academy/testimonials/>

3-minute Video – Recommended Viewing

**THE SKILLS GAP IS TOO WIDE
BETWEEN WHERE INSURANCE
IS NOW AND WHERE IT NEEDS TO BE**

**SUCCESSFUL WORKERS OF THE
FUTURE WILL NEED TO BE:
ADAPTABLE
CURIOUS
DIGITALLY-AWARE**

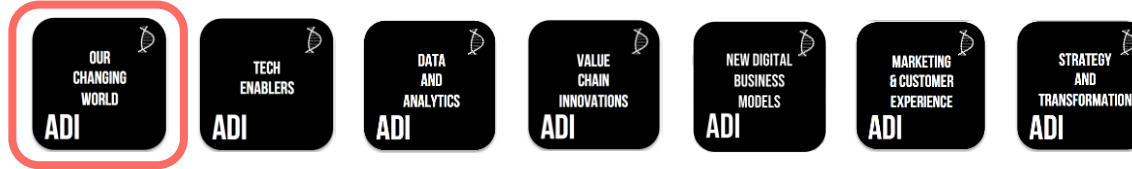


<https://www.the-digital-insurer.com/tdi-academy-admissions-info/>

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Course 1 – Our Changing World



Context for this course

- The world is changing rapidly in the 4th Industrial Revolution
- Just as our personal lives are changing so are our professional lives
- We are on a journey and the destination is not yet clear
- As committed lifelong learners, you will be well positioned both personally and to help your company navigate and thrive in this new environment

Lessons for Our Changing World

1.1 The 4th Industrial Revolution

The new frontier

1.2 Our Connected World

The rise of technology and its impact

1.3 The Power of Social

Social behaviour and technology and the impact on insurance

1.4 Changing Consumer behaviour

Changing behaviour and increasing consumer expectations

1.5 More Change is Coming

Latest technological developments and implications

1.6 Why Data is King

Data led insights and actions will be the norm

1.7 Cloud Crushes Costs

How cloud-based services are changing the cost vs service trade-off

1.8 Insurance Re-booted

Why and how does the insurance industry need to change?

Lesson 1.1 – 4th Industrial Revolution



Learning goals

- 1 Explain the 4th Industrial Revolution and its emerging technologies
- 2 Compare the 4th Industrial Revolution with previous Industrial Revolutions
- 3 Evaluate the potential effects of the 4th Industrial Revolution on business and society, including the insurance industry

Lesson led by

1. Fourth Industrial Revolution



Hugh Terry

Content overview

Topic 1 – Defining 4IR

- Merging of tech into our lives
- Video interview with Schwab
- Industry experts

Topic 2 – Comparison to Previous IRs

- Comparison with video on history
- Analysis of some of the factors
- Lighthouses concept

Topic 3 – Challenges & Opportunities

- Future of work
- Benefits
- Job disruption
- 4IR - the issues of our time
- 4IR leadership principles

Lesson 1.2 – Our Connected World



Learning goals

- 1 Explain why humans strive to be connected and the technological changes increasing their ability to do so
- 2 Explore the impact of exponential change and what that means for organisations
- 3 Discuss the impact of digital technologies on organisations including insurance
- 4 Summarise the benefits and challenges of a digitally connected world

Lesson led by

2. Our Connected World



Malini Nagaria

Content overview

Topic 1 – Why are we so connected?

- Social animals
- Internet and mobile everywhere
- Accelerating pace of change
- Video interview with Schwab

Topic 2 – Exponential change

- Exponential vs linear
- 6D's of exponential growth
- Metcalfe's Law
- Exponential companies & their attributes

Topic 3 – The opportunities for insurance

- The next norm
- Insurer priorities
- A formula for success

Topic 4 – Benefits & challenges of a changing world

- Impacts of a connected world
- A new model emerging?

Lesson 1.3 – The Power of Social



Learning goals

- 1 Explain why humans strive to be connected and the technological changes increasing their ability to do so
- 2 Explain how social has changed the insurance business
- 3 Explain the role that social media plays in the insurance business

Lesson led by

1.3 The Power of social



Malini Nagaria

Content overview

Topic 1 Social DNA of humans

- We are social by nature
- The value of social
- How technology is silently disrupting our lives

Topic 2 – How social has changed the insurance business

- Then and now
- Trends of social in insurance
- Social predictions

Topic 3 – The role of social in insurance

- Social media across the value chain
- Social media trends in insurance and examples
- Challenges with social media

Lesson 1.4 – Changing Consumer Behaviour



Learning goals

- 1 Explain the main characteristics of consumer behaviour
- 2 Discuss why insurers need to be looking beyond insurance to understand what consumers really want
- 3 Understand why, in the digital world, its customers, not companies, which are king

Lesson led by

1.4. Changing Consumer behaviour



Simon Phipps

Content overview

Topic 1 – What is consumer behaviour?

- Factors influencing
- How do companies analyse behaviour

Topic 2 – How digital is changing consumer behaviour

- Pace of change
- New players resetting customer expectations
- Customer obsession
- Changing behaviours

Topic 3 – Implications for insurance

- Challenges for insurers
- Focus on customer
- Omni experience
- Examples

Lesson 1.5 – More Change Coming



Learning goals

1

Understand the main structural and process changes taking place in the insurance industry and see how this pattern is being repeated across many lines of business

2

Explain how change might influence the future of the insurance industry - disrupting traditional models while creating new opportunities

3

Understand the importance of recognising and utilising opportunities presented by technology to change the insurance industry

Lesson led by

5. More Change Coming



Andrew Dart

Content overview

Topic 1 – Motor telematics

- What is it
- Impact on pricing
- Impact on claims management

Topic 2 – Impacting the value chain

- Telematics for people
- AI coaching for disease management
- Using tech to change the cost equation

Topic 3 – Crystal ball and the future of insurance

- Self driving cars
- Gene editing
- Super longevity

Lesson 1.6 – Why Data is King



Learning goals

- 1 Explain the main digital technologies shaping the collection, storage, and use of data in the new knowledge economy
- 2 Evaluate the use and application of data in business and the insurance industry
- 3 Explain the issues regarding the privacy and protection of data
- 4 Discuss the ethical use of data in insurance including underwriting and claims management
- 5 Apply concepts related to data management and data security to the insurance industry

Lesson led by

6. Why Data is King



Frederik Bisbjerg

Content overview

Topic 1 – Data strategy framework

- Five elements of data strategy

Topic 2 - Can you swim in a data lake?

- Structured & unstructured data
- Four v's of big data
- Big data vs data warehouse

Topic 3- Data in insurance

- Challenges of managing data
- Unifying data
- Uses of data within insurance

Topic 4 – Should big brother set your premium?

- Data governance
- GDPR basics

Lesson 1.7 – Cloud Crushes Costs



Learning goals

- 1 Explain what Cloud technology and how it is generally used
- 2 Discuss the benefits and disadvantages of using Cloud technologies in business and the insurance industry
- 3 Evaluate how insurance organisations may use the Cloud within their operations
- 4 Apply concepts related to data management and data security to the insurance industry

Lesson led by

1.7. Cloud Crushes Costs



Hugh Terry

Content overview

Topic 1 – What is Cloud Computing

- Definition
- Deployment options
- How is cloud used
- Benefits of cloud
- Cloud security and Data sovereignty

Topic 2 – How is cloud computing used in the insurance industry

- Impact of cloud on insurance
- Common uses in insurance
- How does cloud work
- Case studies

Topic 3 – Discussion with cloud specialist & how regulators have responded

- Google's cloud solution
- Examples and benefits
- How regulators have responded to cloud

Lesson 1.8 – Insurance Re-booted



Learning goals

- 1 Understand the megatrends forming the world today, and how they affect the insurance industry
- 2 Understand what customers feel is wrong with the insurance industry today and how incumbent insurers can react to this
- 3 Explain where disruption of the insurance industry is most likely to come from

Lesson led by

1.8. Insurance Re-booted



Frederik Bisbjerg

Content overview

Topic 1- Are the Robots coming?

- Megatrends explored

Topic 2 – What's wrong with insurance today?

- Some of the problems with insurance as a product category

Topic 3 – The insurance “vending machine”

- Insurer trends
- Consumer trends
- Implications
- Delusions
- Defense

Topic 4 – No real disruption yet?

- Barriers
- “5 flaws”
- Traditional strengths & new skills

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Course 2 – Tech Enablers



Context for this course

- Tech is changing at an exponential pace
- It is difficult even for technology professionals to keep up – let alone most of us
- Tech Enablers aims to explain some of the key technologies transforming insurance and provide some example use cases we are seeing in the industry

Lessons for Tech Enablers

2.1 Tech Trends in Insurance

Trends of technology impacting insurance

2.2 AI, Machine Learning and RPA

Turning data into actionable insights

2.3 Blockchain

From crypto to DLT in one hour

2.4 IoT

How IoT is helping to transform insurance

2.5 Chat & Voice

Latest technological developments and implications

2.6 Immersive Technologies

Early stage use cases and potential for Virtual & Augmented Reality

2.7 APIs & Microservices

The hidden tech helping insurance transform

2.8 Tech Architecture Best Practices

Exploring the tech stacks that are replacing legacy systems

Lesson 2.1 – Tech Trends in Insurance



Learning goals

- 1 Discuss key technology trends affecting the insurance industry
- 2 Explain the adoption and use of key technologies in the insurance industry
- 3 Discuss how key technologies are changing the insurance industry and its future landscape

Lesson led by

2.1 . Tech trends in Insurance



Hugh Terry

Content overview

Topic 1 – Tech trends in insurance

- Pace of change in tech
- Key trends relevant to insurance
- The rise of InsurTechs

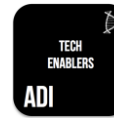
Topic 2 – Tech adoption map for insurance

- TDI tech adoption map for insurance

Topic 3 – Expert perspectives

- Interviews with 3x industry experts

Lesson 2.2 – AI, Machine Learning & RPA



Learning goals

- 1 Understand the basics of AI, Machine Learning and RPA
- 2 Understand the current and potential uses of these technologies
- 3 Explore and evaluate some case studies of these technologies

Lesson led by

2.2 AI, Machine Learning & RPA



Hugh Terry

Content overview

Topic 1 - Definitions

- Definitions
- Progress
- Turing Test

Topic 2 – Current and potential use in insurance

- Impact of AI
- Generic use cases
- Use cases across the value chain

Topic 3 – Case studies

- 6 examples

Lesson 2.3 – Blockchain



Learning goals

- 1 Explain the basics of Blockchain
- 2 Share some of the ways in which Blockchain may have a transformational impact on society
- 3 Discuss and evaluate potential use cases for Blockchain technology within the insurance industry

Lesson led by

2.3 Blockchain



Simon Phipps

Content overview

Topic 1 – Blockchain 101

- Blockchain defined
- History of blockchain
- Bitcoin blockchain & cryptocurrencies
- Distributed Ledger technology

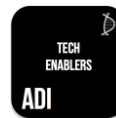
Topic 2 – A game changer for society?

- Crypto – a dot com bubble?
- Structural factors favouring blockchain
- Out of industry use cases

Topic 3 – Use cases & case studies in Insurance?

- Use cases
- Case studies

Lesson 2.4 – Internet of Things



Learning goals

- 1 Explain what IoT is and its general uses
- 2 Explain the current and potential uses of IoT in the insurance industry
- 3 Discuss and evaluate case studies that use IoT within the insurance industry

Lesson led by

2.3 IoT



Andrew Dart

Content overview

Topic 1 – What is IoT

- Definition
- Getting to the details
- Impact of 5G
- Security

Topic 2 – Uses of IoT in insurance

- Adoption stats
- Risk mitigation as a key driver

Topic 3 – Case studies

- Case studies in insurance

Lesson 2.5 – Chat & Voice



Learning goals

- 1 Understand the basics of chat & voice technologies
- 2 Understand the use of chat & voice technologies in the insurance industry
- 3 Discuss and evaluate how to use chat & voice technologies within the insurance industry

Lesson led by

2.5 Voice and Chat



Frederik
Bisbjerg

Content overview

Topic 1 – Chat & voice techniques

- Bot adoption
- How do bots work
- Types of bot assistance
- Places to use
- Bot training
- 10 best uses

Topic 2 – Uses in insurance

- Chatbot uses
- Examples in insurance

Topic 3 – When, when and how to use chatbots

- Customer journeys
- Decisions before implementing
- Create your own chatbot

Lesson 2.6 – Immersive Technologies



Learning goals

- 1 Explain the basics of immersive technologies
- 2 Explain the use of immersive technologies in the insurance industry
- 3 Discuss and evaluate case studies that use immersive technologies within the insurance industry

Lesson led by

2.6 Immersive Technology



Hugh Terry

Content overview

Topic 1 – Definition

- Immersive Tech
- Virtual reality
- Augmented reality
- VR and AR adoption
- VR Barriers
- VR vs AR

Topic 2 – Uses in insurance

- Generic use cases or VR and AR
- AR in the sales process video

Topic 3 – Case Studies

- 7 case studies in insurance

Lesson 2.7 – APIs & Microservices



Learning goals

- 1 Explain the basics of APIs and Microservices
- 2 Explain the use, and benefits, of APIs and Microservices in the insurance industry
- 3 Discuss and evaluate case studies that use APIs and Microservices within the insurance industry

Lesson led by

2.7. APIs & Microservices



Hugh Terry

Content overview

Topic 1 – Basic Understanding

- What is an API?
- What is a microservice
- The API economy
- Microservices adoption

Topic 2 – Uses in insurance

- Hidden enablers
- General benefits
- Generic use cases

Topic 3 – Examples and case studies

- 7 examples and case studies

Lesson 2.8 – Tech Architecture Best Practices



Learning goals

- 1 Understand the basics elements of a tech architecture ecosystem
- 2 Understand how a tech architecture ecosystem should look to support the future of insurance
- 3 Apply the knowledge to map your current architecture and identify areas of improvement

Lesson led by

2.8. Tech Architecture best practices



Frederik Bisbjerg

Content overview

Topic 1 – Overview

- Importance of Legacy and its implications
- Technical Debt

Topic 2 – Best Practice Principles

- Trends
- Bi-modal IT
- Bi-model case study
- Connecting – 3 tier API architecture
- Importance of data architecture

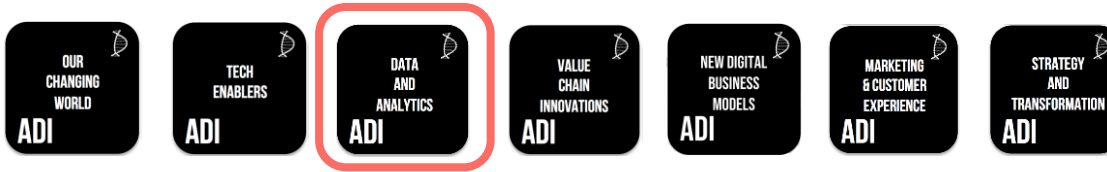
Topic 3 – Getting started from where you are

- TOGAF – the Open Architecture Group Framework
- Architecture Development Method

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Course 3 – Data & Analytics



Context for this course

- If Data is the new oil, then analytics is the Production Facility
- In this Course, we aim to bring the subject to life with some hands-on experience as well as industry use cases
- The Industry Experts for this programme include:
- Four lessons led by Xccelerate, a specialist in D&A training
- Two lessons led by a Swiss Re subject matter expert
- Two lessons led by Pat Saporito a published author and specialist in D&A for insurance

Lessons for Data & Analytics

3.1 Power of Data

Data trends and business value as well as management and governance of data

3.2 Python Basics

Get hands on with some basic coding

3.3 Python Intermediate

Explore structured data with Pandas and complete a basic model

3.4 Data Visualisation & Example Tools

Importance of visualisation tools and hands on session with Tableau

3.5 Machine Learning

Understand terminology and apply to use cases. Supervised and unsupervised learning algorithms

3.6 D&A for Property & Casualty

Focus on Property & Casualty use cases

3.7 D&A for Life and Health

Focus on Life and health use cases

3.8 Predictive Modelling

Overview of predictive modelling including the basics, techniques and industry use cases

Lesson 3.1 – The Power of Data



Learning goals

- 1 Explain data trends and business value
- 2 Review need to manage, govern and provide access to data
- 3 Understand data risks, risk management and regulation

Lesson led by

3.1 The Power of Data



Patricia
Saporito

Content overview

Topic 1 – Data value, Data uses Data Trust

- Digital economy
- Data Value
- Value Trees
- 6C's of data

Topic 2 – Data Management

- D&A architecture
- Enterprise Data management
- Extract , Transform & Load
- Meta data
- Data ownership vs Stewardship

Topic 3 – Data threats, security & regulation

- Data for good and bad
- Cyber risks
- Data regulation history
- Privacy Laws
- Evaluating data assets

Lesson 3.2 – Python Basics



Learning goals

- 1 Understand Python programming fundamentals
- 2 Code simple Python programs

Lesson led by

3.2 Python Basics



Jyoti Gupta

Content overview

Topic 1 – setup, data type, operators

- Why Python
- Setup
- Data Type
- Operators

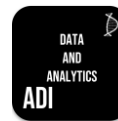
Topic 2 – Variables & list

- Variables
- Lists

Topic 3 – Conditionals, Loops & examples

- Conditionals
- Loops

Lesson 3.3 – Python Intermediate



Learning goals

1

Understand functions of Python library - Pandas

2

Complete simple exercises in Pandas to explore structured data

Lesson led by

3.2 Python
Intermediate



Jyoti Gupta

Content overview

Topic 1 – Setup, reading files, view basic information

- Setup
- Reading files
- View basic information

Topic 2 – Simple data selection, conditional data selection

- Simple data selection
- Conditional data selection

Topic 3 – Descriptive statistics of data, grouping data

- Descriptive statistics of data
- Grouping of data

Lesson 3.4 – Data Visualisation (DV) & Example Tools



Learning goals

- 1 Understand data visualisations
- 2 Create data visualisations

Lesson led by

3.4 Data Visualisation



Jyoti Gupta

Content overview

Topic 1 – Definition, benefits and comparison of visualisation tools

- What is DV?
- Evolution
- Benefits
- Tools available
- DV for insurance
- Sample dashboards

Topic 2 – Types of visualisations and when to use them in insurance

- Review of types of charts

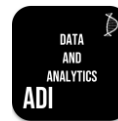
Topic 3 – Hands-On with Tableau – Setup, understand the Interface

- Setup
- How to use -the interface

Topic 4 – Hands-On with Tableau – Create charts and dashboard

- Charts
- Dashboards

Lesson 3.5 - Machine Learning



Learning goals

1

Understand Machine Learning Process terminology and apply to use cases

2

Understand Supervised and Unsupervised Machine Learning Algorithms

Lesson led by

3.5 Machine Learning



Jyoti Gupta

Content overview

Topic 1 - Terminology, Use Cases of Machine Learning

- Recap of terminology
- Recap of use cases

Topic 2 - Machine Learning Process, Types and Algorithms

- ML process
- Types of ML
- Machine Learning algorithms

Topic 3 – Supervised ML algorithms

- Details on algorithms
- Regression vs classification use cases

Topic 4 - Unsupervised ML algorithms

- Clustering
- Clustering use cases

Lesson 3.6 – D&A Use Cases in Property & Casualty



Learning goals

- 1 Explain key use case categories and sub-categories; review overall analytics spectrum and key methods used
- 2 Discuss use cases/case studies across major business processes
- 3 Understand how broad business processes are being transformed with digital technologies, data and analytics

Lesson led by

3.6 D&A - use cases in property and casualty



Patricia Saporito

Content overview

Topic 1 - Use case categories

- Categories & sub categories
- Analytics continuum
- Analytics methods & techniques

Topic 2 - Use case/case study examples

- 7 use cases

Topic 2 – Business Process transformation

- Connected home
- Claims process

Lesson 3.7 – D&A Use Cases in Life & Health



Learning goals

- 1 Understand traditional, non-digital, approaches to life and health insurance
- 2 Discuss the changes taking place within the life and health insurance arena related to digital
- 3 Evaluate case studies representing insurance in life and health in the digital space

Lesson led by

3.7 D&A- use cases in life and health



Yannick Even

Content overview

Topic 1 – Phase of Change

- Transformation and data recap
- Analytics project lifecycle
- Translating data and customer touchpoints to insights
- Analytics along the value chain

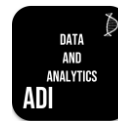
Topic 2 - Use cases: product development, underwriting & pricing

- 7 use cases

Topic 3 – Use cases: sales & distribution post-sales services & claims

- 3 use cases

Lesson 3.8 – Predictive Modelling

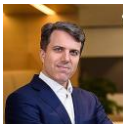


Learning goals

- 1 Understand the basics of predictive modelling
- 2 Explain the techniques used in predictive modelling
- 3 Evaluate case studies using predictive modelling in life and health insurance in the digital space

Lesson led by

3.8 Predictive modelling



Yannick Even

Content overview

Topic 1 - Predictive modelling: the basics

- What is / isn't predictive modelling

Topic 2 - Techniques used in predictive modelling

- Modelling terms recap and extension
- Building a supervised model
- Data splitting
- Unsupervised models

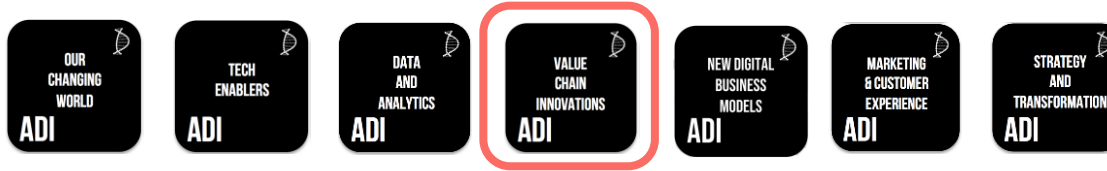
Topic 3 - Predictive modelling use cases

- Deeper dive on 2 use cases

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Course 4 – Value Chain Innovations



Context for this course

- The insurance value chain can be broken into components or a “supply chain” and includes sales, marketing, underwriting and claims
- In this course, we will examine how digital can help transform different parts of the value chain – hence the course name: Value Chain Innovations
- Each lesson has a number of use cases and case study examples

Lessons for Value Chain Innovations

4.1 Sales Tools for Agents

Tools for agents in a digital world

4.2 Underwriting – Life & Health

Data is transforming the life and health industry

4.3 Underwriting – P&C

And it is doing the same for P&C

4.4 Product Development

New products are at the heart of digital transformation

4.5 Service & Administration

How digital is improving customer service and back office administration

4.6 Claims – Life & Health

Explore how digital is improving this most important moment of truth for life and health

4.7 Claims - P&C

And see how the same is happening in the P&C arena

4.8 Implementation value chain innovations

How to execute a value chain initiative

Lesson 4.1 – Sales Tools for Agents



Learning goals

- 1 Understand why there is a demand for insurance advisors
- 2 Review frameworks to help select technologies for face-to-face sales
- 3 Discuss Case studies and example solutions for technologies supporting face-to-face sales

Lesson led by

4.1 Sales Tools for Agents



Hugh Terry

Content overview

Topic 1 - Do advisors have a future in a digital world?

- How many agents
- Changing distribution landscape
- The human touch
- Why is tech good for agents?

Topic 2 - What technology can support face-to-face sales

- Digital Advisor model
- Typical challenges
- How can tech help

Topic 3 - Case studies of technology supporting advisor led models

- 15 case studies / examples in 5 areas

Lesson 4.2 – Underwriting – Life and Health



Learning goals

- 1 Explain the history of underwriting and the introduction of technology
- 2 Discuss the current use of technology and the pivot point the industry is at
- 3 Discuss and evaluate case studies that highlight innovation in the Life and Health insurance industry underwriting space

Lesson led by

4.2 Underwriting – Life & Health



Zoe Belcher

Content overview

Topic 1 - How it all started: The story so far

- History
- Definitions
- Automation of UW
- Process flows
- Automation engines

Topic 2 - Uses of digital technology

- Technology recap
- Use of AI

Topic 3 - Examples of use in insurance

- 4 case studies

Lesson 4.3 – Underwriting – P&C



Learning goals

- 1 Explain the background of underwriting and the introduction of technology
- 2 Demonstrate the current use of technology and the pivot point the industry is at
- 3 Discuss and evaluate case studies that highlight innovation in the property and casualty insurance industry underwriting space

Lesson led by

4.3 Underwriting - P&C



Deb
Smallwood

Content overview

Topic 1 – Trends Affecting P&C Underwriting

- Two ways in which transformation occurring
- Forces shaping UW in P&C

Topic 2 - Underwriting Today

- Processes
- Technology
- Ecosystem
- Data Sources

Topic 3 - Examples and Use Cases

- AI
- Data & Analytics
- Intelligent Desktop
- Future predictions

Lesson 4.4 – Product Development



Learning goals

- 1 Explain what is driving the digital product development in insurance
- 2 Understand how connected devices can reduce risk in product development and improve customer engagement
- 3 Understand the role of platforms in redefining product propositions

Lesson led by

4.4 Digital Product Development



Frederik
Bisbjerg

Content overview

Topic 1 - Key digital trends impacting product design

- Digital strategy framework
- Gen Z and affluence / influence values
- Digital drivers & trends
- Product design framework

Topic 2 - Risk reduction and value-added services

- Risk reduction – home, car. Health
- IoT security

Topic 3 - Role of platforms in redefining product propositions

- Rise of the platform economy

By Jan Reinmueller
KPMG Digital Village

Lesson 4.5 – Service & Administration



Learning goals

- 1 Understand the traditional approach to service and administration in the insurance value chain
- 2 Explain the digitalisation of service and administration
- 3 Evaluate insurance service and administration case studies

Lesson led by

4.5 Service & Administration



Graham Sprigg

Content overview

Topic 1 - Traditional approaches to insurance service and administration

- Value chain
- Insurance customer journey
- Paperless office
- Digitisation vs Digitalisation

Topic 2 - Why and how to change?

- Why change?
- Smoothing the customer journey
- How to change?
- Creating long term customer value

Topic 3 - Examples of insurance case studies

- 3 case studies

Lesson 4.6 – Claims – Life & Health



Learning goals

- 1 Understand at a high level the key claims processes and the critical importance of claims
- 2 Understand the key areas that technology can improve the claims process for life and health
- 3 Evaluate case studies and use cases of digital claims in life and health

Lesson led by

4.6. Claims – Life & health



Hugh Terry

Content overview

Topic 1 - Claims at the heart of the insurance promise

- The human touch
- Potential for digital claims transformation
- Force shaping change

Topic 2 - How can technology improve the claims process

- Potential for cost savings
- Digital claims management
- FWA
- AI use cases
- Discussion with Kristin Warne

Topic 3 - Case Studies & examples

- 8 case studies and examples

Lesson 4.7 – Claims – Property & Casualty



Learning goals

- 1 Explain the background of claims and the introduction of technology
- 2 Demonstrate the current use of technology and the pivot point the industry is at
- 3 Discuss and evaluate case studies that highlight innovation in the property and casualty insurance industry claims space

Lesson led by

4.7 Claims – P&C



Mark
Breeding

Content overview

Topic 1 - Trends Affecting P&C Claims

- Two levels of transformation
- Forces shaping claims

Topic 2 - Claims Today

- Traditional P&C claims processes
- Today vs tomorrow
- Claims ecosystem
- Tech in claims process

Topic 3 – Transformational Tech in claims

- Future claims process
- Revolutionary P&C Claims process
- Potential use cases for AI
- Comm & collaboration
- UI & Advanced tech
- Use case examples
- Claims 2030

Lesson 4.8 – Implementing Value Chain Innovations



Learning goals

- 1 Explain value chain innovations
- 2 Explain how insurers, and others, generate ideas for value chain innovations
- 3 Explain the techniques that digital insurers use to get from their initial ideas to successful results

Lesson led by

4.8 Implementing Value Chain Innovations



Alan Walker

Content overview

Topic 1 – Define value chain innovation

- Define what a Value Chain is, and take a look at the Insurance Value Chain
- Define 'innovation' and discuss different degrees of innovation

Topic 2 – Identifying opportunities for value chain innovation

- Discuss ways to generate ideas for value chain innovation
- Discuss how to prioritise which ideas to explore further

Topic 3 – Delivering value chain innovation in practice

- Look at the general approach to delivery
- The role of the Proof of Concept and Minimum Viable Product
- Using partners to help speed delivery
- Scaling up

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Course 5 – New Digital Business Models



Context for this course

- Digital is not just about improving efficiency but is opening up entirely new types of insurance and how it can be combined with other products and services
- In this course, we will examine how digital is allowing the creation of a wide range of new business models – some of these are very new whilst others are well established in some parts of the world
- Each lesson has a number of use cases and case study examples

Lessons for New Digital Business Models

5.1 Platforms and Ecosystems

Scalable businesses with insurance embedded

5.2 Microinsurance

How digital is changing microinsurance

5.3 On-Demand

Bite-sized insurance offering immediate cover in the sharing economy

5.4 Comparison Sites

The rise of comparison sites and future potential

5.5 Peer-to-Peer & Community

How digital is leading to a new wave of mutual insurance models

5.6 Health & Wellness

How new ecosystems are being developed that change the life & health industry

5.7 Commercial Insurance

New digital business models in commercial insurance

5.8 Building New Digital Business Models

How to build a new digital business model (more in Strategy & Transformation)

Lesson 5.1 – Ecosystems & Platforms



Learning goals

- 1 Explain the basics of, and differences between, traditional Linear businesses, Hybrids, Platforms & Ecosystems
- 2 Understand the increasing importance of Platforms & Ecosystems on the world stage
- 3 Consider the different engagement models for insurers, and be able to discuss current / potential future use cases for the insurance industry

Lesson led by

5.1. Platform and ecosystems



Simon Phipps

Content overview

Topic 1 - Platforms & Ecosystems defined

- Types of business models
- Traditional
- Platform
- Hybrid
- Network effects
- Platforms as hubs for ecosystems

Topic - The Rise and Rise of Platforms & Ecosystems

- Power of network effects
- Valuations
- Why platforms still fail
- Ecosystem – success factors

Topic 3 - Potential and applications in insurance

- Traditional insurance = competitive disadvantage
- Engagement models for insurers
- Case studies
- Challenges for insurers

Lesson 5.2 – Microinsurance



Learning goals

- 1 Understand and explain microinsurance and where it fits in the overall range of insurance products
- 2 To discuss the environmental aspects most likely to affect success or failure
- 3 Evaluate microinsurance case studies

Lesson led by

5.2. Microinsurance



Andrew De
Kock

Content overview

Topic 1 - Definition and background

- World today
- Definition
- Business models

Topic 2 - Modern microinsurance: Understanding your customer and technology as the enabler

- Understanding customers
- Redefining microinsurance
- Challenges
- Digital enablers

Topic 3 - Examples – case studies

- 3 case studies

Lesson 5.3 – On-Demand



Learning goals

- 1 Explain on-demand insurance and its place in the range of insurance products
- 2 Discuss the differences between traditional and on-demand products and their design and delivery
- 3 Evaluate a range of on-demand case studies

Lesson led by

5.3. On-demand



Andrew De
Kock

Content overview

Topic 1 - On-demand insurance – how is it different?

- Definition
- Traditional vs on demand
- Customer habits
- Types of on demand insurance

Topic 2 - How on-demand insurance works

- Consumer
- Critical attributes
- Products
- On-Demand technologies and processes
- On Demand risks

Topic 3 – Case Studies

- 6 examples

Lesson 5.3 – Comparison Sites



Learning goals

- 1 Explain the history of Comparison Sites, the basic customer value proposition and their adoption levels over time
- 2 Consider the pro's and con's of engaging with comparison sites as an insurer
- 3 Discuss what the future may have in store for next generation models

Lesson led by

5.4. Comparison sites



Simon Phipps

Content overview

Topic 1 - Comparison Sites - evolution

- Definition & History
- Key drivers
- Business model
- Maturity model
- Global adoption
- Consumer benefits

Topic 2 - Considerations for insurers

- Pros & cons
- Where it works
- Engagement options for insurers
- Keys for success

Topic 3 - Case studies & next generation models

- 5 case studies
- Threats
- Next generation

Lesson 5.5 – Peer-to-Peer & Community



Learning goals

- | | |
|---|---|
| 1 | Definition & history of P2P & community |
| 2 | Case studies & use cases |
| 3 | Challenges & opportunities in P2P and community |

Lesson led by

5.5. Peer-to-peer & community



Susan Holliday

Content overview

Topic 1 - Definition & history of P2P & community

- Definitions
- Evolution of P2P in insurance
- History of mutual
- Community concepts
- Behavioural economics

Topic 2 - Case studies & use cases

- 6 examples

Topic 3 - Challenges & opportunities in P2P and community

- Different types
- Impact

Lesson 5.6 – Health & Wellness



Learning goals

- 1 Understand how digital creates new opportunities in health and wellness
- 2 Review the challenges and opportunities emerging for insurers
- 3 Examine some case studies and examples

Lesson led by

5.6. Health and wellness



Hugh Terry

Content overview

Topic 1 - Health & Wellness opportunity in a digital world

- Size of the prize
- Accelerating trends
- Health inflation
- Importance of data
- 2035 predictions

Topic 2 - Emerging challenges & opportunities for insurers

- Changing healthcare value chain
- What insurers need to do
- Healthcare ecosystem & partnerships
- Data governance

Topic 3 - Case studies and examples

- 9 examples

Lesson 5.7 – Commercial Insurance



Learning goals

- 1 Explain the basics of commercial insurance
- 2 Explain the insurance needs, & service requirements of commercial customers
- 3 Discuss and evaluate case studies that show how the area is evolving

Lesson led by

5.7. Commercial



Steve Tunstall

Content overview

Topic 1 - Trends in Commercial Lines including impact of Technology

- What is commercial insurance?
- What do they buy?
- Segments of commercial customers

Topic 2 - How Enterprises are managing their risks - impact on insurers

- How do companies view risk?
- How relevant is insurance
- Views by company segments

Topic 3 - How insurers and intermediaries are reacting with case studies

- 6 case studies

Lesson 5.8 – Building New Digital Business Models



Learning goals

- 1 Explain new business models
- 2 Explain how insurers, and others, generate ideas for new digital business models
- 3 Explain the techniques that digital insurers use to get from their initial ideas to successful results

Lesson led by

5.8. Building new digital business models



Alan Walker

Content overview

Topic 1 - Defining “new business model”

- What is a business model?
- Who will invent them?
- Business model canvas and its 9 elements

Topic 2 - Identifying opportunities for new digital business models

- Idea generation
- insurer strategy team
- R&D or Innovation Lab
- Testing ideas
- PoC and MVP
- Business case plan

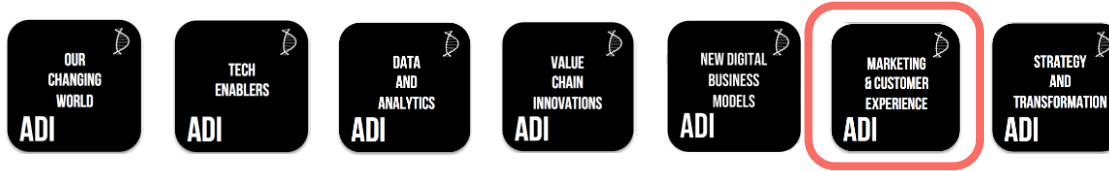
Topic 3 - Delivering new digital business models in practice

- Building at scale
- Build, Buy or Partner?
- Issues to consider

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Course 6 – Marketing and Customer Experience



Context for this course

- Customer adoption of digital means the industry needs to adopt new means of communicating and engaging with more demanding customers
- In this course we look at digital marketing tools as well as new methods for engaging with customers as well as some out of industry examples
- Each lesson has a number of use cases and case study examples

Lessons for Marketing and Customer Experience

6.1 Data-led Marketing

Data at the heart of modern marketing

6.2 Direct Digital Marketing

The latest trends on direct marketing

6.3 Digital Marketing for Advisors

Bite sized insurance offering immediate cover in the sharing economy

6.4 Power of Content

The importance of content to engage and raise awareness with customers

6.5 Omni Sales and Servicing

How digital is leading to a new wave of mutual insurance models

6.6 Customer Lifetime Value and Customer Advocacy

Taking a new look at building long term relationships with customers

6.7 Customer Experience

How digital enables new focus on improvement customer experience

6.8 Out-of-industry Use Cases

What we can learn from out of industry use cases

Lesson 6.1 – Data-led Marketing



Learning goals

- 1 Understand digital disruption, the rise of data and implications for marketers and organisations
- 2 How can data be used in marketing in a responsible and privacy safe way?
- 3 What is the implication for Insurance Marketers, what are some good use cases, and how can you get started?

Lesson led by

1. Data led marketing



James Coghill

Content overview

Topic 1 - Digital Disruption, Data & the Implications for Marketers and Organisations

- Digital disruption
- 3 opportunities from disruption
- Types of marketing data
- Martin Sorrell on data

Topic 2 - Data, Privacy & Security

- Relevance & privacy
- Preparing for ethical approaches to data

Topic 3 - Implications on Data-Led Marketing for Insurance, Use Cases & How to Get Started

- Impact of data-led marketing
- How to setup a data led marketing operation
- Marketing in 2030

Lesson 6.2 – Direct Digital Marketing



Learning goals

- 1 Understand the fundamental principles of Direct Marketing
- 2 Explain the development and influence of Direct Marketing in Digital Marketing
- 3 Evaluate insurance industry Direct Marketing case studies including challenges and opportunities

Lesson led by

2. Direct digital marketing



Michael Ha

Content overview

Topic 1 - Direct marketing principles

- Data integrated into marketing today
- Defining digital marketing
- Direct marketing methods & elements
- Learning from traditional marketing

Topic 2 - Digital evolution in direct marketing

- Martech
- Email as a DM tool
- Data as a catalyst
- Value of D&A applied to marketing
- New methods in a digital age
- Advantages of DDM

Topic 3 - Implications for the insurance industry

- Characteristics of insurance environment
- Impact of DDM on insurers – 5 areas
- 4 case studies

Lesson 6.3 – Social Media Marketing for Advisors



Learning goals

- 1 Understand the dominant customer buying behaviours
- 2 Explain how to develop trust-based relationships with customers
- 3 Explain techniques for generating sales and referrals via social media

Lesson led by

6.3. Social media marketing for advisors



Eric Feng

Content overview

Topic 1 - Three dominant buying behaviours of today's consumers

- Buy at their own timetable
- Buy from someone who cares
- Buy from a trusted authority

Topic 2 - How to deepen relationships with customers on social media

- Using Facebook
- Conversations to sales opportunities

Topic 3 - How to increase your likeability and credibility via content

- Professional and relatable content

Topic 4 - How to generate sales and referral opportunities on social media

- Dream customers
- Social media profiling
- Intro scripts

Lesson 6.4 – Power of Content



Learning goals

- 1 Understand how to develop a content strategy
- 2 Explain how to create and promote content
- 3 Discuss examples relating to content production and promotion and measuring success

Lesson led by

6.4. Power of content



Harish
Agarwal

Content overview

Topic 1 - Developing a content strategy

- What is content marketing?
- Why is it important
- Types of content marketing
- How to get started
- Video example

Topic 2 - Content creation and promotion

- Awareness
- Interest
- Action
- How to select content
- Promoting content

Topic 3 - Measuring success and examples

- Setting KPIs
- Measuring results
- 4 content case studies
- Things to be careful about

Lesson 6.5 – Omni Sales & Servicing



Learning goals

- 1 Understand omni for face-to-face sales
- 2 Understand omni for digital first sales
- 3 Understand the role of omni in customer services

Lesson led by

6.5. Omni sales & servicing



Hugh Terry

Content overview

Topic 1 - Omni for face-to-face sales

- Distribution in a digital world
- Why BAU is not possible for agency
- TDI OMNI advisor model
- Case studies
- Success metrics
- Bancassurance

Topic 2 - Omni for digital first sales

- Why OMNI for digital first models?
- Agents in the ecosystems
- Digital first OMNI case studies

Topic 3 - Omni for customer service

- Likely shape of OMNI for customer service
- Case study on servicing

Lesson 6.6 – Customer Lifetime Value and Customer Advocacy



Learning goals

- 1 Explain the meaning of Customer Lifetime Value and Customer Advocacy [NPS]
- 2 Understand their relevance as metrics in 21st business
- 3 Discuss some of the considerations for usage in insurance

Lesson led by

6.6 Customer lifetime value & customer advocacy



Simon Phipps

Content overview

Topic 1 - Customer Lifetime Value & Customer Advocacy [NPS] explained

- CLV & NPS as metrics
- Defining CLV
- Defining NPS

Topic 2 - Relevance in 21st Century business

- Pros and cons of CLV and NPS
- Out of industry case studies
- CLV as a valuation metric

Topic 3 - Considerations for Insurers

- Current state
- Ways to improve
- USAA case study
- Customer behaviour and loyalty

Lesson 6.7 – Customer Experience



Learning goals

- 1 Explain the current state of customer experience in the industry
- 2 Understand the importance of customer experience and how it is driving operational change
- 3 Discuss the use of operational excellence frameworks to deliver change in customer experience

Lesson led by

6.7. Customer Experience



Paul
Brenchley

Content overview

Topic 1 - Customer experience today

- New customer expectations
- Pillars of customer experience
- Insurance CX benchmarking

Topic 2 - Customer experience driving operational change

- Operational excellence
- Insurers focus areas

Topic 3 - Operational excellence implementation to drive customer experience

- Complexity
- Implementation process
- KPIS to measure success
- Use case examples

Lesson 6.8 – Out-of-Industry Examples



Learning goals

- 1 Why out-of-industry case studies are important
- 2 What to look for in an out-of-industry case study
- 3 Reflect and learn from some selected case studies

Topic
1

Technology

Topics
2 & 3

Retail and
Platform &
Communities

Topic
4

Financial
Services

Lesson Facilitator



Hugh Terry

1. Google



James Coghill

2. Brave



Malini Nagaria

3. Nike &
4. TikTok



Dr Kartina Sury

5. Acorns



Hugh Terry

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Course 7 – Strategy & Transformation



Context for this course

- Our last course !
- We aim to pull together the learning to focus on both the what (strategy) and the how (transformation)
- In this lesson we move away from technology and firmly into how to think strategically to ensure success and what is needed for successful implementation

Lessons for Strategy & Transformation

7.1 Why Strategy Beats Execution & Strategic Planning Tools
Strategy as a key success factor

7.2 Ethics and Regulation in a Digital World
An opportunity to stand back and reflect on important principles

7.3 Transforming the Old vs Building the New
Looking at this classic challenge

7.4 Partnerships in a Digital World
The increasing importance of partnerships

7.5 Change Management as a Discipline
The importance of change management to help transformation efforts

7.6 AGILE & LEAN Basics
Operational implementation techniques

7.7 Cultural Change for a Digital World - Digital as DNA
How to bring along the entire company on the digital journey

7.8 How to Succeed When Most Transformation Fail
Wrapping it all up in a 90-minute webinar

Lesson 7.1 – Strategy Beats Execution & Strategic Planning Tools



Learning goals

- 1 Explain why, in a digital world, strategy beats execution
- 2 Understand some of the more useful strategic planning tools
- 3 Explain potential applications of strategic planning tools in insurance

Lesson led by

7.1 Why strategy beats execution & strategic planning tools



Simon Phipps

Content overview

Topic 1 - Why, in the digital world, Strategy beats Execution

- McKinsey study results
- 3 CFS for great execution
- Disruptive strategy vs fast follow execution

Topic 2 - Strategic Planning Tools

- Overview of tools
- Blue ocean
- Value curves
- 3 horizons
- Value disciplines
- Business model canvas
- 3 steps – first principles
- Balanced scorecard

Topic 3 - Case studies & considerations for insurance

- Customer first
- New market space
- Case studies

Lesson 7.1A – Ethics in a Digital World



Learning goals

1

Understand how to use data ethics to build trust in digital insurance

Lesson led by

7.2 Ethics



Duncan Minty

Content overview

Topic 1 - A high level look at ethics and how it relates to digital insurance

- Definition
- How ethics helps business
- Why ethics matters
- Global nature

Topic 2 - Explore a risk radar for recognising and monitoring data ethics issues

- Business value
- Risk assessment

Topic 3 - Organise all this into a framework for managing data ethics

- Data ethics framework
- Embedding into the organisation

Topic 4 - Using this to manage your firm's approach to trust

- Ethics as foundation of trust

Lesson 7.2B – Regulations in a Digital World



Learning goals

1

Understand the regulatory issues involved for InsurTech

2

Explain how RegTech is empowering the digitally enabled supervisor

Lesson led by

7.2 Regulation



Nizam Ismail

Content overview

Topic 1 - Regulations in a digital world

- Realities
- Regulatory principles
- Tenets of effective regulation
- Rules vs principles based regulation
- Regulations & innovation

Topic 2 - Regulatory changes to support a digital world

- Issues for insurTechs
- Cloud computing & data residency
- Claims & fulfilment
- Dynamic pricing

Topic 3 - The digitally enabled supervisor

- Compliance frameworks
- KYC / AML
- Technology risk management issues
- RegTech

Lesson 7.3 – Transforming The Old vs Building The New



Learning goals

- 1 Explain the basics of a digital transformation
- 2 Explain how to assess and redesign processes for transformation
- 3 Discuss pros and cons of reusing existing systems vs. building new

Lesson led by

7.3 Transforming the old vs building the new



Frederik Bisbjerg

Content overview

Topic 1 - What is digital transformation?

- Need for digital transformation
- Framework
- Approach
- Pitfalls and how to avoid

Topic 2 - Identifying – and sorting – the changes required for the transformation

- Agile organisation
- Customer Journey
- RPA
- Identifying opportunities
- Portfolio prioritisation

Topic 3 - Methods for evaluating how to proceed – reuse existing or build new

- Tech architecture
- Buy vs build
- Making the business case
- Risk management
- Securing results

Lesson 7.4 – Partnerships in a Digital World



Learning goals

- 1 Understand the key types of partnerships that insurers need to make in a digital world
- 2 Learn about the different partnership methods and skills needed for successful partnerships
- 3 Get insights from practitioners with partnership experience

Lesson led by

7.4 Partnerships in a digital world*



Hugh Terry

Content overview

Topic 1 - Partnership opportunities for insurers

- Importance of partnership
- Partnership landscape
- Ecosystem recap

Topic 2 - Partnership Methods and skills

- Partnership methods
- Why acquisitions are so challenging
- Partnership by agreement
- Bancassurance partnerships
- 8 Examples
- Role of reinsurers

Topic 3 - Practitioner Discussions

- Two discussions with practitioners

Lesson 7.5 – Change Management as a Discipline



Learning goals

- 1 Explain the basics of organizational change
- 2 Understand and explain how humans play a key role in all change
- 3 Explain how to begin building an organization set up for constant change

Lesson led by

7.5 Change management
as a discipline



Frederik Bisbjerg

Content overview

Topic 1 - The need for change

- Defining change
- Why is change necessary
- Checklist for change
- Requirements for successful change project
- Waypoints

Topic 2 - Changing humans

- Culture & people
- Personal Part of change
- People/ team assessment
- Performance management
- Celebration

Topic 3 - Change as discipline

- Iterative change
- Change on the management agenda
- Key change challenges

Lesson 7.6 – AGILE & LEAN Basics



Learning goals

- 1 Understand agile project management methods and how to apply
- 2 Understand the basics of LEAN and how to use
- 3 Describe different project and process management methods

Lesson led by

7.6 AGILE & LEAN basics



Alan Walker &
Frederik Bisbjerg

Content overview

Topic 1 - Agile project management

- What is agile
- Agile framework
- 12 agile principles
- Differences between agile & waterfall
- Getting started with Agile

Topic 2 - LEAN basics

- Defining LEAN
- History of LEAN
- LEAN Principles
- LEAN tools & techniques
- LEAN in context
- Case study

Topic 3 - Project and process management

- Understand agile project management methods and how to apply
- Understand the basics of LEAN and how to use
- Describe different project and process management methods

Lesson 7.7 – Digital as DNA



Learning goals

- 1 Explain the basics of digital culture and why it's important for business
- 2 Understand some of the ways in which digital culture can be developed over time
- 3 Discuss the considerations & challenges of developing a digital culture in the insurance industry

Lesson led by

7. 7 Cultural change
for a digital world –
digital as DNA



Simon Phipps

Content overview

Topic 1 - What is Digital Culture, & why bother?

- What is culture
- Types of organisation culture
- What is digital culture?
- Why is culture important for digital transformation


Topic 2 - How to develop a Digital Culture

- Changing cultures – one step at a time
- Governance, empowerment & customer focus
- McKinsey digital Quotient
- Creating a digital culture

Topic 3 - Considerations for Insurers

- Passive Aggressive culture
- Trending positively
- Case studies and webinars

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