



Capgemini Financial Services Top Trends 2025 Life Insurance

January 2025



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Top Trends 2025](#)

The Capgemini FS Top Trends 2025 span three broad themes



Customer First

Transforming **customer experience** focusing on **omnichannel interactions** and the value of **products and services**

Enterprise Management

Revamping processes, teams, solutions, and operations to run enterprises with greater **agility and operational efficiency** to optimize the **cost of doing business**

Intelligent Industry

Leveraging the **most modern solutions** to deliver an **end-to-end digital experience** that transforms the value chain – from design to delivery of **intelligent products and services**

The Capgemini FS Top Trends in the Insurance sector by sub-domain (1/2)



P&C Insurance

Customer centricity: Carriers rebuild experiences, journeys, and offers around customers, to maximize win rates, cross-sell, and up-sell

A focus on policies in force: Personal line leaders prioritize growing policies in force, versus past efforts to “re-underwrite the book”

Underwriting workbenches: Commercial line insurers invest in cutting-edge, robust underwriting platforms for a competitive edge

High-speed pricing: Insurers build capabilities for high-speed recalibration of risk models and pricing to keep up with market changes

Cost take-out: Insurers shift operating models and technology strategies to enable scaled efficiencies

Broker and agent engagement: Carriers drive distribution partner engagement and loyalty through simple, fast, and easy experiences

Process revolution: Artificial intelligence and Gen AI streamline processes across the value chain

Strengthened security: Insurers invest in security capabilities to protect themselves from massive breaches

Value from data: Data estate renovations make the right information available where and when needed, across the value chain

Niche market innovation: Carriers explore unique offers in cyber, pet, parametric, and other small markets with potential

Health Insurance

Personalization through partnerships: Collaborations with hospitals, healthcare providers, and technology companies help insurers develop personalized care plans

Customer centricity: Product development lifecycle management enables custom, configurable, and accurate benefits administration to differentiate customer experience

Expanded coverage: Alternative care delivery widens to include behavioral, virtual, specialty, and home health

Risk management: Cloud-based service architecture augments insurers’ risk mitigation and data-breach protection

Legacy modernization: Rising healthcare costs drive insurers to digitize the core to unlock accessibility, affordability, and transparency

Benefits advisory capabilities: As digital transactions increase member touchpoints, employers, brokers, and payers transform into health-benefit advisors

Enhanced security: Integrated and interoperable ecosystems require robust security for highly regulated health data

Focus on value: Enhanced payer/provider collaboration, and improved provider data management and analytics help value-based care gain continued traction

Responsible AI and governance: Gen AI pilots pick up, especially in core operations and IT, but the greatest focus remains on governance and responsible AI

Regulatory compliance: The evolving regulatory landscape continues to drive change and shape insurers’ financial success

Customer First

Enterprise Management

Intelligent Industry

The Capgemini FS Top Trends in the Insurance sector by sub-domain (2/2)



Life Insurance

Modern experiences: Insurers revamp experiences, journeys, and processes for customers with modern capabilities to increase engagement, win rates, and retention

Customer centricity: Consolidated view of existing and new customers enables cross-sell and up-sell strategies

Non-insurance services: Value-added services designed for the silver economy enhance customer lifetime value and capitalize on global aging demographics

Opening the youth segment: Carriers design new, flexible, life goal-based, and engagement-driven products for younger consumers to drive the next wave of revenue

Advisory capabilities: Intelligent technologies help agents/brokers assess clients and personalize recommendations

Simplified onboarding: Insurers leverage a foundation of AI, Gen AI, automated risk assessments, and third-party data for low-touch and personalized onboarding through intelligent underwriting

Legacy modernization: Core system modernizations through cloud for cost savings, speed-to-market gains, sustainability impacts, and enhanced customer experiences

Retention as a strategy: Insurers seek to retain capital through customer engagement strategies in response to changing customer behavior and an evolving economic landscape

Fortified security: With third-party integration and data breaches on the rise, insurers fortify security to protect clients and build trust

Claims as a growth tool: Investments in empathetic and intelligent claims processes enhance the beneficiary experience and encourage reinvestment with the insurer

Sustainability

Sustainable product opportunities: Growth in innovative and eco-friendly debt instruments and insurance products

Sustainability service opportunities: Financial institutions support their end-clients beyond financing to accelerate their net zero transition and resiliency

ESG risk criteria: Financial institutions increasingly incorporate ESG risk factors into their investment strategies and risk management processes

Increased regulation: Enhanced regulatory frameworks and reporting reshapes corporate accountability through rigorous ESG standards by 2025

Industrialized climate risk modeling: Financial institutions are intensifying efforts to assess, manage, and disclose climate related risks to stakeholders

Greenwashing and greenhushing: Financial Institutions face scrutiny from customers and activists and possible penalties from regulators, consumers and activists

Decarbonization of portfolios: Stakeholders increasingly prioritize low-carbon investments to reduce carbon footprints and align with climate goals

Sustainability as corporate DNA: Enterprise-wide sustainability with integration into operations, products and services and supply chain

Gen AI aiding sustainability: The advent of Gen AI has made financial services look at more innovative ways of implementing Sustainability

Going beyond carbon emissions: Financial services broaden focus beyond carbon emissions to include social and biodiversity factors in ESG strategies

Customer First

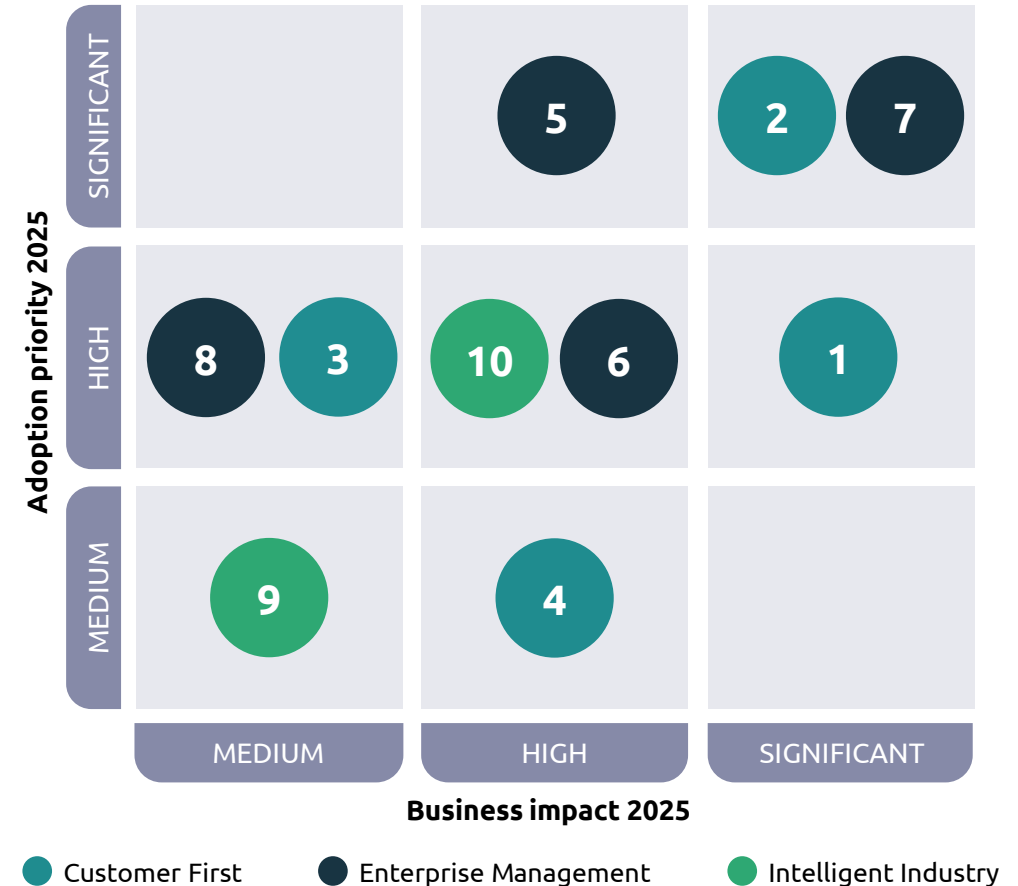
Enterprise Management

Intelligent Industry



Life Insurance Top Trends 2025 – Priority Matrix

- 1 **Modern experiences:** Insurers revamp experiences, journeys, and processes for customers with modern capabilities to increase engagement, win rates, and retention
- 2 **Customer centricity:** Consolidated view of existing and new customers enables cross-sell and up-sell strategies
- 3 **Non-insurance services:** Value-added services designed for the silver economy enhance customer lifetime value and capitalize on global aging demographics
- 4 **Opening the youth segment:** Carriers design new, flexible, life goal-based, and engagement-driven products for younger consumers to drive the next wave of revenue
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- 8 **Retention as a strategy:** Insurers seek to retain capital through customer engagement strategies in response to changing customer behavior and evolving economic landscape
- 9 **Fortified security:** With third-party integration and data breaches on the rise, insurers fortify security to protect clients and build trust
- 10 **Claims as growth tool:** Investments in empathetic and intelligent claims processes enhance the beneficiary experience and encourage reinvestment with the insurer



Capgemini's **Priority Matrix** outlines our assessment of the impact of 2025 trends on operating environments facing:

- Softening inflation and high interest rates, coupled with stagflation trends
- Geopolitical instability
- Dynamic regulatory activity
- Intense competition and increased focus on customer centricity due to the impact of new-age players
- Operational cost overruns and high capital lock-in

- **Adoption priority:** The criticality of a 2025 trend to value creation because of its sector importance.
- **Business impact:** Each trend's effect on 2025 sector business as it relates to customer experience (CX), operational excellence, regulatory compliance, or profitability. Circumstances will vary for each firm depending on business priorities, geographic location, and other factors. For more information, contact us at insurance@capgemini.com.

Trend 1

Modern experiences

Insurers revamp experiences, journeys, and processes for customers with modern capabilities to increase engagement, win rates, and retention

	5	2 7
8 3	10 6	1
9	4	



Background



- Policyholders are underwhelmed across the value chain, with **55% dissatisfied with claims** and surrenders, **51% frustrated with onboarding**, and **48% displeased with service** – underscoring the critical need to improve.¹
- With the rise of digital-native solutions, **34%** of life insurers are focusing on **AI-driven self-service tools** to optimize the value chain and transform the customer journey.¹
- Gen AI is poised to revolutionize life insurance. **73%** of North American (NA) life insurers and **55%** of EMEA life and health insurers ranked **servicing and operations** as a **top-three** impact area of Gen AI, while **40%** of NA life insurers and **80%** of EMEA life and health insurers did the same for **customer engagement, onboarding, and marketing**.^{2,3}

Impact



- Only **5%** of life insurers have **earned best-in-class customer experience status**.¹ And now, mainstream carriers are adding modern capabilities to:
 - Build **integrated customer views** by unifying data across touchpoints
 - Improve retention rates by **focusing on lifetime value** through tailored policy upgrades and cross-sell opportunities.
- Insurers can harness digital capabilities to **promote policyholders' financial wellness** through comprehensive, flexible solutions and **improve customer win rates** by fostering trust and long-term relationships.
- Intelligent platforms** boost life insurers' adaptability, **enhance data sharing, and improve collaboration**, ensuring **operational efficiency** and a competitive edge.

Source: 1. [Capgemini World Life Insurance Report 2025](#); 2. [Dimensions: Life Insurance IT Pressures & Priorities 2024: North American Edition, Celent, 14 February 2024](#); 3. [Dimensions: Life & Health Insurance IT Pressures & Priorities: EMEA Edition, Celent, 26 February 2024](#); Capgemini Research Institute for Financial Services analysis, 2024

Trend 1 Modern experiences

Insurers revamp experiences, journeys, and processes for customers with modern capabilities to increase engagement, win rates, and retention

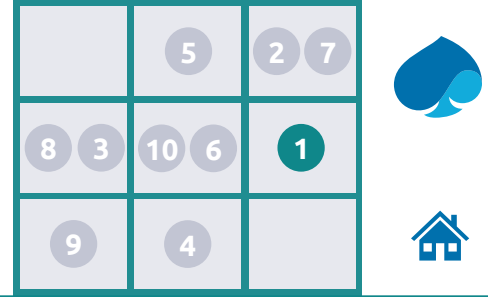
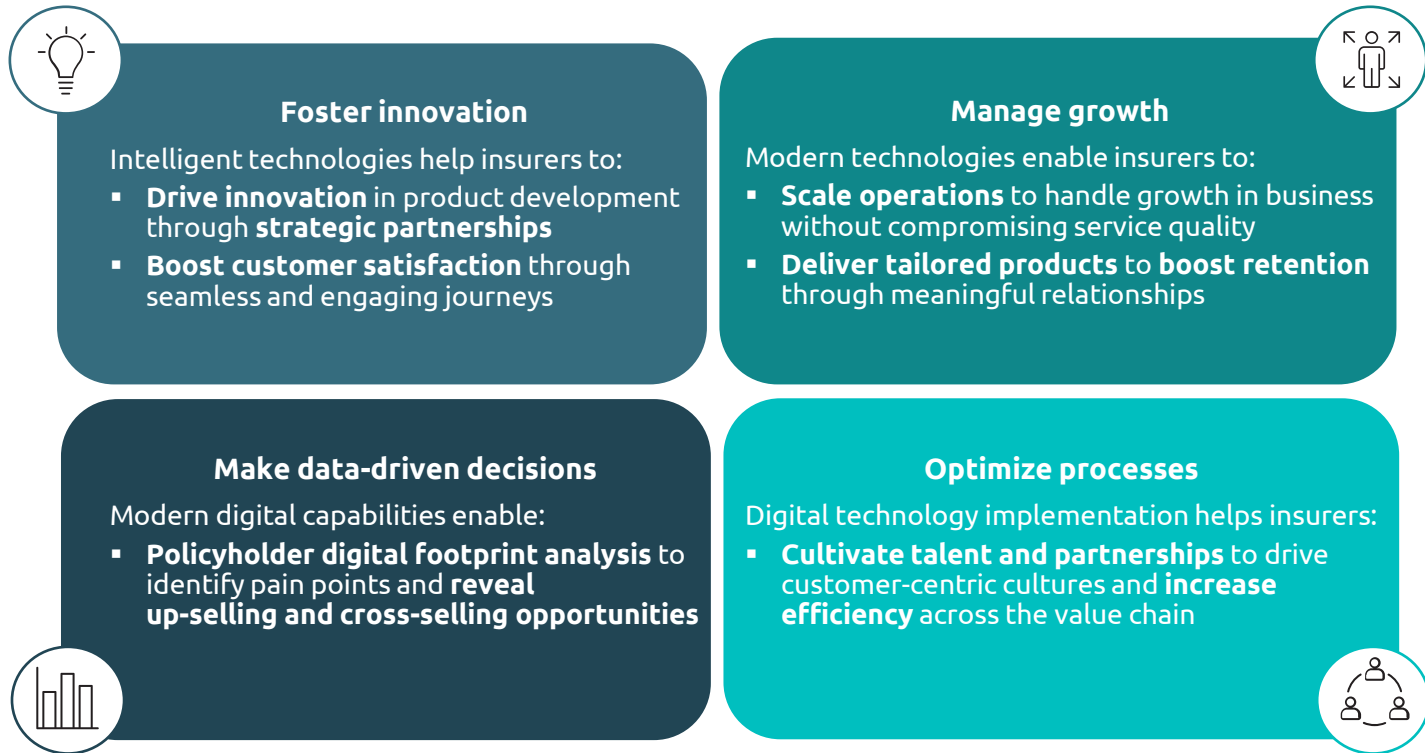


Figure 1: Life insurers that harness modern digital capabilities enhance customer satisfaction and fuel growth



Crédit Agricole Assurances



French bankinsurer Crédit Agricole Assurances (CAA), in partnership with Capgemini, launched a **mobile self-care journey** for life insurance top-ups. By adding mobile channel to the existing web experience, Credit Agricole Assurance **almost doubled the amount of digital top-ups**.¹

MassMutual



US-based MassMutual collaborated with Vitech for its pension risk transfer business using *V3locity* to **automate processes** and integrate CRM and document management. The effort **enhanced efficiency in sales, onboarding, and payment processing**, thereby boosting customer experience.²

Source: 1. [Capgemini World Life Insurance Report 2025](#); 2. [PR Newswire](#); Capgemini Research Institute for Financial Services analysis, 2024

Trend 2

Customer centricity

Consolidated view of existing and new customers enables cross-sell and up-sell strategies

	5	2 7
8 3	10 6	1
9	4	



Background



- **51%** of life insurance policyholders feel **underwhelmed by current product features**, highlighting the need to better understand customer demands through a unified customer view.¹
- Only **28% of life insurers** prioritize **customer centricity** through **hyper-personalization** despite growing policyholder expectations for transparency and tailored experiences.²
- Less than a quarter (**23%**) of global life insurers have **redesigned enterprise-wide core processes** to connect the organization. This gap presents an opportunity to adopt **integrated customer relationship management (CRM) systems for seamless, silo-free data** across customer touchpoints, and enhancing coordination in sales, service, and claims.¹

Impact



- A consolidated customer view help life insurers **understand customer behavior** across channels, **streamline experiences** through **fewer redundancies**, and **dismantle silos between departments** to ensure consistent service for enhanced engagement.
- Insights from a unified customer view enable life insurers to **innovate products** with needs and preferences aligned with policyholder age or life changes – leaving scope for **targeted cross-selling and upselling opportunities** and **increased retention rates**.
- By utilizing analytics and predictive modeling to determine optimal offerings, life insurers can **forge partnerships to deliver tangible value-added services** as part of personalized wellness plans, advisory services, and beneficiary management.

Source: 1. [Capgemini World Life Insurance Report 2025](#); 2. [Capgemini World Life Insurance Report 2023](#); Capgemini Research Institute for Financial Services analysis, 2024

Trend 2

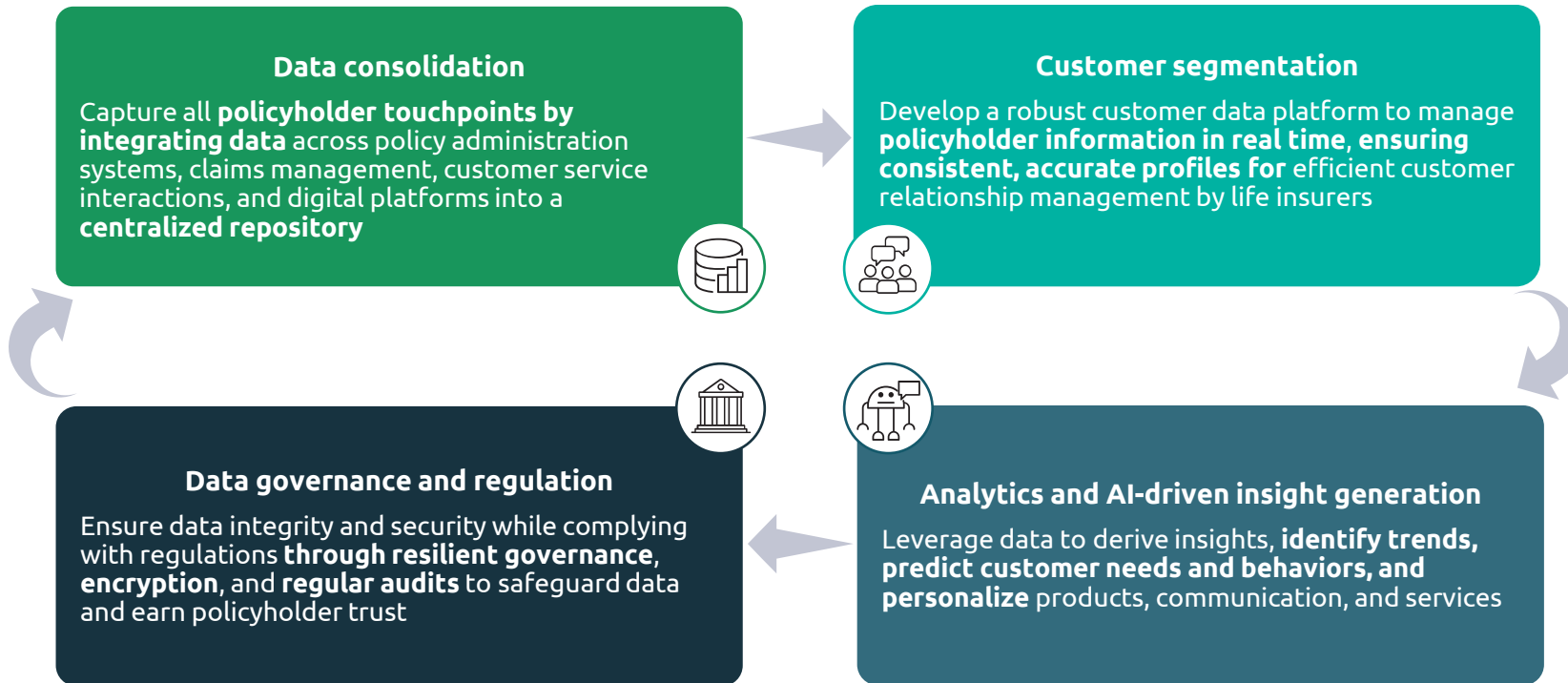
Customer centricity

Consolidated view of existing and new customers enables cross-sell and up-sell strategies

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Figure 2: Navigate data by building a four-step 360-degree customer view



Empire Life



Canadian life insurer Empire Life used Reltio’s connected data platform with *Account 360* solution accelerator to **create a unified customer view that provides reliable data access** across channels to **heighten engagement and service quality**.^{1,2}

Generali



Generali Poland partnered with New York-based Zeta to leverage the tech marketer’s *AI-Powered Marketing Cloud* to better engage policyholders. **Unified real-time interactions with website visitors boosted the insurer’s lead conversion by 24%** and increased online engagement.³

Source: 1. [Reltio](#); 2. [Reltio](#); 3. [Zeta Global](#); Capgemini Research Institute for Financial Services analysis, 2024

Trend 3

Non-insurance services

Value-added services designed for the silver economy enhance customer lifetime value and capitalize on global aging demographics

	5	2 7
8 3	10 6	1
9	4	



Background



- Global demographics are shifting dramatically, with **individuals aged 50+** projected to **represent 33% of the global population by 2050** according to the [World Life Insurance Report 2023](#), presenting a significant market opportunity for life insurers.¹
- There's a growing demand for value-added services among this demographic, with **44%** of affluent and mass affluent customers aged 50+ expecting such offerings from their insurers. However, only **32% of life insurers have prioritized** these services in recent years.¹
- However, there is a significant innovation gap. **75% of policyholders seek innovative life insurance products**, yet only **27% of life carriers possess advanced product development capabilities** to create tailored offerings and value-added services for older customers to boost engagement and demand.¹

Impact



- Early engagement** with policyholders through **wellness services and lifestyle-aligned care solutions** bolsters insurers' relevance. It boosts customer experience, which drives **long-term loyalty** and **maximizes lifetime value**.
- With **57%** of the aging population demanding **regular and personalized engagement**, integrating AI-powered platforms to deliver tailored longevity solutions can create avenues for differentiation and help life insurers gain a competitive edge in the market.¹
- Offering value-added services in collaboration with ecosystem players enables seamless data sharing, allowing life insurers **to gain insights into the aging customers' needs and behaviors**, thereby enhancing risk assessment and pricing strategies.

Source: 1. [Capgemini World Life Insurance Report 2023](#); Capgemini Research Institute for Financial Services analysis, 2024

Trend 3

Non-insurance services

Value-added services designed for the silver economy enhance customer lifetime value and capitalize on global aging demographics

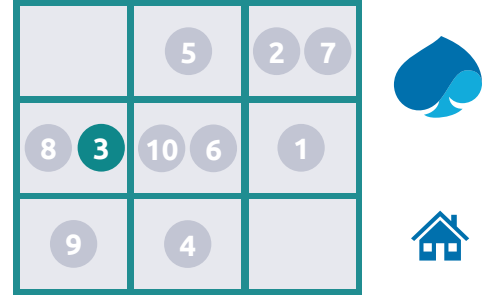


Figure 3: 72% of well-off 50+ policyholders prefer digital interactions that can open new engagement and service delivery avenues¹



MetLife



US insurer MetLife partnered with Micruity to create *Universal Digital Retirement Platform*, a tool for education, planning, and annuity purchases that help plan sponsors **address financial concerns**. It offers **retirement income education** and **expanded access to immediate annuities**, while **streamlining operations** for insurers and **enhancing plan participant experience**.²

New China Life Insurance



Huize, in partnership with New China Life Insurance launched *Bliss No.2*, a customized annuity product **offering rapid cash growth, flexible payouts, and value-added benefits** like hospital escort and home nursing care. It **addresses the need for diversified retirement solutions** and enables insurers to **capitalize on the need for long-term financial care**.³

Source: 1. [Capgemini World Life Insurance Report 2023](#); 2. [MetLife](#); 3. [GlobeNewswire](#); Capgemini Research Institute for Financial Services analysis, 2024

Trend 4

Opening the youth segment

Carriers design new, flexible, life goal-based, and engagement-driven products for younger consumers to drive the next wave of revenue

	5	2 7
8 3	10 6	1
9	4	



Background



- Life insurance has shifted from a must-have to a maybe across generations, with policyholders allocating just **8% of surplus funds to increasing coverage**. Insurers that address generational financial concerns and design flexible products will better engage younger customers.¹
- 49% of Gen Z** and **46% of millennials** say they **don't have sufficient life insurance coverage**; **66% of millennials** cited **cost as a key barrier** to investing in life insurance. This presents a significant opportunity for life insurers to engage younger adults and address their evolving financial protection needs.^{2,3}
- 61%** of young consumers rely on **recommendations from friends, family, and agents/advisors**, while **57%** consider **online customer reviews** when purchasing life insurance. Thus, carriers prioritizing digital channel adoption can improve financial literacy and guide young consumers in purchasing decisions.¹

Impact



- Life insurers that become **partners in young consumers' financial journeys** by offering life-goal-based products can **foster long-term relationships, drive repeat engagements, and earn positive advocacy**.
- To hedge against declining life insurance penetration rates, carriers must engage with younger consumers. **By prioritizing flexibility, affordability, and wellness incentives**, insurers can **foster loyalty**, boost long-term retention, and **reshape the industry's growth trajectory**.
- As younger consumers prefer flexible and personalized coverage, leveraging **advanced analytics to gain deeper insights** into their behavior and lifestyle habits will enable life insurers to **offer customized coverage options, stay relevant, and enhance customer satisfaction**.

Source: 1. [Capgemini World Life Insurance Report 2025](#); 2. [2024 Insurance Barometer Study, LL Global, Inc, 15 July 2024](#); 3. [Beinsure](#) ; Capgemini Research Institute for Financial Services analysis, 2024

Note: Millennials are born between 1981-1996 and Gen Z are born between 1997-2012.

Trend 4

Opening the youth segment

Carriers design new, flexible, life goal-based, and engagement-driven products for younger consumers to drive the next wave of revenue

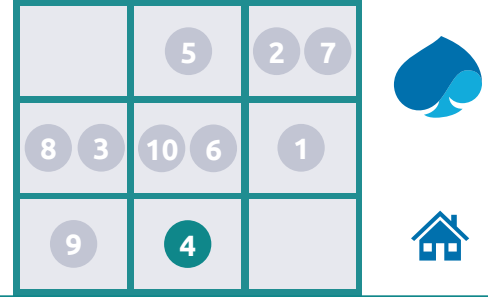
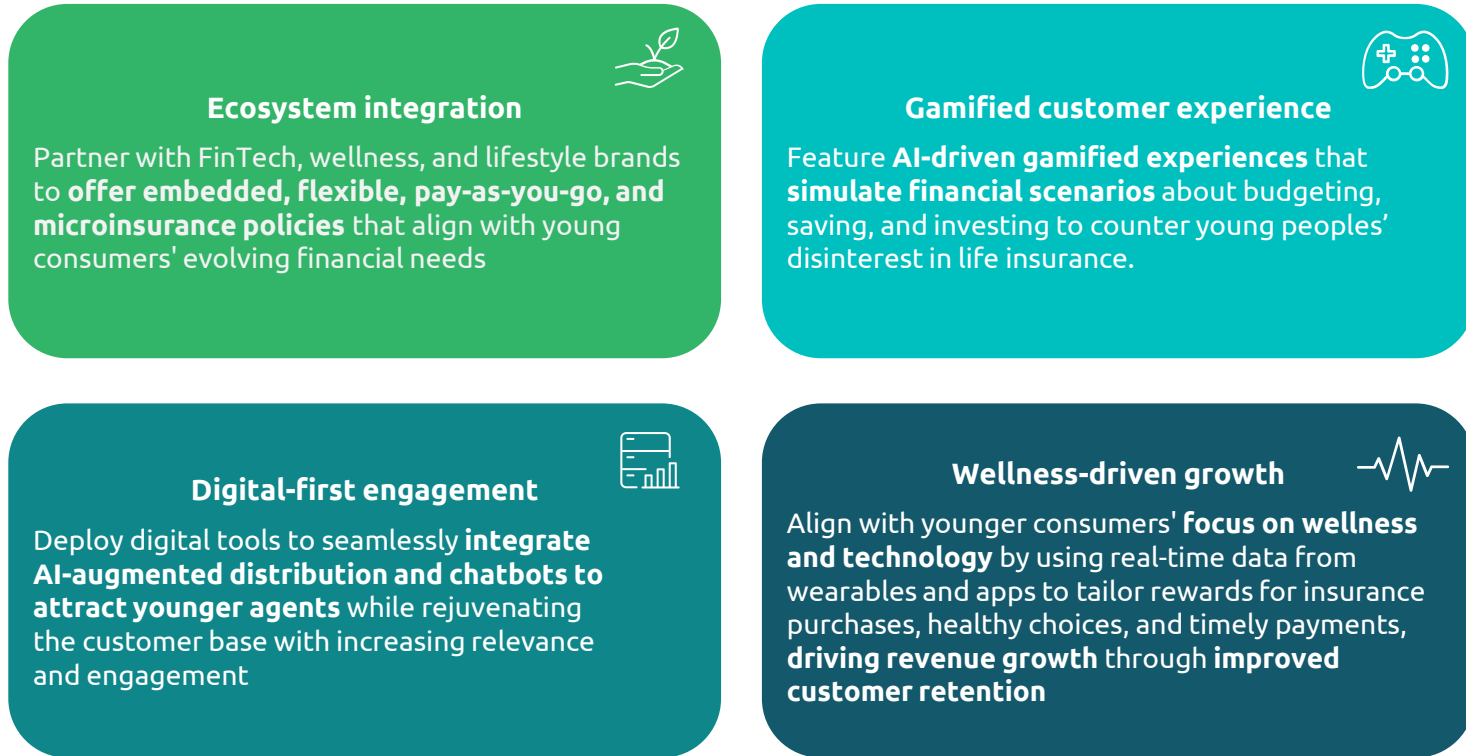


Figure 4: Appeal to younger policyholders with goal-based solutions



Symetra



US-based Symetra Life Insurance introduced *SwiftProtector* – an indexed universal life product that is digitally **automated** from **application to policy issuance**. It offers **guaranteed death benefit protection** and **index-based growth** as young consumers seek flexibility over traditional policies.¹

Etika



Etika Insurance Singapore introduced *iq CashSaver*, a **capital-guaranteed endowment plan designed to meet the evolving financial needs** of young families and adults. The fully digital Tiq application offers **flexible plan lengths and premium options, with guaranteed capital at maturity** for financial stability.²

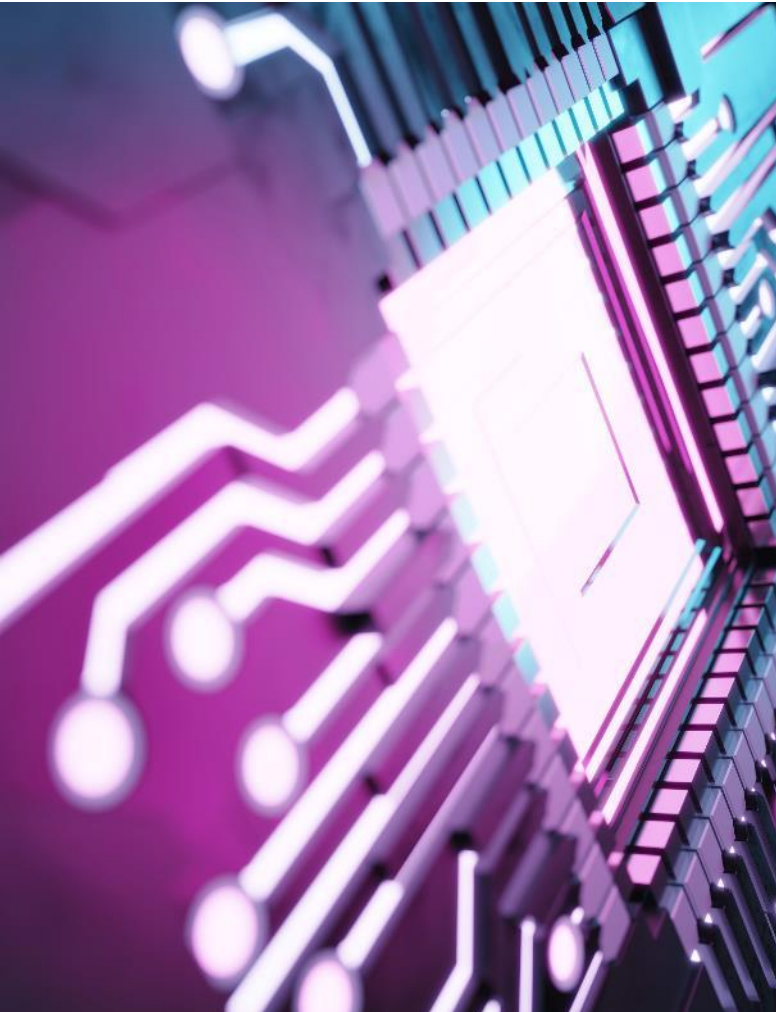
Source: 1. [Businesswire](#); 2. [Etika](#); Capgemini Research Institute for Financial Services analysis, 2024

Trend 5

Advisory capabilities

Intelligent technologies help agents/brokers assess clients and personalize recommendations

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8 3	10 6	1
9	4	



Background



- With **61% of agents** struggling with **lead conversion** and only **50% of life insurers** providing **analytics tools**, agents face difficulties leveraging unified customer views for data-driven decisions.^{1,2}
- But life insurers are expanding digital tools for agents. **95%** of carriers' primary focus is to enhance **agents' digital experiences to** streamline business operations, while **65%** primarily focus on **empowering agents to improve customer service.**²
- **44%** of life insurers prioritize **intelligent agent and staff augmentation platforms** to support agents in improving customer interactions and optimizing workflow processes efficiently.³

Impact



- Life insurers can drive transformation by prioritizing innovation through **data-driven distribution and engagement**, providing agents with **intelligent platforms** for **transparent, personalized recommendations.**
- **AI-augmented workbenches** provide agents with real-time customer data and predictive models, enabling **proactive engagement** and effectively **addressing client needs to deepen relationships.**
- These advanced capabilities automate administrative tasks so that agents can focus on meaningful client discussions, **enhance customer engagement**, and create **up-sell and cross-sell** opportunities.

Source: 1. [Capgemini World Life Insurance Report 2023](#); 2. [Digitizing the Agent: How Life and Annuity Insurers View Their Current And Future State, Celent, 29 October 2023](#); 3. [Capgemini World Life Insurance Report 2025](#); Capgemini Research Institute for Financial Services analysis, 2024

Trend 5

Advisory capabilities

Intelligent technologies help agents/brokers assess clients and personalize recommendations

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Figure 5: Life insurers leverage intelligent technologies to empower agents



Allianz North America



Allianz Life North America partnered with Enight to launch *Illustrations with Impact*, a tool for agents to **create interactive proposals** addressing inflation, taxation, market volatility, and life expectancy.¹

SCOR



French reinsurer SCOR teamed up with AIMCOR, to launch AIMCOR *QuickLife*, using Techficient's platform for online term life underwriting that offers agents **faster, streamlined application processes**.²

Source: 1. [Allianz Life](#); 2. [Reinsurance News](#); Capgemini Research Institute for Financial Services analysis, 2024

Trend 6

Simplified onboarding

Insurers leverage a foundation of AI, Gen AI, automated risk assessments, and third-party data for low-touch and personalized onboarding through intelligent underwriting

	5	2 7
8 3	10 6	1
9	4	



Background



- With **37% of customers struggling with complex policy terms and unclear benefits**, life insurers can strengthen customer relationships by streamlining onboarding processes across both third-party and proprietary channels to address these concerns.¹
- 75%** of North America (NA) life insurers have **allocated a budget** for Gen-AI projects or are actively researching initiatives. **40% of NA life insurers and 80% of those in Europe, Middle East, and Africa (EMEA)** ranked **customer engagement, onboarding, and marketing** as a **top-three** impact area of Gen AI.^{2,3}
- 44%** of life insurers are prioritizing **swift risk assessment and instant policy issuance** to optimize onboarding through intelligent, data-driven distribution and rapid risk assessment.¹

Impact



- By leveraging intelligent, data-driven rapid risk assessment, life insurers can:
 - Optimize onboarding** for a seamless, personalized experience
 - Enhance customer satisfaction and **reduce unnecessary touchpoints**.
- For life insurers, streamlined onboarding with **advanced underwriting reduces manual processes** to boost **operational efficiency** through **higher throughput rates** and lower underwriting costs.
- Gen AI-assisted application submission helps life insurers **simplify onboarding, automate underwriting for low-risk cases**, and **drive financial growth** through **cross-selling opportunities**.

Source: 1. [Capgemini World Life Insurance Report 2025](#); 2. [Dimensions: Life Insurance IT Pressures & Priorities 2024: North American Edition, Celent, 14 February 2024](#); 3. [Dimensions: Life & Health Insurance IT Pressures & Priorities: EMEA Edition, Celent, 26 February 2024](#); Capgemini Research Institute for Financial Services analysis, 2024

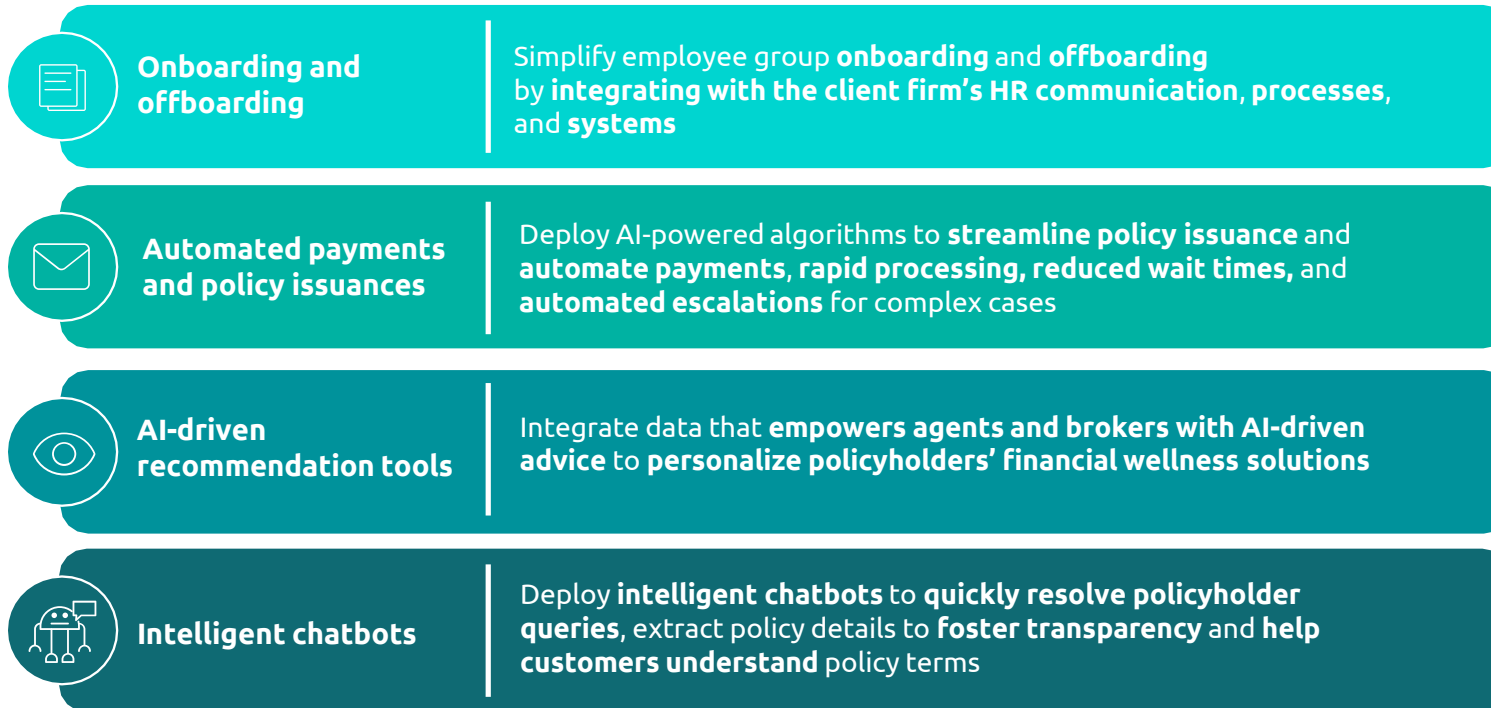
Trend 6

Simplified onboarding

Insurers leverage a foundation of AI, Gen AI, automated risk assessments, and third-party data for low-touch and personalized onboarding through intelligent underwriting



Figure 6: Life insurers' approach to optimize onboarding through intelligent underwriting



Swiss Re



Zurich based reinsurer Swiss Re launched *Life Guide Scout*, a Gen AI-powered underwriting assistant designed to **empower underwriters with AI-generated responses**, enabling faster and more **accurate decision-making**.¹

Nationwide



US-based Nationwide partnered with insurtech, DigitalOwl to use AI for transforming **medical records into concise summaries**, augmenting life underwriting by **streamlining data review** and enabling quicker, more **accurate assessments**.²

Source: 1. [Swiss Re](#); 2. [Nationwide](#); Capgemini Research Institute for Financial Services analysis, 2024

Trend 7

Legacy modernization

Core system modernizations through cloud for cost savings, speed-to-market gains, sustainability impacts, and enhanced customer experiences

	5	2 7
8 3	10 6	1
9	4	



Background



- **Legacy technology is a challenge** for more than half (**52%**) of **life insurers** worldwide, limiting their ability to meet customer expectations, upgrade systems, and yield returns from core transformation investments.¹
- Life insurers have started to focus on core modernization, with IT outsourcing in life and annuities expected to grow from USD **24.7 billion in 2023** to USD **28 billion by 2026**.²
- **Operational efficiency** through cloud deployments tops the value realization category, as reported by **52%** of life insurers, while **60% leverage cloud for data analytics** to unlock deeper insights.³

Impact



- Modernized systems offer life insurers **advanced analytics and real-time insights into customer preferences** to facilitate **better risk assessment** and **faster product deployments**, thereby reducing time-to-market and driving customer engagement.
- **Cloud-based CRM platforms** empower carriers to leverage real-time data from multiple sources, **enabling personalized, multi-channel communications** that meets policyholders' needs and **strengthens long-term relationships**.
- Legacy modernization helps life insurers meet sustainability goals by **achieving energy efficiency** through **modern systems** with a **reduced carbon footprint** and **compliance with reporting standards**.

Source: 1. [Capgemini World Life Insurance Report 2025](#); 2. [Life & Annuity \(L&A\) Insurance State of the Market 2024, Everest Group, 28 June 2024](#); 3. [Is Moving to Cloud Worth It?, Celent, 24 June 2023](#); Capgemini Research Institute for Financial Services analysis, 2024

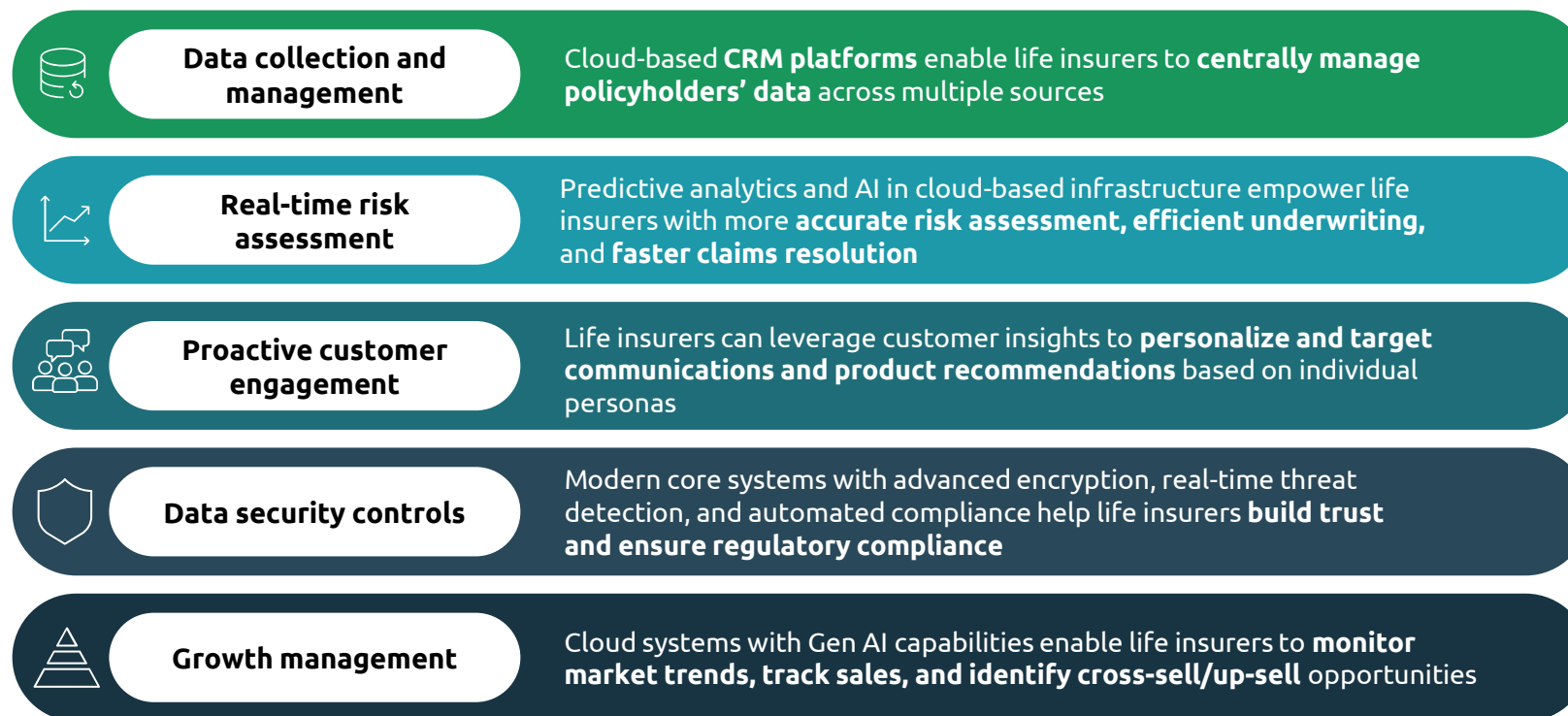
Trend 7

Legacy modernization

Core system modernizations through cloud for cost savings, speed-to-market gains, sustainability impacts, and enhanced customer experiences



Figure 7: Modernized core systems add value across life insurance processes and systems



Guardian Life



US insurer Guardian Life transitioned **80% of its applications to AWS, boosting efficiency, enhancing customer service**, and establishing an AI Factory to accelerate digital transformation.¹

FWD Insurance



Hong Kong-based insurer FWD Group and Microsoft partnered to leverage Azure OpenAI Service to **enhance customer experiences and improve operations** across areas like **underwriting and claims handling**, supporting FWD's cloud-first strategy.²

Source: 1. [Silicon Angle](#); 2. [Reinsurance News](#); Capgemini Research Institute for Financial Services analysis, 2024

Trend 8

Retention as a strategy

Insurers seek to retain capital through customer engagement strategies in response to changing customer behavior and evolving economic landscape

	5	2 7
8 3	10 6	1
9	4	



Background



- Consumers' financial well-being is under pressure, with **72%** reporting a **significant impact from high inflation**, according to the [World Retail Banking Report 2024](#).¹
- Life insurance's share of **consumer wallets has eroded by 23%** over 15 years, dropping from **7.5% in 2007 to 5.8% in 2023**, while **equities have surged from 15.9% to 23.4%**. This shift reflects customers' search for higher returns and market accessibility.²
- Only **14%** of life insurers have advanced capabilities for **proactively communicating with customers**. This highlights an opportunity for insurers to **improve engagement** by helping **policyholders identify high-return investment options** that address their financial needs.²

Impact



- By transitioning from policy providers to trusted financial advisors, life insurers can offer tailored financial planning based on lifestyle changes to **deepen customer engagement, reduce churn**, and drive profitability by managing customer wealth: retaining existing customers is generally more cost-effective than acquiring new ones.
- Leveraging **AI chatbots and personalized omnichannel communication** enables life insurers to strengthen relationships and boost customer satisfaction and retention through **seamless self-service, timely reminders, and proactive policy management**.
- Life insurers can **harness predictive analytics** to address customer needs proactively. This forward-looking approach, **combined with behavioral economic principles**, has the potential to significantly boost retention rates, **ensuring long-term growth in an increasingly competitive market**.

Source: 1. [Capgemini World Retail Banking Report 2024](#); 2. [Capgemini World Life Insurance Report 2025](#); Capgemini Research Institute for Financial Services analysis, 2024

Trend 8

Retention as a strategy

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Figure 8: Optimize customer engagement, deliver value, and grow business

Data-driven decision-making



By leveraging customer engagement data, insurers can **refine pricing, marketing, and service offerings** to create a virtuous retention cycle

Guided financial decision-making



Carriers that leverage **behavioral economics** can influence policyholders' financial decisions through **choice framing, timely reminders, and healthy-behavior incentives** to boost retention, and customers' well-being and financial security

Opportunities for innovation



Life insurers can **partner with tech and health providers** to integrate insurance with health and wellness solutions, to proactively position themselves as **policyholders' well-being collaborators**

Lifetime value enhancement



Deep customer relationships **boost policyholder lifetime value** and help to transform satisfied clients into brand ambassadors – reducing acquisition costs

Yu Life



London-based YuLife, in collaboration with Partners&, offers group life, health, and income protection focused on customer wellbeing. This partnership drove **38% new business growth, improved retention, and achieved a 96 NPS - triple the industry average**. With **73% of insured employees** actively using the app, user engagement far outpaces regular health apps.¹

Mutual of Omaha



US-based Mutual of Omaha partnered with data management specialist Acxiom to launch *Customer Intelligence Solution*, which offers **personalized messages and marketing campaigns through unified data; this ensures communications reach appropriate audiences** at critical moments to support data-driven decisions and customer engagement.²

Source: 1. [PR Newswire](#); 2. [Mutual of Omaha](#); Capgemini Research Institute for Financial Services analysis, 2024

Fortified security

With third-party integration and data breaches on the rise, insurers fortify security to protect clients and build trust

	5	2 7
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9	4	



Background



- Integrating and leveraging data generated from multiple third-party sources, coupled with legacy technology, brings its own set of challenges. **70% of financial services organizations report challenges in protecting customer data and maintaining privacy.**¹
- Cybersecurity remains critical: **53% of North American (NA) and 45% of EMEA life insurers** citing it as a significant **driver of their future tech investments.**^{2,3}
- Budgetary allocations reflect this shift, with **cybersecurity spending** in life insurance expected to increase by **8.6% in North America and 5.8% in EMEA in 2024**, underscoring its growing strategic importance.^{2,3}

Impact



- Enhanced **cybersecurity measures strengthen the integrity and reliability of policy servicing, promoting transparency** that assures policyholders their sensitive data is secure, and encouraging **greater confidence and willingness to share.**
- For life insurers, increasing reliance on third-party providers heightens the need for stringent cybersecurity practices. Implementing **AI-powered cybersecurity tools enables secure data exchange, real-time threat monitoring, and automated updates** - helping to **preempt evolving threats, reduce fraud losses, and cut operational costs** through greater efficiency and minimized downtime
- Robust cybersecurity practices are critical for regulatory compliance including GDPR and HPA, helping **insurers avoid penalties, lawsuits, and reputational damage** while reducing vulnerability to ransomware and data breaches.

Source: 1. [Capgemini World Cloud Report - Financial Services 2025](#); 2. [Dimensions: Life Insurance IT Pressures & Priorities 2024: North American Edition, Celent, 14 February 2024](#); 3. [Dimensions: Life & Health Insurance IT Pressures & Priorities: EMEA Edition, Celent, 26 February 2024](#); Capgemini Research Institute for Financial Services analysis, 2024

Trend 9

Fortified security

With third-party integration and data breaches on the rise, insurers fortify security to protect clients and build trust

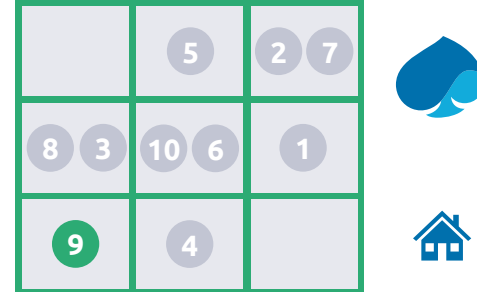


Figure 9: Robust cybersecurity creates win-win outcomes for life insurers and policyholders



Southern Farm Bureau Life Insurance



In the US, Mississippi-based Southern Farm Bureau Life Insurance partnered with Splunk to implement *Splunk Attack Analyzer* to **cut investigation time for suspicious emails, URLs, and files from 20 to 5 minutes for analysis, coordination, and response**, resulting in better protection of customers' sensitive data.¹

Aviva



UK insurer Aviva launched a cybersecurity initiative that **actively monitors the threat environment and enhances IT infrastructure** and cyber controls to effectively identify, detect, and prevent cyberattacks. An **internal ethical hacking team regularly tests cyber defenses** to keep systems secure.²

Source: 1. [Splunk](#); 2. [Aviva](#); Capgemini Research Institute for Financial Services analysis, 2024

Trend 10

Claims as growth tool

Investments in empathetic and intelligent claims processes enhance the beneficiary experience and encourage reinvestment with the insurer

	5	2 7
8 3	10 6	1
9	4	



Background



- Customer frustration with **claims processes remains a critical pain point**, with **35%** of individual customers finding them complex and **38%** of group customers finding it difficult to **understand their claim status and requirements**.¹
- With only **10%** of life insurers offering **digital claims submission**, and **12%** using **workforce copilots and agent empathy training**, a significant opportunity exists for life insurers to enhance customer experience and streamline operations.¹
- Forward-thinking insurers are taking note: **38%** prioritize deploying **intelligent claims platforms** to streamline processes and enhance customer experience.¹

Impact



- Advanced digital capabilities enable insurers to **deliver personalized, empathetic claims experiences at scale**, potentially transforming a traditionally negative touchpoint into a loyalty-building opportunity
- Life insurers can use **modern technologies to analyze claims data** and support beneficiaries during grief, **building trust through personalized assistance**. Through an empathetic approach, insurers **foster lasting relationships**, encouraging beneficiaries to choose them for future financial decisions.
- Advanced analytics empower life insurers to analyze claims data for patterns and anomalies, **minimizing fraud-related losses** while **streamlining genuine claims to enhance customer satisfaction and operational efficiency**.

Source: 1. [Capgemini World Life Insurance Report 2025](#); Capgemini Research Institute for Financial Services analysis, 2024

Trend 10

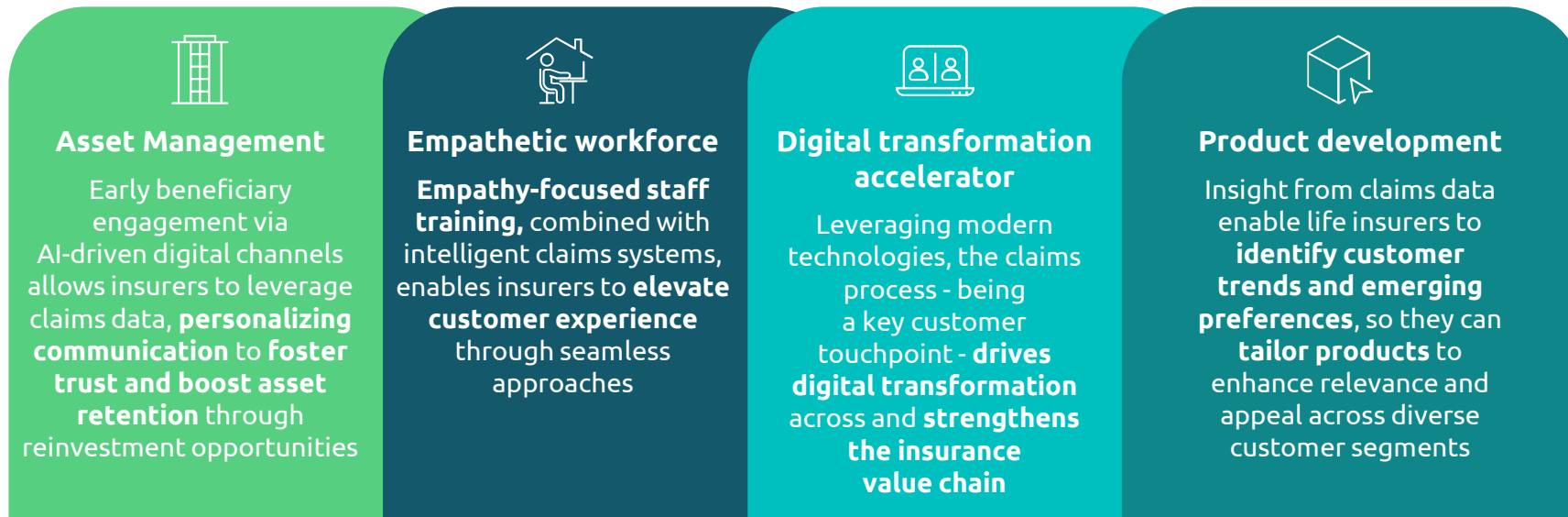
Claims as growth tool

Investments in empathetic and intelligent claims processes enhance the beneficiary experience and encourage reinvestment with the insurer

	5	2 7
8 3	10 6	1
9	4	



Figure 10: Intelligent claims can pave the way for the next wave of revenue



New York Life



New York Life partnered with Empathy (an organization that guides families that have lost a loved one) and launched a **digital portal for employer-sponsored life insurance claims** that seamlessly streamlined processes and **connected beneficiaries to essential support**.¹

Swiss Re



Swiss Re developed a behavioral science-driven **Automated Claims Experience portal** with **digital intake, easy document uploads, automated follow-ups, and real-time status updates**. This streamlined process **reduced call traffic**, allowing agents to focus on more value-added activities for policyholders.^{2,3}

Source: 1. [NewYork Life](#); 2. [Swiss Re](#); 3. [Swiss Re](#); Capgemini Research Institute for Financial Services analysis, 2024

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Agency Digitization – Ease of Doing Business

Take the ease of doing business to the next level powered by digital agency:

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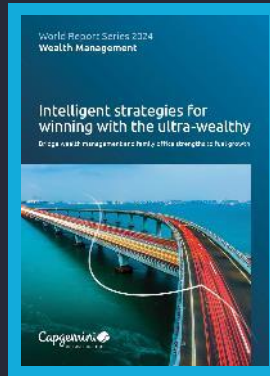
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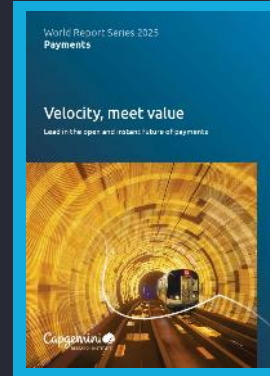
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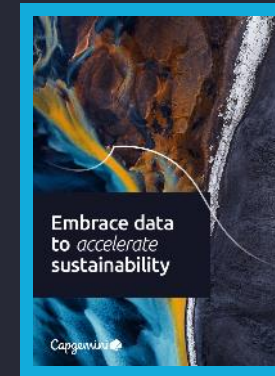
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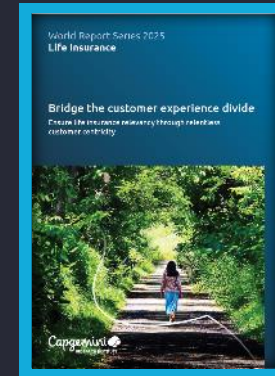
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