



2023 Life, Health and Retirement Innovator of the Year

COMPANY NAME	AIA
COMPANY URL	https://www.aia.com.hk/en
SUBMISSION TITLE	AIA's Technology, Digital and Analytics (TDA) Programme: Unlocking Innovation to Help People Live Healthier, Longer and Better Lives.
IMPACT What is the scope of the problem being solved, whether for your employees, customers, industry, or society?	<p>In 2020 AIA identified several long-term drivers impacting society. These seismic shifts in the global economy included unprecedented wealth creation, rapidly changing consumer mindsets, pervasiveness of new technologies and an increasing need to embrace purpose and sustainability.</p> <p>Specifically for AIA, Asia's largest insurer, Asia is undergoing robust economic expansion. The rapid levels of growth and aging populations are creating unprecedented levels of wealth but also surges in healthcare expenditure. There is a large and growing number of uninsured or underinsured individuals who are facing problems of healthcare access and affordability.</p> <p>Meanwhile, changing consumer behaviours are creating a new competitive landscape, with individuals expecting personalised (digital) solutions and services that are 'always on, anytime, anywhere'. Only by building a robust, digital-first and future-proofed business that puts the customer firmly at the centre, can AIA – or any insurer – meet these rapidly changing needs and expectations.</p> <p>AIA addressed these problems by harnessing Technology, Digital and Analytics (TDA) to transform into a world-class digitally enabled insurer that is committed to alleviating the issues customers face, so they can focus on living Healthier, Longer, Better Lives. Launched in 2020, the TDA programme is at the heart of AIA's group-wide corporate strategy.</p> <p>TDA has transformed AIA into a future-proofed, customer-focused business, driven by world-class digital technology, that creates a best-in-class customer experience, with differentiated quality distribution and compelling propositions. An empowered culture and maintaining financial discipline and strength is ensuring delivery across the entire organisation, with a focus on:</p>

	<p>1. Leading Customer Experience: Seamless omnichannel customer experiences with best-in-class engagement.</p> <p>2. Unrivalled Distribution: Scale capacity and productivity through digitalisation and advice-centric models.</p> <p>3. Compelling Propositions: Being the leading provider of personalised advice and innovative solutions.</p>
<p>CREATIVITY How does this innovation stand apart from alternatives in the marketplace?</p>	<p>AIA's groundbreaking Technology, Digital and Analytics programme (TDA) has redesigned how we serve customers, reimagined how we innovate and redefined access and reach. It stands apart for its agility, scale, and speed of execution: in less than three years, TDA has radically transformed a 100-year-old company, setting new standards that are propelling the industry forward.</p> <p>TECHNOLOGY Modernised, cloud-first digital infrastructure is delivering unrivaled levels of efficiency, speed, and innovation. The rate of our cloud migration is industry-leading: by December '22, cloud adoption was 86% Group-wide (from 15% in Jun '20;) – more than double the rate of industry peers – and the number of end-of-life applications was reduced to 6% (from 56% in Sep '20). Digital-first infrastructure enables us to scale applications based on demand and introduce higher security standards achieving 1.3 billion monthly policy transactions with minimal risk.</p> <p>DIGITAL Transforming the agent experience with digital tools: -SIM, our proprietary social media integrated leads management platform, is empowering agents to be their own Chief Marketing Officers. -Agents select and personalise content to share through various social media platforms. By December '22 76% of active agents were using SIM, delivering >US\$280 million of ANP from digitally-generated leads.</p> <p>Reimagining the customer experience with innovative, personalised solutions: -China's AIA+ Super App uses gamification to tailor customer journeys and content. Seamlessly integrated with WeChat, it has 4.2 million+ registered users, ~200,000 daily active users, an average 4.5 app store rating, and generates >50,000 daily actionable insights. -AIA Thailand's Super App has a Digital Biomarker which enables customers to learn more about their health, potentially providing early detection for NCDs like high blood pressure. -ANYA in Indonesia connects with customers over the popular messaging platform WhatsApp, allowing them to access information and make self-service requests, submit claims, and change payment methods. -In the Philippines, BPI AIA Familya Protect uses Facebook Messenger for pre-qualification, purchase, payment, and submission of e-contracts. -To connect with Asia's younger, underinsured population we launched a digital platform (Graphene) with digital-forward companies like Gojek, Tiki, TouchNGo, Shopee, and Openrice (HK).</p> <p>ANALYTICS & AI AI and Analytics are powering AIA's business as it continues to industrialise capabilities across all markets. Data analytics is embedded in the organisation and our investment in AI is revolutionising the customer and agency experience.</p>

	<p>Group-wide, AIA is applying AI and automation to innovate the Buy, Service and Claims experience, reducing manual intervention to enable immediate coverage and claim responses. By December '22 70% of all customer interactions across the Group were straight-through-processed (STP), the highest in the insurance industry.</p> <p>Hong Kong and China are harnessing AI-powered tools to recruit, train and support agents, providing insights to drive activity and behaviour. In Hong Kong, the SMART 2.0 platform is using AI for recruitment, training, and aptitude tests, resulting in higher-calibre candidates and less attrition. AIA China's AI-enabled Roleplay platform is innovating the agent experience by providing personalized, interactive, 24/7 training to help improve communication skills so they serve customers better.</p>
<p>SCALABILITY How can others, whether inside or outside the insurance industry, leverage this innovation to enhance its impact?</p>	<p>AIA's 18 Business Units vary in size and levels of maturity, and delivering the TDA innovation at scale presented an array of challenges. Our approach was to adopt new practices that ensured its strategy was future-fit and delivered positive outcomes for customers, employees, and agents.</p> <p>The program benefitted from having a clear strategy and defined standards from the outset. A centralised governance with a local business empowerment model maintains tech delivery standards while embracing local market nuances. Minimum standards ensure consistency, scalability and sharing of best practices across the organisation, while allowing local markets to customise features and functionalities at speed. Setting clear KPIs and tracking against a common set of metrics across all markets maintains standards and promotes healthy competitiveness.</p> <p>Adopting Agile and Human-Centred Design Thinking has transformed how the organisation works and established a vibrant design ecosystem. AIA set up TDA Centres of Excellence to foster a robust and structured approach to scaling capabilities across the entire organisation. They provide markets with access to the best talent, collaboration opportunities, assets, tools, preferred partners, and advice.</p> <ul style="list-style-type: none"> -The AIA Cloud Academy teaches core technological capabilities that people can adapt to their own projects and initiatives. By December '22, there were 317 graduates and more than 13,000 learning hours logged on cloud education. -The Agile Academy provides structured training programs and certifications for employees to build Agile expertise. This is supported by a community of practice (CoP), which enables employees to learn, share knowledge and exchange best practices to deliver key transformational projects and initiatives. By June '23, there were over 200 graduates across eight BUs. -The Design Academy increases overall UX maturity to make AIA a truly human-centred organisation in its products and services, which is resulting in higher customer satisfaction. 67 Design Clinics sessions have been held in 2023 with 85% utilisation. Design Community of Practice (CoP) sessions are run every six weeks to develop Design Thinking consultancy services. There are 150+ participants per session. -AIA's Converge programme features practical, experiential role-based learning for employees in current or future functional roles that require data and

	<p>analytics to deliver business impact and become change agents to their functions. There are more than 100 graduates to date.</p> <p>-Introducing collaborative practices has created ownership of tech delivery across the organisation.</p> <p>In 2022, AIA Digital+ was launched to bring together Technology expertise in Mainland China, Malaysia, and the Philippines under a single brand, enabling AIA to attract and nurture top TDA talent across Asia, while providing the Group and BUs with essential cloud, digital and analytics skills to help scale and enhance business resiliency.</p> <p>As AIA heads into the next stage of its transformation, we are excited to build upon the strong foundations of TDA, add intelligence to our systems to enable personalised digital interactions and continue to propel the industry forward.</p>
<p>SUPPORTING CONTENT Links, attachments, videos, photos, testimonials, media coverage, or case studies.</p>	<p>Testimonial:</p> <p>Contributed by Mr. Lee Yuan Siong, Group Chief Executive and President of AIA Group Limited:</p> <p>“Our resilient results in 2022 could not have been delivered without the significant progress we have made in Technology, Digital and Analytics. Back in 2020, we said that a step change in TDA would be at the heart of our new strategy, and we set out ambitious transformation goals. Our transition to cloud is already very close to our target of 90% adoption, and the building of modern digital infrastructure is generating significant cost efficiencies compared to legacy infrastructure. 70% of our customer service transactions across the Group are now fully automated from end-to-end, supporting faster turnaround times and leading customer experience. We have invested in more than 230 high-impact AI and analytics projects since we began our TDA programme with over 110 delivered in 2022, far exceeding our original targets. Integrating social media marketing into our digital tools is a compelling way to reach customers. Across our distribution channels, the enhanced quality of these targeted leads has generated more than half a billion dollars in annualised new premiums for the Group in 2022. As you can see, our significant investments in our TDA transformation are achieving strong results for customers, distributors and AIA, accelerating our profitable growth strategy.”</p> <p>“We owed it to ourselves and to the communities we serve, that made AIA what it is, to make sure we embarked on the TDA journey. And that journey is what dreams are made of. Our story is that of an organisation that was jolted to attention during the pandemic. We realised that we had to transform to become simpler, faster, and more connected to better serve our customers. The results that we have achieved since 2020 did not come from one department, one team, or one person – they required a huge team effort – there is a broader context beyond technology, that’s what has driven the business teams across the board to come on the journey. The biggest take away for us is that we have been able to make sure that these societies that we serve are not left wanting, that is the thing that inspires us to do what we need to do every day.” Biswa Misra, Group CTO and Life Operations Officer, AIA</p>

“The most important thing is the rallying cry, and the way AIA got the whole company behind that. Sometimes we can get bogged down in the technology and forget why we are doing things, and especially for a company like AIA that has been around for 100 years, there is a purpose to the company and the customers that they serve, and so the technology is there to help get you more customer-focused and customer-centric, that is very beautiful.” Marjet Andriess, cloud infrastructure specialist Red Hat’s Senior Vice President & GM APAC/Japan/Greater China.

Links / attachments:

Microsoft case study on AIA’s cloud transformation, October 2022.
(<https://customers.microsoft.com/en-us/story/1557494029323130423-aia-insurance-microsoft-cloud>)

Media coverage:

1. Inside AIA’s Cloud Adoption Strategy, Aaron Tan, Computer Weekly, 20 March 2023
2. Achieving the cloud’s transformative potential: What we can learn from the Multiverse, Techwire Asia, 25 May 2023
3. To Harness AI, Understand its Purpose for Your Organisation, APAC CIO, May 2023
4. Optimizing Health Insurance, The AI Effect, CDO Trends, May 2023
(<https://www.cdotrends.com/story/18147/optimizing-health-insurance-ai-effect>)
5. AI will revolutionize business as it makes customer interactions faster, more efficient, personalised, ET CIO Asia, June 2023
6. Tom Gerritsen AIA – AIA – This is the iPhone moment of AI, Asia Insurtech podcast, June 2023
7. Modernizing the Mindset: An interview with Biswa Misra, McKinsey on Insurance podcast

Awards won:

Technology

- 2023 Waters Technology Awards - Best in Cloud Migration
- 2022 Celent Model Insurer Award for Legacy and Ecosystem Transformation
- 2022 Forrester APAC Innovation Awards - Enterprise Architecture Award
- 2021 Red Hat Asia Pacific award for Innovation

Digital

- 2023 Insurance Business Elite Women 2023, Sue Coulter, Head of Group Digital, AIA
- 2022 The Digital Insurer, Insurer Transformation Award
- 2022 Insurance Asia News, Digital Insurer of the Year
- 2022 DigFin Innovation Awards

Analytics, AI

- 2023 Insurance Asia Awards - AI Initiative of the Year
- 2022 Celent Awards, Model Insurer category: Data, Analytics, AI