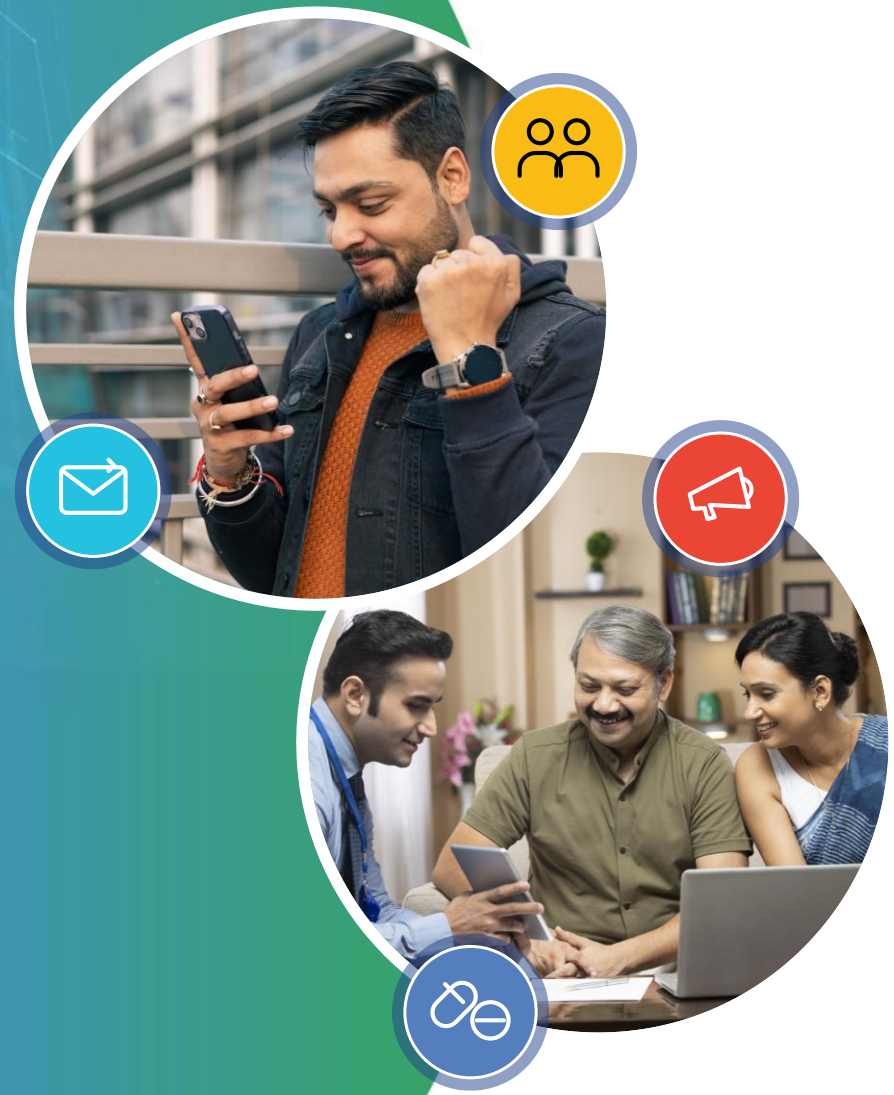
Google

Decoding the DICA Consumer

Redefining insurance distribution for India's discerning buyers

October 2026



Disclaimer

‘Decoding the DICA Consumer: Redefining insurance distribution for India’s discerning buyers’ is a research report published by Google, which analyses India’s evolving insurance industry.

The research leverages Google internal data, primary research, McKinsey analysis, expert interviews and industry sources to shed light on India’s evolving insurance industry. The information included in this report is sourced as ‘Decoding the DICA Consumer’, unless otherwise specified.

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Foreword

For millions of Indians, securing a family's future through insurance is an important personal milestone. Historically, navigating this complex landscape relied significantly on the guidance of an insurance advisor. Today, that journey has fundamentally transformed. We are witnessing the rise of a highly engaged, digital-first consumer who is increasingly taking an active role in their financial education.

Across Google and YouTube, we see Indians actively seeking out Insurance literacy - comparing plans, demystifying complex coverage terms, and turning to digital creators for unbiased reviews. Yet, as this report reveals, the digitally informed consumer seeks human validation especially in a category that can be complex to a first-time buyer. Digital and physical channels are evolving as collaborative partners in the consumer journey. Digital tools enable consumers with a self-guided education and help in forming a consideration set, while offline interactions can provide additional guidance and validation. Coordinating these channels effectively can support more informed decision-making for Indian consumers.

This reality gives rise to the DICA (Digitally Influenced, Closed with Assistance) consumer. These individuals want the best of both worlds: the transparency, speed, and scale of digital education, seamlessly combined with the empathy, validation, and personalized advice of a human expert.

For the industry, this represents a pivotal moment. A key consideration is how to serve this evolving consumer need. This isn't just about finding ways to acquire consumers; it's about redesigning the consumer experience. It means offering clear, educational content when a family is researching their insurance needs on their living room TV, and then connecting them to an advisor who respects and can build upon the research they've already done.

By rewiring for this omnichannel reality, the industry can help provide consumers with greater clarity and a more connected experience. When focus expands from processing transactions to acting as lifelong financial educators and accessible advisors, Indian consumers can benefit from a more informed and supported insurance journey.

We hope this report contributes to the development of a more intuitive, empathetic, and consumer-first insurance ecosystem—one that supports Indians in making informed decisions about their financial protection.

Siddharth Shekhar
Director, Sales, Google India

Google

Acknowledgements

‘Decoding the DICA Consumer’ is a research report published by Google. McKinsey & Company as the knowledge partner provided fact-based analytical input and their perspectives and learnings.

Google would like to thank Axis Max Life Insurance, HDFC ERGO General Insurance and PolicyBazaar for their valuable time and efforts in shaping the insights presented in this report.

Research Methodology: A multi-source research approach drawing on proprietary data, consumer perspectives and industry inputs

Multiple sources provided a triangulated view of the emerging consumer opportunity: An overview of what consumers do digitally, the factors that inform their purchase decisions, and how insurers can support the journey

Deterministic lead and conversion analysis	Masked insurer data leveraged to estimate the degree of digital influence associated with offline conversions
Insurance ecosystem participant interviews	Interviews with life and health insurance advisors managing book sizes ranging from ₹ 15,000 – 30,000 Crore Conversations with insurers to understand the industry and distribution perspective Interview with PB Partners, a digital platform used by advisors and PoSPs in insurance sales
Consumer Survey	Survey of insurance consumers (N=1,039) to understand attitudes, behaviors, needs and barriers across digital and assisted journeys
Google 1P Data	Analysis of Google first-party data to understand consumer behavior around insurance across various digital surfaces including search, video and apps
McKinsey analysis	Insights informed by McKinsey & Company's work with insurers, drawing on experience across consumer journey design, distribution models and digital transformation

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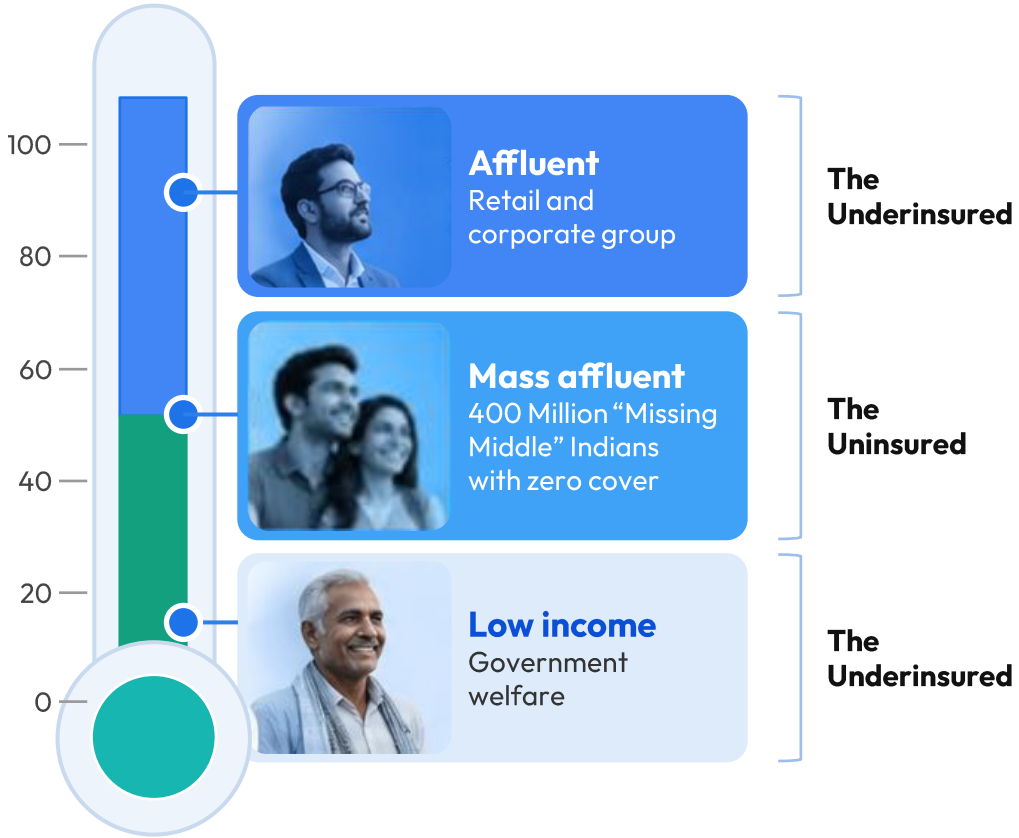
India is both deeply underinsured and broadly uninsured across health and life



59% **of households continue to have zero cover,** with state schemes covering the bottom 40% and private retail health insurance plans covering the top 10–15%

Health insurance

~40%

of India's population is covered by Ayushman Bharat (a Government scheme) with a coverage of ₹ 5 Lakh/family/year

35–40%

Amongst the HNI segment, while the health insurance penetration is estimated at 65–70%, coverage sufficiency[1] is estimated at only 35–40%

~66%

of all healthcare spends are out-of-pocket

Life insurance

~90%

of policies are savings-oriented alongside an estimated $ 16.5 Trillion mortality protection gap

10X

Average estimated need is 10X of the current cover

~19%

Public schemes (PMJJBY[2]) reach ~19% of citizens, but cap payout at a token ₹ 2 Lakh on death

1. Consumer survey results to understand coverage needed and SI across affluence pyramid; N=1700+; Calculated as potential ATS/ Current ATS, 2. Pradhan Mantri Jeevan Jyoti Bima Yojana,

Source: NITI Aayog ("Health Insurance for India's Missing Middle"); NFHS-5; Swiss Re Institute ("Closing Asia's Mortality Protection Gap"); IRDAI Annual Report; PolicyBazaar Q1FY27 Earnings Call Deck (Page 24)

IRDAI's "Insurance for All by 2047" objective for India...



Can digital be the enabler?



Reach
Expand distribution

Efficiency
Lower cost to serve

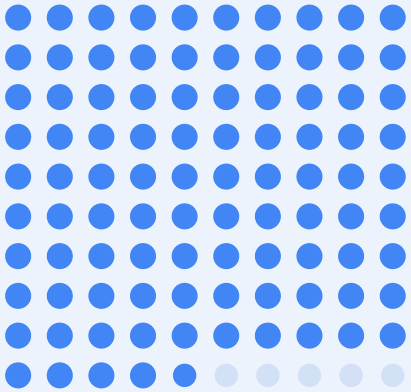
Awareness
Demystify insurance

The foundations are in place: India's digital story has the reach and engagement

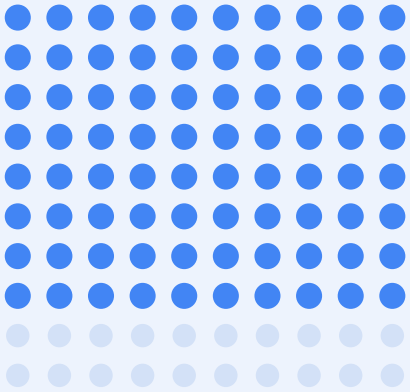
Reach

India is already digitally connected on a very large scale

Over
950 Million
Active internet users



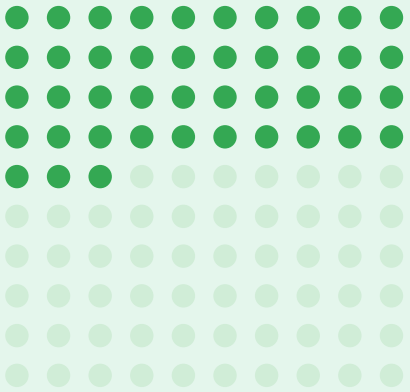
Over
800 Million
Video viewers



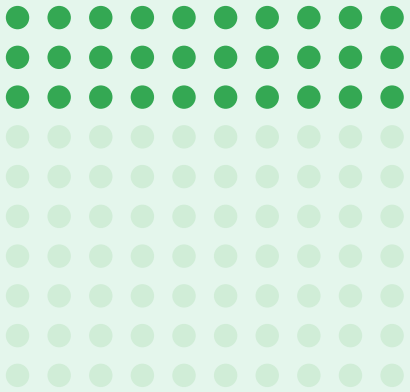
Engagement

Consumers increasingly use digital for everyday decisions and transactions

Over
430 Million
UPI users



Over
300 Million
Online shoppers



Source: "Internet in India Report 2025", IAMAI and Kantar, January 2026; "Indian E-commerce Industry Analysis", IBEF, May 2026.

Google research indicates the evolution of the insurance buyer: From foundational research to multi-tiered exploration, visual validation, and continuous engagement

From...

Search
Broad product queries and static feature comparisons (e.g., best health insurance plans)

Video
TV commercials repurposed online, generic brand videos explaining product features

Websites
Transactional repositories to download policy PDFs and for annual premium renewals

...To

1. ### Search and AI
Multi-turn sessions evaluating exclusions, life-stage and contextual nuances via conversational AI

2. ### Video and creators
Hyper-nuanced visual guidance tailored across literacy tiers to post-sale claims

3. ### Websites and apps
Long-term self-service via apps, including live claims tracking, wellness perks, etc.

Key takeaway:

Nearly 80% of total consumer research and purchase time is spent across **digital surfaces**, and **less than 20% on traditional offline channels**

Source: Google proprietary data

1. Search and AI: Moving from broad feature research to multi-layered, situational problem solving

The evolution of search: Advancing query depth and complexity

From linear questions:
Straightforward, foundational questions focused on single parameters (e.g., "what is critical illness insurance").

To situational problem solving:
Multi-variable investigations—weighing riders, dissecting dealer leverage, and modeling cross-border risks.

Decoding current consumer intent: What Indians are asking

Structural product architecture

"Is critical illness rider better than standalone plan?"

Shift:
Auditing product architecture and coverage overlaps independently

Vernacular value discovery

"Paisa bachane vala life insurance policy"

Shift:
Natural language seeking capital safety and guaranteed returns

Intermediary cross-exam

"Is it mandatory to buy insurance from car dealer in India?"

Shift:
Verifying statutory rights to challenge point-of-sale pressure

Family risk hedging

"Health insurance with emergency cover for aged parents abroad"

Shift:
Mapping complex scenarios across demographics and geography

Life-stage optimization

"Best critical illness insurance plans in India for 35 year-old"

Shift:
Evaluating risk profiles tailored precisely to earnings and age

~18%

Share of long queries

Longer search queries are expanding substantially faster than shorter queries, demonstrating multi-condition evaluation

~41%

Decided via AI overviews

Consumers increasingly use generative summaries to synthesize complex comparisons in real time, pre-locking policy criteria

Source: Google proprietary data

2. Video: Emerging as a powerful way to simplify insurance, build confidence and bring the conversation home

Video is seeing significant growth in viewership

2.5B+ views in last 12 months with 80%+ YoY growth.

Insurance is the fastest-growing finance category on YouTube in 2026

Video brings insurance into the household conversation

>15% YouTube views* for Insurance came from connected TV experiences

*YouTube has officially entered the living room with connected TV viewing for policy explanations and reviews surging

Video makes insurance easier to understand

~60% of online insurance researchers use video at some point in their insurance research journey

Video helps at key moments in the insurance research journey

- Understand and simplify complex terms
- Compare different insurers and policies
- Understand the claims process/ benefits



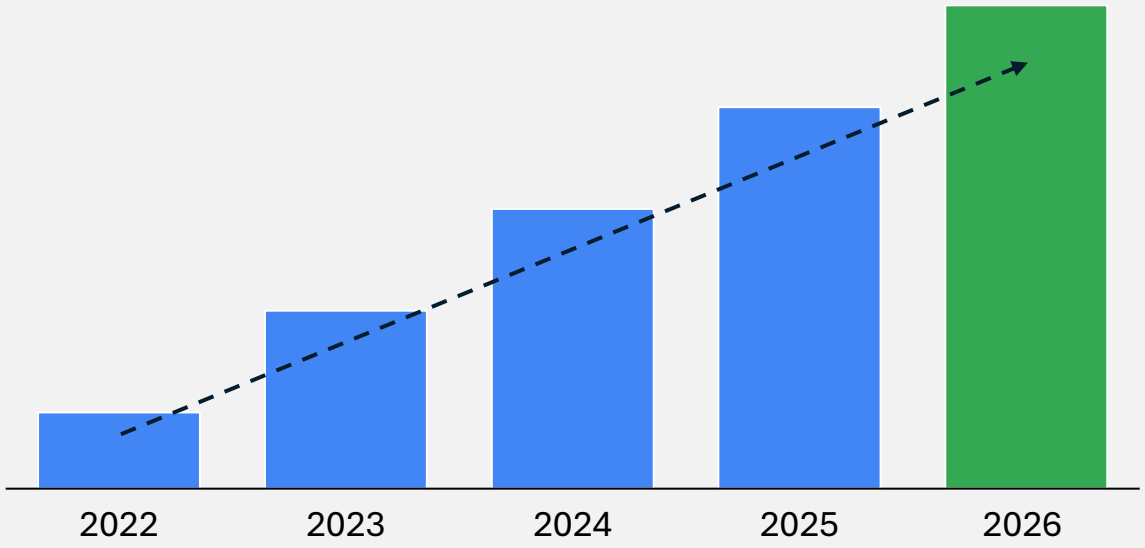
Source: YouTube Internal Data, Google commissioned Kantar Consumer Research (N=640)

3. Apps: Contrary to the belief that insurance is low-engagement, active monthly engagement on mobile apps is surging

Defying 'low-frequency'

>6X MAU

Over 4 years[1]





Number of apps with 1 Million+ downloads in a year (2021 vs 2025)

Apps have been historically seen as an important servicing medium by a large part of the BFSI sector as well as the insurance industry. Over the last few years, however, a few players have invested heavily in their app ecosystem to focus on generating business via the channel.

1. Considered Q1 of given year

Source: Sensor Tower

Insurers are increasing focus on D2C distribution to capture surging digital intent

Insurer	D2C premium (₹ Crore), FY25	Insurer's L4Y D2C premium CAGR vs overall premium growth
Star Health Insurance	440+	1.7X
HDFC ERGO General Insurance	500+	3X
AXIS Max Life Insurance	200+	3.5X
ICICI Prudential Life Insurance	200+	2X

HDFC ERGO

The emergence of the DICA consumers will boost awareness and accessibility in insurance sector. For insurers, enabling this journey seamlessly across their omnichannel distribution network like advisors, websites, mobile apps and other digital platforms, can help in building consumer confidence and trust, and thereby increase insurance penetration in India.

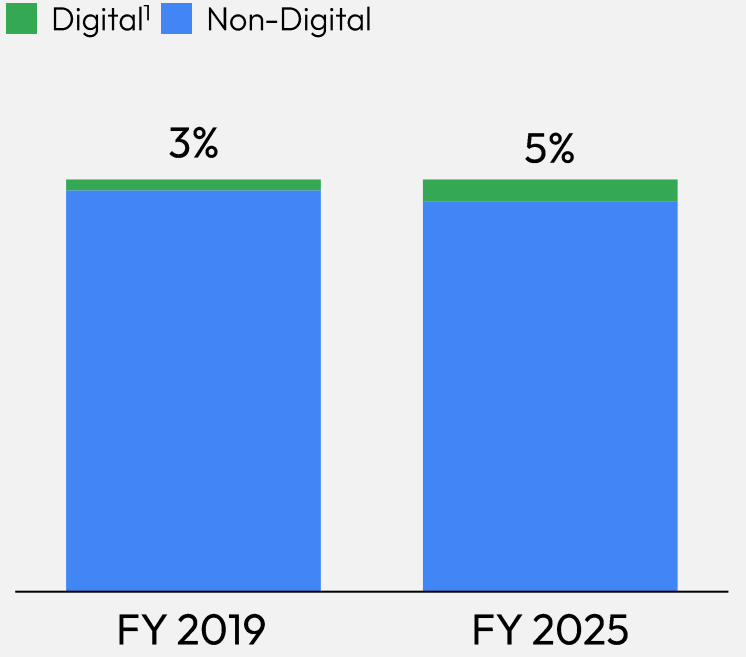
Mr. Parthanil Ghosh
MD and CEO



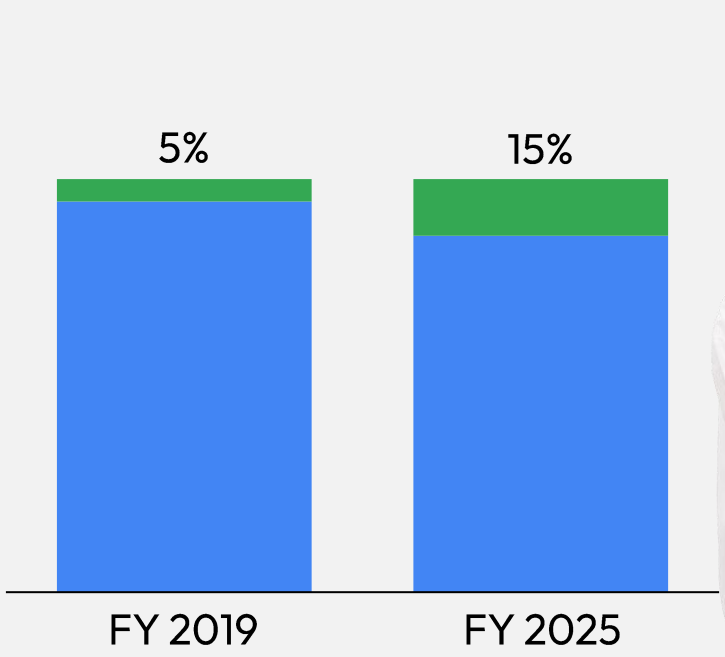
Source: Handbook on Indian Insurance Statistics 2024–25", Insurance Regulatory and Development Authority of India (IRDAI), February 3, 2026; Insurer public disclosures, Star Health earnings call, ET BFSI interview

The paradox: Digital engagement is growing, but conversion still skews heavily toward offline channels

Share of life insurance individual NBP



Share of individual health insurance GWP



Of **50 Million** health and life policies sold annually, **only**

~5 Million

policies are sold via direct digital channels



1. Digital includes Brokers (such as PolicyBazaar), Web Aggregators, Online, Direct (including D2C website, DSF, call center team, etc.)

Source: Handbook on Indian Insurance Statistics 2024–25", Insurance Regulatory and Development Authority of India (IRDAI), February 3, 2026; Insurer public disclosures

Digital sale is not the complete picture...

Seeks human assurance to complete the purchase

... Many buyers who begin their journey online convert offline

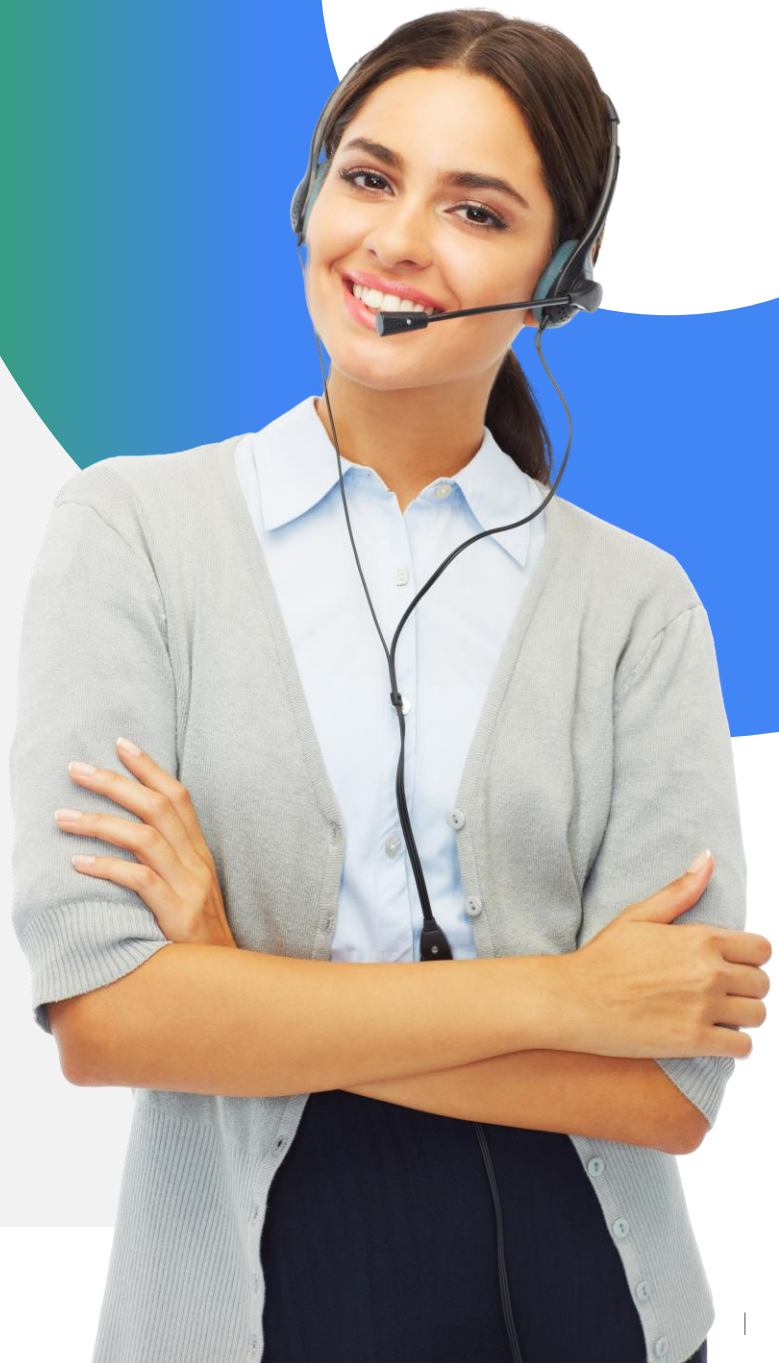
Consumer engages online

Researches, compares and leaves a lead on the insurer's app or website

Converts offline

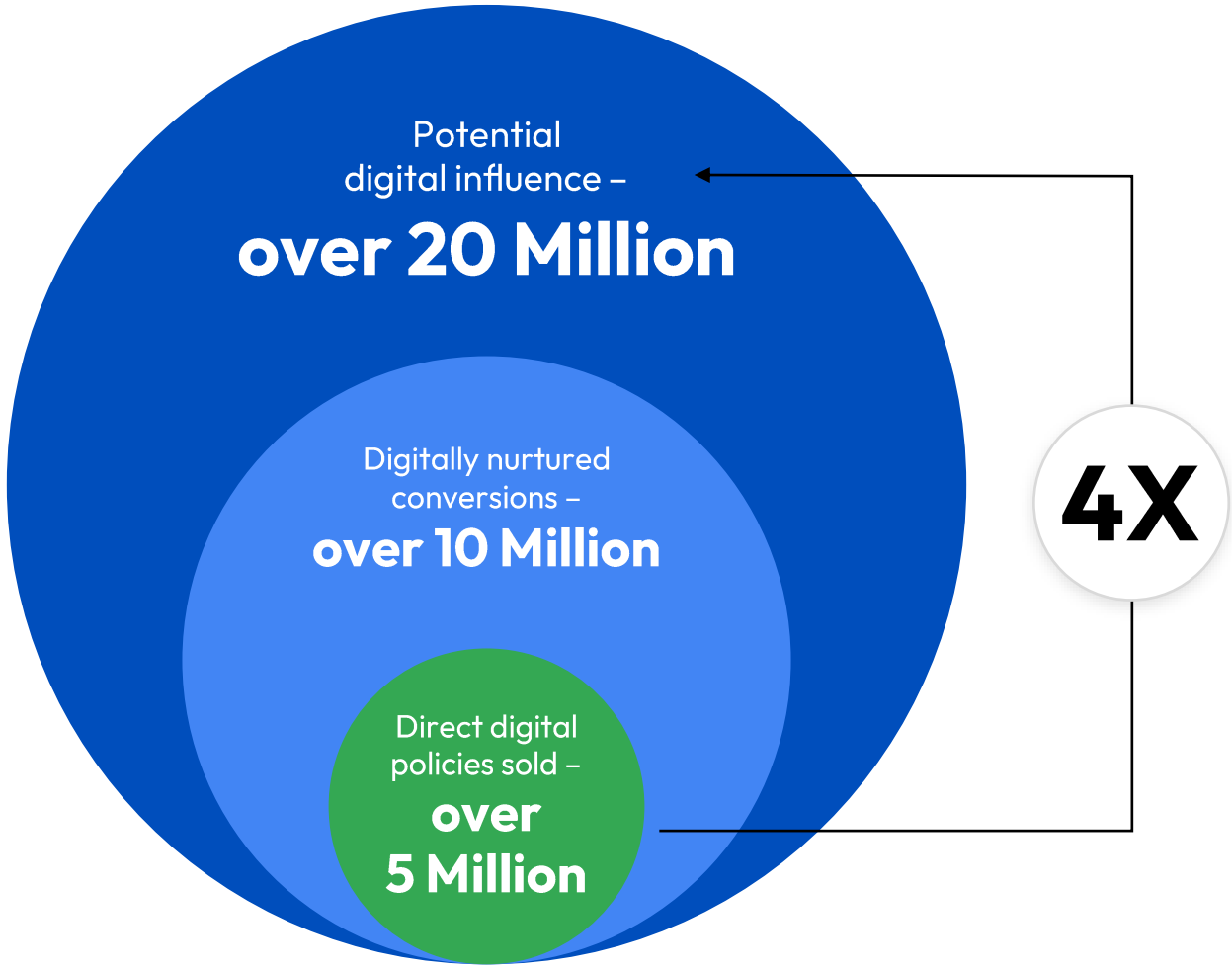
Completes the purchase through an advisor, branch or call centre

Digital influence = people who engage online but convert through another channel



Source: Handbook on Indian Insurance Statistics 2024–25", Insurance Regulatory and Development Authority of India (IRDAI), February 3, 2026. Insurer public disclosures. Digital includes brokers (such as PolicyBazaar), web aggregators, online and direct (D2C website, DSF, call centre).

Digital influence may extend beyond the 5 Million policies to over 20 Million policies annually or >40% of all policies sold



Total estimated digital influence is

4X of direct digital policies sold[1]

Potential influence of digital touchpoints on insurance purchase, irrespective of ultimate conversion channels

Consumers who researched on an insurer's website and **shared their contact number** but completed the **purchase offline**

Consumers who **completed their insurance purchase journey online** (across D2C + aggregators, etc.)

1. Life insurance and health insurance only (total annual policies >50 Million)

Source: Calculated based on digital influence multiple, derived from an analysis of channel-wise policy data, sourced from "Handbook on Indian Insurance Statistics 2024–25", Insurance Regulatory and Development Authority of India (IRDAI), February 3, 2026, as well as analysis of data sourced from disguised general and life insurance players

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A distinct consumer archetype has emerged at the heart of insurance: Digitally Influenced, Closed with Assistance (DICA)



1

Who is the DICA consumer?



2

What does the DICA consumer's insurance journey look like?



3

Why is the DICA consumer of value to insurers?

1. Who is the DICA consumer?



Do not shy away from digital...

~88% transacted online on a quick commerce platform in last 12 months

...Even for high-stakes financial decisions

~66% bought a personal loan product online in last 12 months

Research insurance digitally...

~78% consumers evaluate 2-3 insurers online before speaking to an advisor/call center

...but seek human assistance to commit

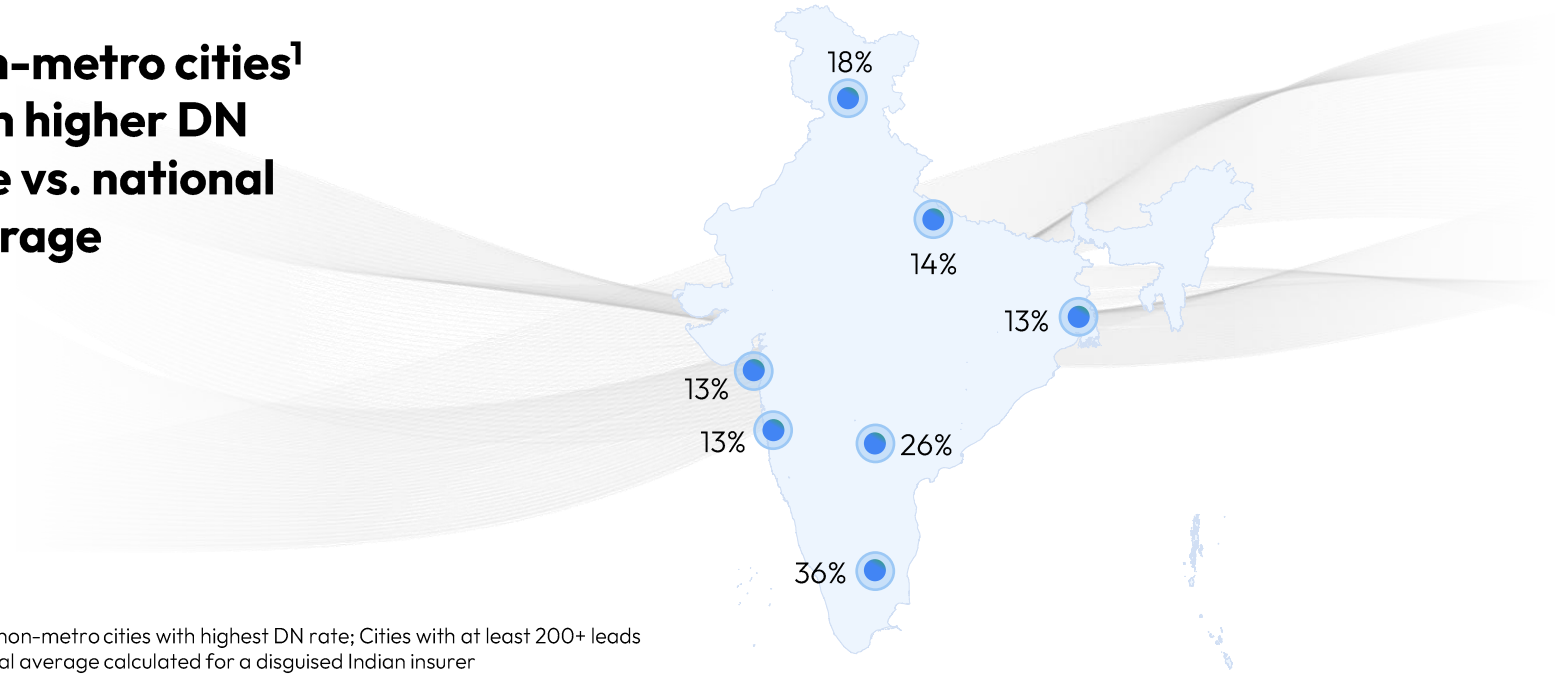
<30% are comfortable with a fully or mostly digital process for selecting insurer

Source: Google proprietary consumer survey, Total N=1,039, September 2026.

1. Understanding the consumer: Available insurer data suggests that DICA consumer base also extends to non-metros

Digital nurture (DN) rate = **Total digitally nurtured conversions** Consumers who left a lead on the insurer's app or website ÷ **Total conversions** Conversions across channels

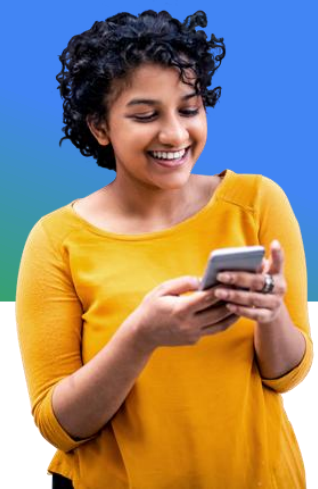
Non-metro cities[1] with higher DN rate vs. national average



Digital nurture rate by geography, %

~2X

Higher digital nurture rate for **top 20 non-metro cities**[1] vs. national average (10–12%)[2]

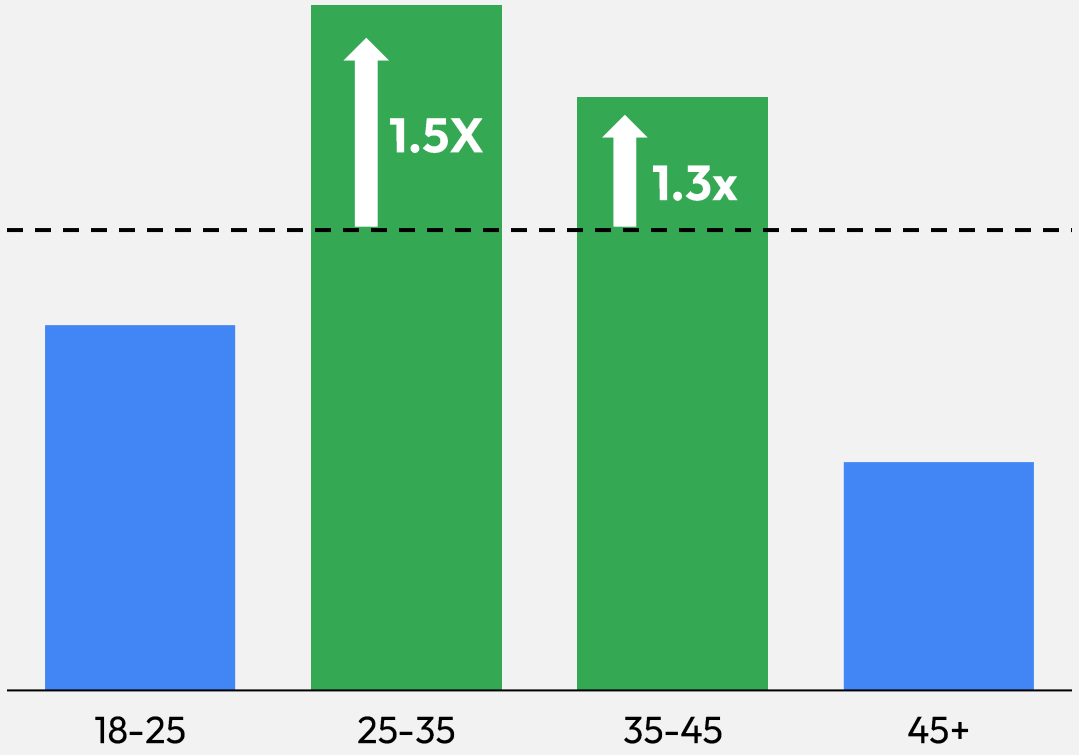


1. Select non-metro cities with highest DN rate; Cities with at least 200+ leads
2. National average calculated for a disguised Indian insurer

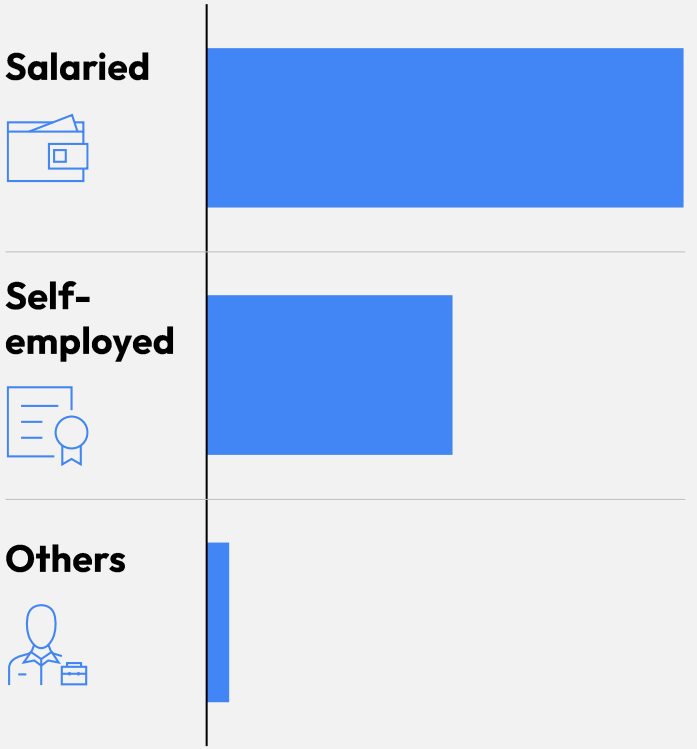
Source: "Handbook on Indian Insurance Statistics 2024–25", Insurance Regulatory and Development Authority of India (IRDAI), published February 3, 2026; Data from disguised insurance player; India outline map from Survey of India

1. Understanding the consumer: Millennials and salaried professionals show significantly higher digital nurture vis-à-vis other groups

Digital nurture rate by age group (in years), %



Digital nurture rate by occupation, %



2X

Higher DN rate for salaried (vs self employed)

10X

Higher DN rate for salaried (vs others[1])

1. Other occupations include housewife, retired, student; rates are respondent-weighted

Source: "Handbook on Indian Insurance Statistics 2024–25", Insurance Regulatory and Development Authority of India (IRDAI), published February 3, 2026; Data from disguised insurance player

2. What does the DICA consumer's insurance purchase journey look like today?

Digital discovery

The slipping asset

- Zero context handoff
- Intent decay
- Competing silos
- Emotional reassurance gap
- Information mismatch

Human advisory



Potential friction can arise at the digital-to-assisted handoff

High digital intent may be dropped before human advisor can catch it to build human trust.

2. Digital discovery: Online research can transform browsers into high intent consumers...

Curating the consideration set

Eliminating choice complexity and decision fatigue

Almost **2 of 3** consumers evaluate **<3** insurers online in a market of **60+** insurance providers (26+ Life Insurers, 8+ Standalone Health Insurers, 27+ General Insurers)

Pre-locking the purchase decision online

Building brand consideration before advisor outreach

50% + respondents stick to their original online insurer shortlist after speaking to an advisor

Enabling high-intent engagement

Supporting high-value, consultation-led sales

69% research insurance terminology and product details online

Digital consumers tend to be **more informed** and may have more detailed queries – they often ask about plans offered by different insurers and **actively compare and discuss options**. It is important to add some value to convert digital leads...

Well-researched consumers are generally easier to convert, as they have a **better understanding of the value of insurance**

- Insurance advisor

Source: Google proprietary consumer survey, Total N=1,039, September 2026. Insurer count from the IRDAI register of registered insurers

2. Human advisory: ...however, high-intent consumers do not convert fully digitally; the human advisor closes the conviction gap

High financial stakes & commitment reassurance

44%

Insurance is a **10-to-30-year** financial commitment

Consumers refuse to **click "pay now"** on high-ticket sums without an advisor validating that their **capital is safe**

Claims accountability & post-purchase servicing

33%

The primary **fear of online self-serve** is: "Who will fight for my family when a hospital claim arises?"

The advisor provides a dedicated **human safety net** and ongoing service continuity

Instilling definitive conviction

28%

Consumers did not clearly understand features/ exclusions while researching online because of **fine print, exclusions** and **product complexity**

AXIS MAX LIFE INSURANCE

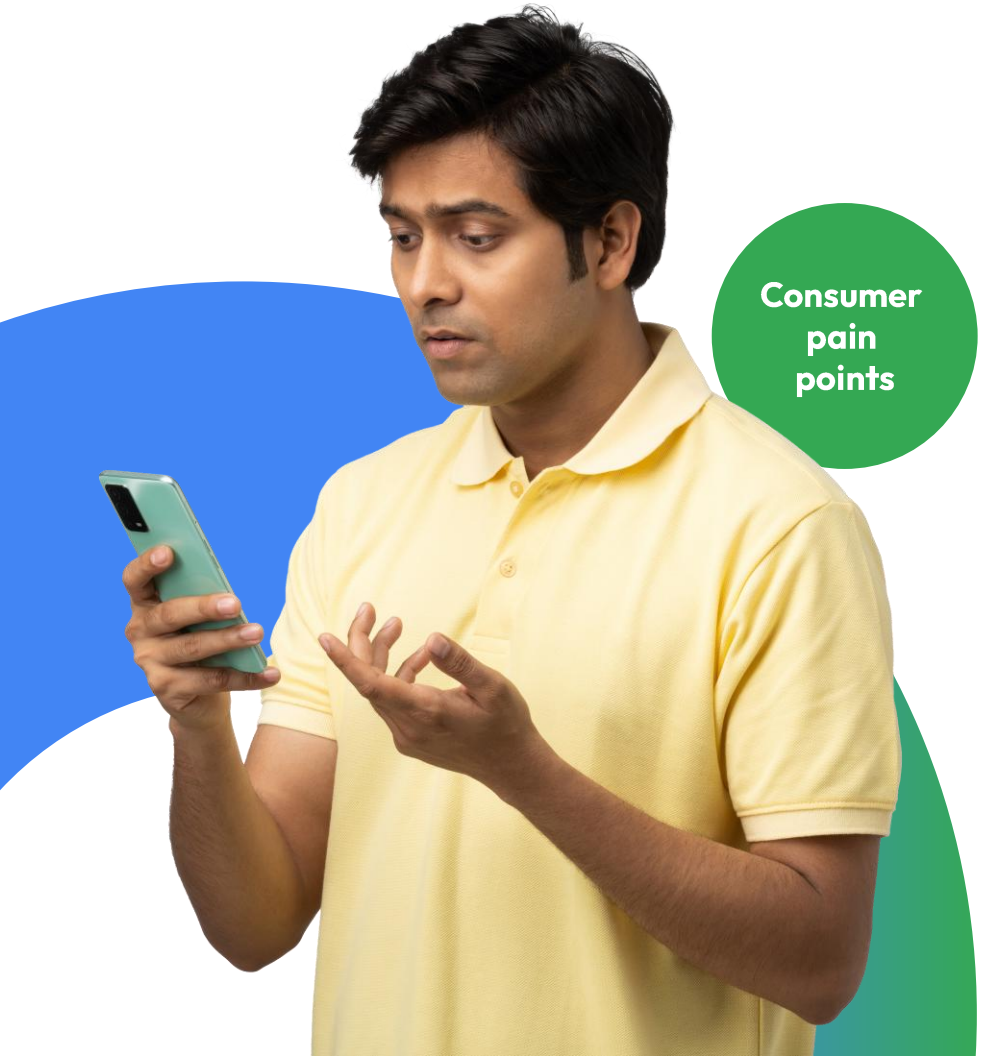
The future of insurance distribution will not be defined by where customers buy, but by how effectively we connect digital discovery with trusted advice. When more than 40% of policies are already digitally influenced, the industry's next growth opportunity lies in converting informed intent into meaningful protection

Mr. Sumit Madan
MD and CEO



Source: Google proprietary consumer survey, Total N=1,039, September 2026.

2. Where the DICA buyer SLIPS through today's channels



Consumer pain points

S
Slow help

Help comes after intent fades

30%

consumers want faster resolution of questions from call centre

L
Lost context

Every conversation starts from zero

41%

consumers want the ability to speak to the same person again

I
Information mismatch

Information overload and mismatch

22%

consumers feel there is an information mismatch in what the advisor gave vs what they research online

P
Personalization gap

Assistance isn't personalized

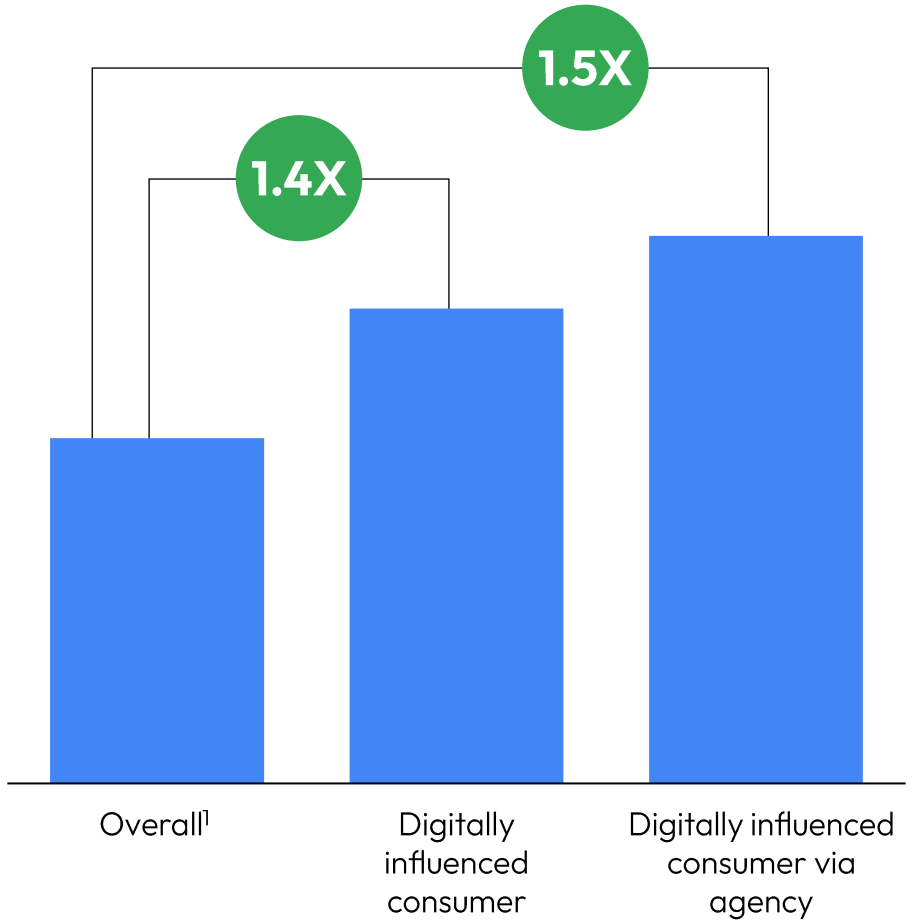
34%

consumers wished for insurance call centers to deliver more personalized recommendations

Source: Google proprietary consumer survey, Total N=1,039, September 2026.

3. This consumer segment may represent higher value, with potential for premium uplift...

Average ticket size (ATS), ₹



~40%

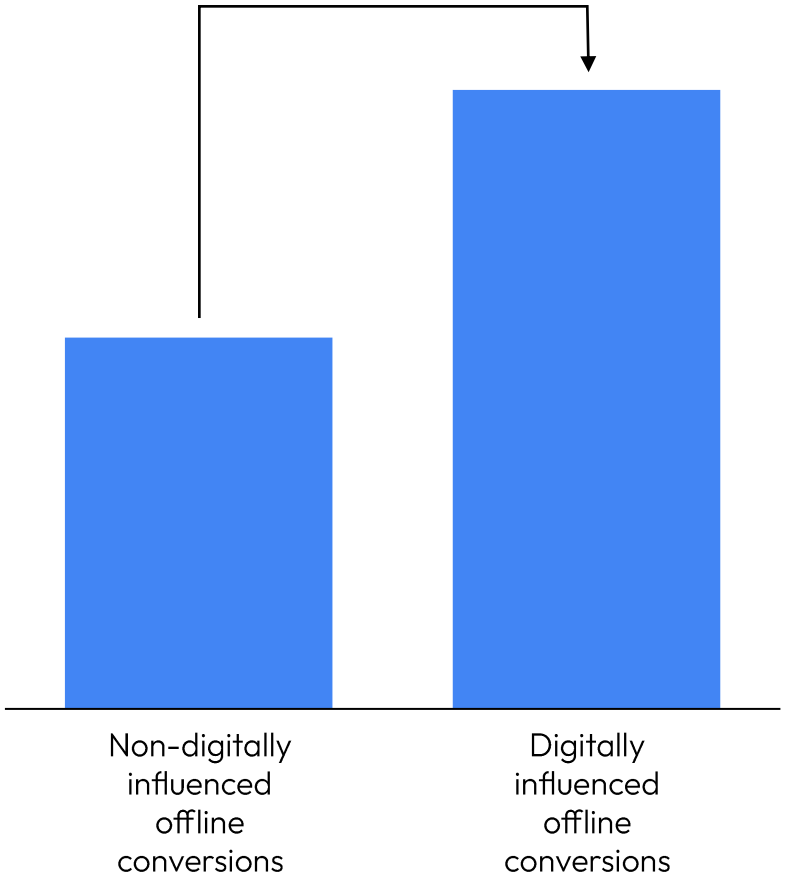
ATS higher for digitally influenced leads vs. overall portfolio

1. Premium per policy issued for FY 2024-25, Individual Health Business

Source: "Handbook on Indian Insurance Statistics 2024–25", Insurance Regulatory and Development Authority of India (IRDAI), published February 3, 2026; Data from disguised insurance player

...and higher rider attachment

Rider penetration[1], %



18–20%

Higher likelihood of rider attachment for digitally influenced offline buyers

1. Share of total policies with rider attached

Source: "Handbook on Indian Insurance Statistics 2024–25", Insurance Regulatory and Development Authority of India (IRDAI), published February 3, 2026, Data from disguised insurance player

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The industry has started to recognize the DICA consumer and is exploring ways to better engage this segment



Source: Company public disclosures

1. Two key shifts

are shaping how advisors engage DICA consumers

Meeting the DICA consumer digitally

Realizing the intent can originate digitally, advisors have started investing in their digital presence to engage the DICA consumer online



Converting demand

Advisors are adopting a tailored approach to follow-up with and convert high-intent, well-researched DICA consumers

Source: Dipstick advisor conversations, August 2026

1. Advisors across archetypes recognize the value of DICA consumers...

Nascent digital expansion

Rely on organic, relationship-driven engagement utilizing free tools to engage **existing networks,** with **zero-to-minimal investment** in paid **digital acquisition**

Handling of digital leads

Employ an **undifferentiated lead-management** workflow that processes digital and referral prospects identically, applying a uniform post-acquisition servicing approach

> Broadcasts on social media are helping **expand reach."**
>
> ***- Insurance Advisor***

Source: Dipstick advisor conversations, August 2026

... but vary in their maturity to acquire and convert them

Relationship-led advisors

Operate on a solo-practitioner model, managing sub-scale portfolios with annual book size typically under ₹ 50 Lakh

Professional advisors

Follow established, high-performing practices, with some operating in structured, multi-tier teams managing high-value books (> ₹ 40 Lakh annual premiums)



Digital marketing investment

Actively deploy a **diversified, multi-channel digital acquisition strategy,** leveraging targeted social media campaigns, **search-engine lead generation,** and structured outbound messaging

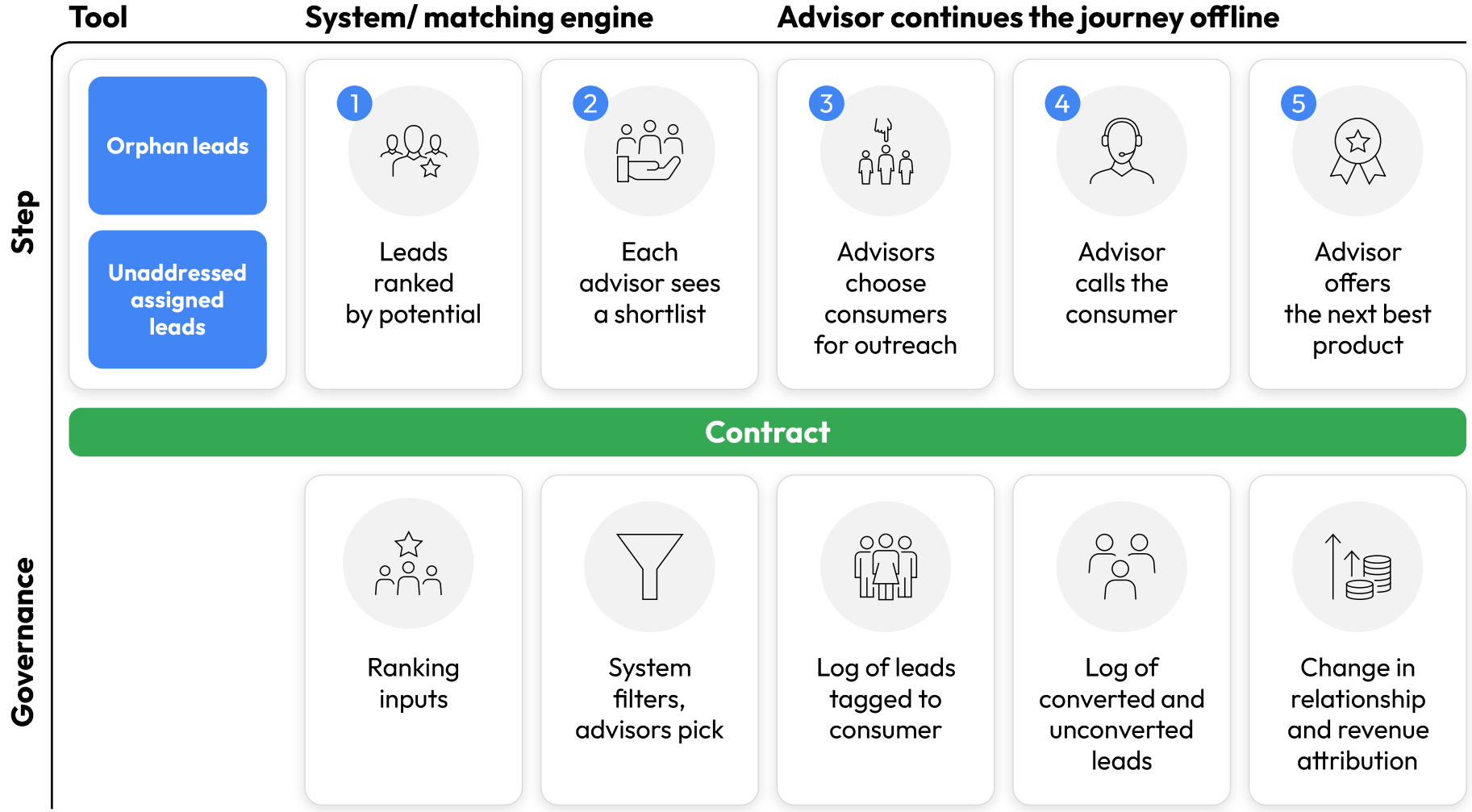
Sophisticated lead handling

Deploy dedicated screening resources to **filter incoming prospects** and **escalate high-intent leads to sales leadership** for rapid qualification

> Consumers need a **quick response on online queries** so someone from my team redirects high interest leads directly to me."
>
> ***- Front-line sales manager***

2. Several leading insurers across China, Japan and SE Asia have started exploring ways to improve the efficiency of these online-to-offline channels

ILLUSTRATIVE



- Insurers across China, Japan and SEA **are exploring ownership, budget, and value tracking through market-based rules**, not fixed splits
- **Resolving lead handoff issues drives 2-3X conversion** in the direct channel
- **Core ownership of the relationship may transfer to the channel that converts**, not originates
- **Leads/budget may be allocated dynamically by potential of lead and conversion performance** of the channel, not pre-fixed pools

Source: McKinsey & Company perspective, drawing on work with leading insurers across China, Japan and South-East Asia

3. Case Example: PolicyBazaar has expanded into offline advisor/direct sales extending its engagement with its online consumer and lead base

June 2008

Platform Inception

Launched as an online price-comparison engine and information aggregator for life and general insurance

June 2021

Launch of Physical Retail Branches

Transitioned to a direct insurance broker. Inaugurated a network of 15 "Experience Centres" with a roadmap for 100 locations, hiring former SBI Life Executive Director to helm offline expansion

July 2024

3-Year Milestone of PB Partners

120,000+ certified advisor partners, 1,400+ direct relationship managers, & physical presence across 16+ regional hub centres

Digital Scale and Tele-Assisted Distribution

Built proprietary matching algorithms, launched mobile apps (2015), and scaled in-house call center teams

2014 – 2020

Launch of PB Partners (Direct advisor / PoSP Arm)

Established a dedicated Point of Sales Person (PoSP) platform digitizing independent local insurance advisors

July 2021

Advisor base scale-up

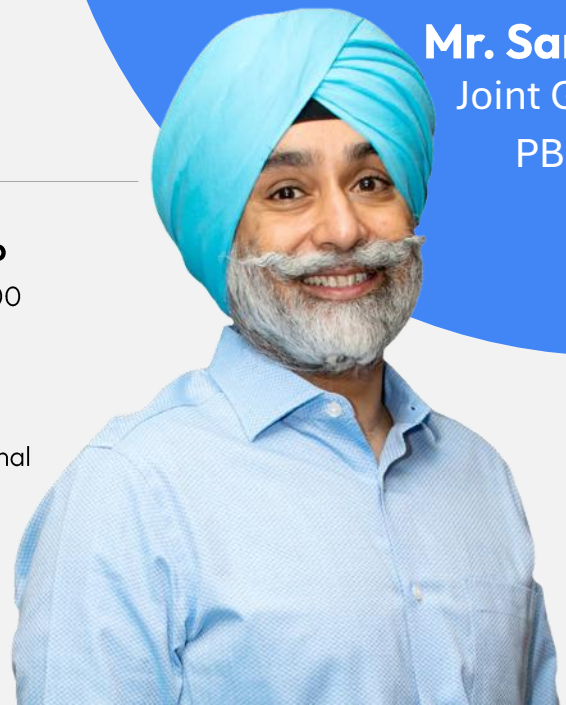
Roughly 450,000–500,000 registered advisors covering 99% of India's postal pin codes (>19,000 pin codes) alongside dedicated regional experience centers

2025 – 2026

policybazaar.com

Trust is an important reason behind observed DICA behaviour: interacting with someone provides a sense of comfort and confidence. The opportunity for insurers and platforms like PolicyBazaar is to build that trust and enable a seamless journey from digital discovery to assisted closure."

Mr. Sarbvir Singh
Joint Group CEO,
PB Fintech



Source: PolicyBazaar public disclosures; interview with CEO, PolicyBazaar Partners Platform.

3. Case Example: PolicyBazaar Partners provides digital tools and capabilities to a broader network of advisors, extending beyond traditional agency models

The platform illustrates how digital capabilities and human distribution can work together, particularly in underpenetrated Tier 2/3+ markets

Policy Bazaar Partners

1 Equip the underserved advisor

Consumers increasingly research online, but when it comes to **claims**, they prefer **having a person to guide them** through the process and help resolve issues



Technology to manage consumers and workflows; training across products; predictable payouts; platform-level insurer and claims support; 50%+ of new non-motor advisors retained at 12 months

Digitization can improve advisor productivity and retention, not just consumer acquisition

2 Extend advisors beyond their core

We want to build for the long tail – the **~80% of advisors** the market currently routes only 20% of business to.



Enable advisors traditionally anchored in one LOB to sell adjacent products; **~45%** of health insurance base reportedly solicited by non-health insurance-primary advisors

A platform can turn a single-product advisor into a broader insurance advisor

3 Unlock new consumers and markets

When his 3rd open-market policy gets rejected, the advisor leaves the market. How do you help him through his 3rd, 4th and 5th sale – and keep him in the industry?



~83% of health insurance consumers reportedly new to insurance; health insurance business concentrated outside top markets; opportunity to deepen insurance penetration

Assisted distribution can become a market-expansion engine rather than simply shifting share

Source: Interview with CEO, PolicyBazaar Partners Platform

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2 **The emergence of the DICA consumer:** Digitally influenced, closed with assistance

3 **Understanding the opportunity:** The market is evolving

4 **Rewiring distribution for DICA:** Three considerations for insurers

Three considerations for insurers to win the DICA consumer



How to measure and capture value

Consider key questions around **budget allocation and attribution mechanisms** that recognize each channel's contribution to conversion – ensuring **digital influence is appropriately credited** and value is shared across the journey.

How to enable the organization for cross-channel execution

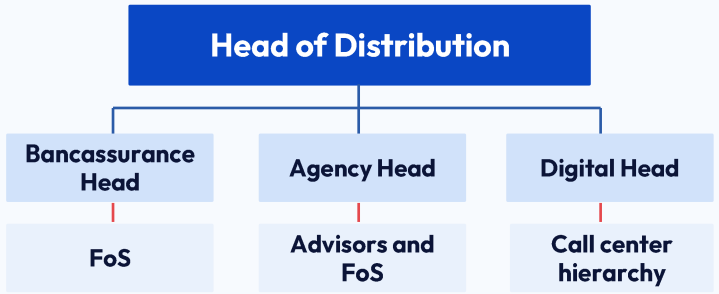
Consider ways of working across advisors, agency leaders and the digital team – **supporting shared ownership** of the consumer journey from digital intent through assisted closure.

How to build a next-gen capability stack

Enable a seamless cross-channel experience supported by **intelligent orchestration that converts intent into N=1 decisions** through **lead scoring.** This can be underpinned by an integrated 360° consumer and lead data foundation.

1. Three typical considerations can affect cross-channel execution

1 Limited ownership of digital leads by FoS[1]/ advisor



Channels operate in silos

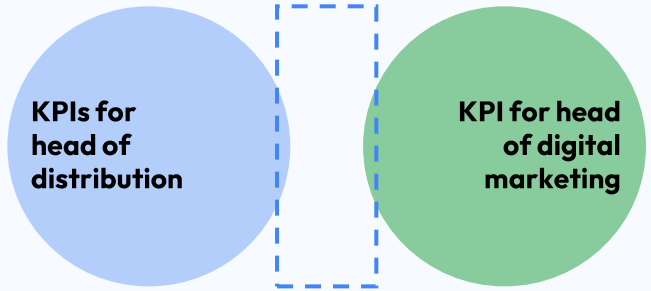
Potential solutions

- **Regionwise overall consumer ownership** vs channelized ownership
- **Dotted cross-channel line of reporting** and defined KPIs for agency and DSF channels for digital conversions

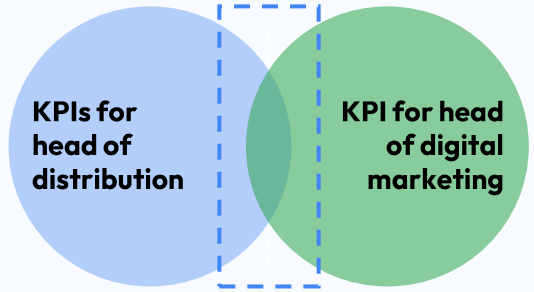
Channels operate as a unit

Clear rules and accountability can guide the routing of digital leads to FoS/ advisor based on consumer need and lead value

2 No overlap in KPIs



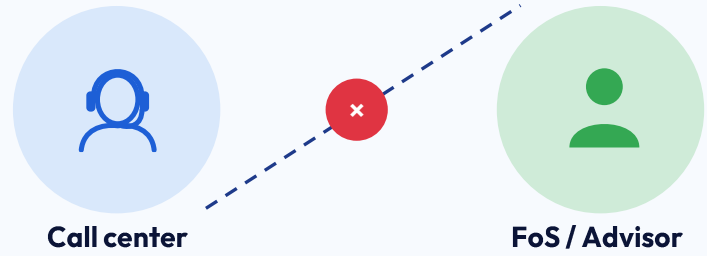
There is no overlap



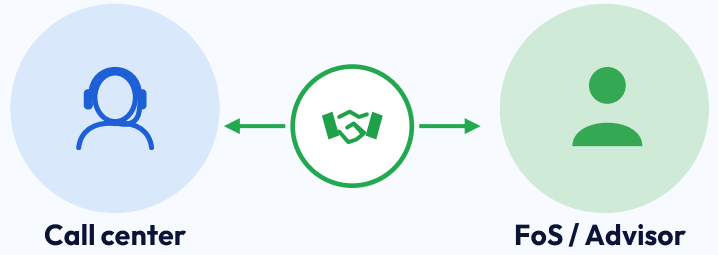
There is overlap

Shared KPIs, e.g., number of appointments set by call center and corresponding conversions by agency

3 No handover of relationship from call center to FoS/ advisor



No relationship handover



Relationship handover via joint consumer outreach

Enable joint call center agent and advisor outreach to support consumer-first experience and seamless handover

1. Feet-on-street

2. Measuring and capturing value: 3 key questions to consider

Key considerations	Current state	Potential future state
A Who owns the consumer relationship?	**Revenue attribution** Single-channel revenue allocation based only on point of conversion	**Multi-channel attribution** reflecting contributions by all relevant channels
B Who pays for reaching and serving consumers?	**Budget allocation** Separate budget allocation for Digital channel, Agency channel, etc.	**A common budget pool** across agency + digital channel, to specifically focus on DICA consumers
C How do we know the investment worked?	**ROAS** (Return on Ad Spend) **calculation for digital spend** ROAS calculation based only on Direct Digital conversions (D2C and call center channels)	**ROAS calculation definition** expanded to include attribution for digitally influenced conversions

A,B. Attribution model and budget governance

Attribution model
(who owns the relationship)

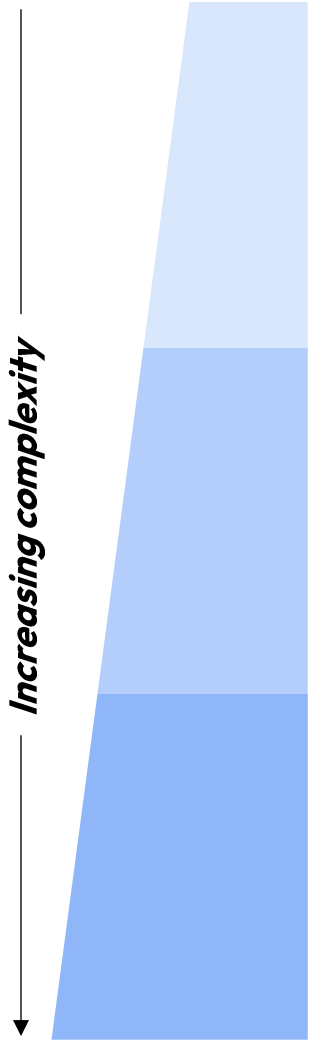
Base tier
Attribution based on **last touch**

Intermediate
Attribution based on position/U-shaped
e.g., 40% first-touch/40% last-touch/20% mid-journey

Advanced
Attribution based on **AI/ML methodologies**
e.g., conversion credit assigned based on actual consumer behavior

Start position-based, eventual path to algorithmic

Budget governance
(who pays)



Shared "DICA spend pool" across Digital + Agency budgets

Led by Head of Distribution to coordinate across all channels

Incentives for offline channels to compensate for increased spending online to generate DICA leads

C. Considering ROAS across the DICA consumer



How telcos approach this

- **Allocate online lead generation** to offline stores and sales channels for KYC and SIM allocation.
- **Distribute shared credit proportionally** based on online engagement and offline channel efforts.



How banks approach this

- **Double credit or shadow credit** may be allocated across channels, particularly for high-value recurring revenue products such as insurance and mutual funds.
- **Attribution may be based on LG (lead generator) vs LC (lead convertor)** in each quote or application, spanning multiple channels.

WHAT THIS COULD MEAN FOR INSURANCE

ROAS = direct digital conversions only

Keeps the P&L split (budget/revenue) and the KPI (ROAS) consistent

Influenced ROAS = direct + assisted conversions (digital touch, non-digital close), weighted using the same attribution approach

Source: Industry expert conversations

3. Building a next-gen Intent-to-Conversion capability stack to support cross-channel handoff and conversions

Engagement layer

Seamless consumer experience

No repetitions — start where you left off

Decide **faster**

Get **N=1 personalised** recommendations

Consistently, across all channels: DIY | Call center | advisors | Banca | Voice AI

Decisioning layer

Next-gen AI enabled omni-channel decision

Intelligent cross-channel orchestrator

Lead scoring (value, intent)

N=1 signals

N=1 channel

N=1 field advisor match

N=1 timing

N=1 context

Data layer

Integrated consumer and lead data

Historical transactions

Behavioral data

NRT digital platform data

Ecosystem data (e.g., telco, credit score)

Third-party data

7 questions to self-diagnose your intent-to-conversion capability maturity (1/2)

Questions	Level 1 Not existent/NA 1	Level 2 Basic 3	Level 3 Sufficient 5	Level 4 Mature 7
1. Enable the organization for cross-channel execution				
Question 1				
How do you determine the best channel/caller to engage each consumer?	Consumers are allocated primarily on caller availability, with limited consideration of consumer fit	Consumers are routed using predefined rules based on profile, preference and advisor availability	Consumers are matched using analytics based on profile, intent and channel/advisor fit	Consumers are dynamically matched to the best-fit channel/caller using context, intent and value at stake
Question 2				
How often are digital leads routed beyond call centers to advisors, bank RMs or other assisted channels?	Digital leads remain largely within digital or call-center channels, with limited routing to assisted channels	Selected digital leads are routed to assisted channels using predefined rules, with largely manual handoffs	Digital leads are regularly routed across assisted channels using defined criteria and standardized handoffs	Digital leads are routinely routed to best-fit assisted channels based on consumer need and intent
2. Measure and capture value				
Question 3				
How is value attributed when a digitally influenced lead converts through a non-D2C channel?	Only D2C conversions are attributed to digital; digitally influenced assisted conversions are not tracked	Digital influence on assisted conversions is tracked, but no attribution is assigned	Digital influence is tracked and minimal attribution assigned (e.g., for other digital channels such as aggregators, direct call center, etc.)	Digital/direct channel is attributed (via revenue or cost sharing) irrespective of final conversion channel

7 questions to self-diagnose your intent-to-conversion capability maturity (2/2)

Questions	Level 1 Not existent/NA 1	Level 2 Basic 3	Level 3 Sufficient 5	Level 4 Mature 7
3. Build a next-gen capability stack				
Question 4 How connected is the journey for a consumer when switching from DIY/digital to assisted/offline channels?	Consumers need to restart the journey and repeat information when switching channels; no auto-carryover of context	Basic lead details transfer to call center, but journey and engagement context is largely lost	Journey progress and digital context transfer offline to callers with limited repetition; no integration with agency	Journey progress and digital context transfer happens across offline channels for consumer journey continuity
Question 5 How do you assess consumer intent and value to prioritize consumers for engagement?	Little or no formal prioritization; leads are handled largely by queue position, availability or individual judgement	Leads are prioritized using standard rules and basic consumer attributes, with limited behavioral data	Lead scoring combines consumer, behavioral and engagement signals to improve targeting	Consumer intent and value are dynamically assessed using advanced analytics to prioritize engagement in real time
Question 6 What consumer information is used to inform prioritization and routing decisions?	Decisions rely primarily on basic demographic information such as age, location, gender	Decisions use declared, consumer and transaction data, but remain fragmented across systems	Decisions use integrated consumer, transaction and digital behavioral data across key channels	Decisions use dynamically updated consumer context across internal, behavioral, and external data
Question 7 How do you determine the next-best action for each consumer?	Actions rely primarily on standard scripts, fixed journeys or individual advisor judgement, with limited personalization	Next actions follow predefined journeys, with some tailoring by consumer profile or journey stage	Next-best actions use analytics to personalize by consumer behavior, context and journey stage	Next-best actions are recommended using real-time consumer context and analytics to drive N=1 recommendation/action

Score	<10	Bystander	10-25	Starter	26-39	Scaler	40+	Pioneer

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