GAIP Insurance Innovation Competition 2026 - SG round Case Booklet

Organised By
NTU Actuarial Science Club
In Collaboration With
Global Asia Insurance Partnership (GAIP)

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Problem Statement

Many customers don’t go out to buy insurance actively. A common view is that insurance is sold, not bought. One result of this is the protection gap.

How do you make customers[1] see that insurance is a valuable thing worth buying, and thus make an active and conscious choice to buy insurance?

Expectations for Proposed Solutions

Your solutions must:

1. **Show a strong understanding** of buyer behaviour, explaining why customers

   - choose to buy insurance,
   - choose not to buy insurance, and
   - choose to buy other goods and services.

2. **Innovate beyond traditional approaches used by the insurance business** such as those in the section “Selling Insurance Today”.

3. **Be practical and feasible**, showing how the solution can realistically be implemented by the insurance sector.

4. **Define the target segment clearly**, including the country or market being addressed, specific population segment, and products or product groups.

[1] In this document, the term ‘customers’ refers broadly to all entities that buy insurance, including individuals, businesses, and government organisations.

Background

1. The Insurance Business

Insurance is the business of:

- Collecting money from a big group of customers, each paying a small amount to insure against the possibility of a much bigger loss, and
- Pooling the money and paying to a smaller group of customers who have suffered an unfortunate insured event and loss, to help them rebuild their lives and property.

For example,

- Hospitalisation insurance pays the medical expenses of those who must undergo hospitalisation for their medical treatment.
- Cyber insurance helps businesses recover from risks such as data breaches or ransomware attacks and mitigate severe financial and reputational damage.
- Government organisations buy insurance to mitigate the impact of natural catastrophe (NatCat) risks like flooding, fire, or typhoons, ensuring rapid fiscal recovery and continuity of essential public services.

2. How insurance provides value

Insurance provides value by:

2.1. Rebuilding lives and property

Insurance provides financial capital after unfortunate events to help people and businesses rebuild their lives, property and livelihoods.

For example,

- Health insurance helps to pay your medical bills after accidents and illness
- Disability insurance and critical illness insurance payouts helps to cushion the loss of income or increased expenses during the recovery period
- Property insurance rebuilds, repairs and replaces your homes, workplaces and belongings after a fire, flood or theft
- Liability insurance pays for the causing loss to others who have suffered injury or loss from your actions or failure to act

- Catastrophe insurance helps to fund post-disaster emergency response, infrastructure repair, continuity of essential public services without budget relocation of external aid
- Parametric insurance supports disaster relief and early recovery efforts

Insurance payouts allow families and businesses to focus on rebuilding their lives and property, returning to normalcy faster. This also applies to public assets such as schools, hospitals, transport systems, utilities, and government buildings.

This support strengthens community resilience, especially after large-scale events like natural disasters.

2.2. Enabling lives and businesses

Insurance is a key enabler of economic activity and investment by reducing the risk of needing to pay for a big bill because of bad luck. This financial security provided by insurance allows the customer to seize opportunities, invest and expand their ventures, use their other funds for their lives and businesses without having to set aside much larger sums for emergencies, or to sell their assets and investments to pay for these emergencies.

Insurance also allows individuals and organisations to take on some opportunities that are not possible without insurance.

For **individuals**, this includes

- When borrowing to buy a home, the HDB or bank needs you to have mortgage insurance and fire insurance
- When you hire a migrant domestic helper, you must have medical insurance and personal accident insurance for your helper
- You can drive vehicles on public roads if you have motor insurance to compensate third parties for injury
- Hospitalisation insurance takes on the risk of 5 or 6 figure medical bills, giving individuals the confidence to pay for other living expenses or invest
- Critical Illness insurance can allow the person to focus on speedy recovery after a major critical illness without worrying about financial distress from income loss

For **businesses**, this includes

- Work injury compensation insurance helps businesses compensate their injured workers
- Building factories and other infrastructure is made possible with construction

insurance

- Shipping goods is enabled by cargo insurance and marine insurance
- Professional liability insurance enables professional practice as doctors, lawyers, accountants, architects, engineers and many more
- Health insurance helps businesses to offer attractive benefits to employees

For **government organisations**, this includes

- Using insurance as part of an integrated disaster risk financing strategy alongside reserves, contingency funds, and catastrophe bonds. This allows governments to manage extreme but low-frequency losses while preserving budget certainty and creditworthiness.

2.3. Value Added Services to Reduce Risk or Improve Outcomes

Some insurers also offer value-added services that aim to reduce risk or improve outcomes. These include preventive health and wellness programmes, risk advisory and safety services, employee wellbeing benefits, and digital tools that help customers identify, monitor, and manage risks earlier. The aim is to deliver tangible value to customers before a claim occurs and strengthen the customer's perceived value of insurance in their everyday lives.

Examples are:

- Insurers providing preventive health screenings, chronic disease management programmes, mental health support, lifestyle coaching, or digital health tools that help individuals monitor and improve their health. These services aim to reduce the likelihood or severity of illness, while providing ongoing support and engagement beyond claims and payouts.
- Employers providing Group and Life insurance alongside employee assistance programmes, wellness initiatives, and preventive care benefits. In this context, insurance supports workforce wellbeing, productivity, and retention, and is perceived as part of a broader employee value proposition rather than a standalone financial product.
- Insurers providing risk prevention and advisory services such as fire safety inspections, flood risk assessments, cyber risk diagnostics, or safety training through Property & Casualty Insurance. Digital tools, sensors, or alerts may also be used to detect early warning signs and reduce the frequency or severity of losses.

3. Buyer Behaviour – Buying Insurance Today

Even as the concept of insurance is the same, different buyers buy insurance for very different reasons and in very different ways, shaped by how they perceive risk, value, and the role of insurance in their lives or businesses.

Most people don't make an unprompted, conscious choice to buy insurance for themselves. Individual buyers who analyse their own risk profile, consider their overall risk, find out about the insurance options and actively go to find and buy insurance are the minority.

Many individuals buy insurance reactively, triggered by news events, someone else's misfortune, or when an insurance policy is sold to them by an insurance intermediary. Some view insurance as something they buy only because they must and consider it a grudge purchase.

When bad luck happens, those without insurance must pay for the financial impact from their own savings. We see this in some cases of crowdfunding where the individuals were not insured for their fire, travel or medical emergency.

When they decide to buy, some buyers decide based on trust in the brand or seller, as well as emotional reassurance during their decision-making. Decisions can be influenced more by affordability, convenience, and perception than by relevance to their specific needs. Peace of mind and personal or family wellbeing factors highly in decision making.

Many buyers choose to skip a needs analysis, limiting the advice that they could receive on their situation. If someone buys each insurance policy at a time without considering what they already have insured or not, they could end up buying too much of one type and not enough of others for their needs.

4. Selling Insurance Today

To address the situation where buyers don’t actively buy insurance for themselves, insurance is sold through intermediaries such as insurance brokers, agents, financial advisers (FA), or banks. Their role is to:

1. Advise clients and help them understand their needs and the relevant insurance options to address those needs
2. Explain insurance policies and processes
3. Prompt the customer to share all relevant client information with insurers for proper risk assessment
4. Arrange suitable insurance by matching clients with appropriate insurers and products based on their specific needs

Besides intermediaries, some insurance is also sold by insurers direct-to-customer, without intermediaries.

4.1. Sales Tactics

To generate prospects and sales, many sellers choose to use promotions, giveaways or point-of-sale bundling. Examples are:

1. Offer limited-time discounts, cashback, or first-year premium reductions to attract the attention of new customers.
2. Offer gifts with insurance purchases (e.g. vouchers, eSIMs, or AirTags) to appreciate consumers to buy. Buyers might buy because of the freebie rather than the insurance.

While such tactics do boost sales, they distract the consumer from the core product value of the insurance that they buy. It also erodes the customer’s perceived value of their insurance.

4.2. Distribution Partnerships

Insurers partner with car dealerships, travel agencies, domestic worker employment agencies, phone service provider, bank etc. to position insurance at the point of purchase of another product or service.

4.3. Other initiatives

The insurance ecosystem in Singapore has implemented various initiatives to help consumers make informed decisions and engage proactively with insurance products. These measures include:

1. **Clear communication across customer processes**

   Insurers are focusing on making interactions with customers transparent and easy to understand. Clear communication across sales, onboarding, policy management, and claims helps build trust and confidence.

   - Sales Process: Transparent explanation of product coverage, exclusions, and premium breakdowns during policy purchase.
   - Onboarding: Step-by-step guidance for new policyholders including confirmation emails.
   - Policy Servicing: Easy-to-understand statements, online portals to check coverage, and reminders for renewals or policy changes.
   - Claims Process: Simplified claim forms, digital tracking of claims, and chatbots to answer questions instantly.

   Customers are more likely to understand the value of insurance and feel confident in coverage decisions with clear and consistent communication.

2. **Explaining policies in simple terms**

   Insurance providers are increasingly using plain language to help customers understand benefits, coverage, exclusions, and conditions.

   - Infographics and short videos explaining key policy terms.
   - Policy summaries highlighting essential coverage information.
   - Interactive online tools allowing customers to compare plans side by side.

   Simplified communication reduces cognitive barriers, helping customers make informed decisions and perceive greater value in insurance products.

3. **Awareness and education campaigns**

   Educating the public about potential risks encourages proactive coverage decisions.

   - Public talks and workshops on insurance basics, claims handling, and financial literacy.
   - Partnerships with schools, workplaces, and NGOs to run workshops and awareness programs on insurance, risk, and financial planning.
   - Online risk assessment tools for personal accident, health, or travel

coverage.
  - Preventive advice, such as tips for home fire safety, cyber hygiene, or healthy lifestyle habits linked to insurance coverage.

   Awareness of personal risks and protective measures motivates customers to act, increasing engagement and proactive insurance buying behaviour.

4. **Fair dealing**

   The Monetary Authority of Singapore (MAS) regulates the sector to protect customers and ensure insurer boards are responsible for fair dealing practices.

   Fair dealing builds trust in the sector.

5. **Other measures**

   Other initiatives encourage better understanding, trust, and proactive behaviour among consumers:

   - Digital Platforms & Aggregators: Websites and apps to compare products, premiums, and coverage easily.
   - Behavioural Nudges: Reminders, alerts, or incentives to encourage timely premium payments, policy reviews, or risk-reducing actions.
   - Consumer Feedback Channels: Surveys, reviews, and advisory panels help insurers improve transparency and service.

5. Example of successes where customers want and choose to buy insurance

In some cases, we see that customers want and choose to buy insurance. They see that insurance fulfils a specific need during specific events. Some examples are:

5.1. Travel insurance

Many travellers choose to buy travel insurance voluntarily. When they make their travel bookings, this event drives them to want to buy travel insurance for potential risks and losses relating to their travel.

Today, most personal travel insurance in Singapore is sold online either direct to consumer or through online intermediaries.

5.2. Motor insurance

Singapore vehicle owners must buy compulsory third party insurance covering liabilities for causing death or injury to third parties. Most vehicle owners opt to pay more to buy comprehensive coverage beyond the compulsory minimum, so that they can claim for damage to their own vehicles. Customers see the value of paying more to upgrade their cover.

5.3. Health insurance

Around 71% of Singaporeans and PRs choose to buy an integrated shield plan to insure themselves for hospitalisation and surgical bills beyond the compulsory MediShield Life.

5.4. Business insurance

Most businesses choose to buy insurance for their business voluntarily. Insurance is an essential part of corporate risk management and resilience.

Institutional buyers tend to see insurance as a core risk management tool and financial instrument that protects the balance sheet. When an insured event such as a fire, flood, cargo damage, work injury or cyber breach occurs and damages the assets on the balance sheet or incurs a liability, insurance provides the financial capital to restore assets, liquidity, and business continuity.

Insurance decisions are seen as driven by data, risk assessments, risk retentions, and cost–benefit analysis. They are deliberate, structured, and reviewed by multiple stakeholders such as finance, operations, procurement, risk management.

Many major corporations appoint insurance intermediaries to advise them on their needs, structure their insurance to suit their needs, and source suitable insurance from the relevant insurers.

Background on Insurance Business

Insurance is offered either as life insurance or general (non-life) insurance.

1. Life Insurance

Life insurance focuses on protecting individuals and their loved ones from financial hardships caused by unexpected life events such as death, disability, health or critical illness.

In addition to income replacement and financial protection, life insurance encourages long-term financial planning, supporting goals like retirement savings, education funding, and wealth transfer.[L1] These include:

- **Whole Life Insurance** provides lifelong protection, paying out sum insured plus bonuses (from investment returns by insurance company) upon death or total and permanent disability "TPD" (if covered). Suitable for long term savings.
- **Term Insurance** provides protection for a fixed period only, with no savings or cash value. It pays out upon death or TPD (if covered). Usually more affordable as there is no savings element.
- **Endowment Insurance** combines protection and savings over a defined period of time (maturity). It pays out sum insured plus bonuses at maturity or upon death/TPD during the term.
- **Health Insurance***
    - **Critical Illness insurance** commonly pays a lump sum upon death or diagnosis of specified major illnesses. Coverage typically include conditions such as cancer, heart attack of specified severity; stroke; and kidney failure.
    - **Medical Expenses insurance** covers medical costs from accidents or sickness. These may include **Hospital & Surgical insurance** (in-patient and limited out-patient costs), **Hospital Income plans** (fixed daily payout during hospitalisation) **Major Medical insurance** (covers longer or higher-cost treatments)
    - **Disability Income** insurance provides protection for part of income loss if total or partially disabled and cannot work as a result of an accident or sickness.
    - **Long Term Care** plans are designed to meet some or all of the costs of daily living when a person is physically disabled and needs assistance with basic activities of daily living (e.g. feeding, bathing, mobility).

- **Life Annuity** provides regular income. Commonly a lump sum is invested in return for monthly payouts.
- **Investment-Linked Insurance** combines life insurance protection with investment in managed funds. You can decide on what funds to invest in depending on your risk appetite. What the plan pays out depends on the value of the units at the time you cash in or die. Insurance coverage charges may increase with age.
- **Universal Life Insurance** is a type of interest sensitive life insurance that offers a death benefit and provides the opportunity to build cash values. Cash value earns interest at a declared rate, which may change over time. Most plans guarantee a minimum interest crediting rate. Depending on needs, often there are protection focused or savings focused plans to choose from and can offer flexible premiums (subject to certain limits).

2. General Insurance

General insurance addresses a wide spectrum of non-life risks, insuring assets and liabilities, enabling growth for individuals and businesses alike. These include:

- **Health insurance**** covers medical expenses such as hospitalisations, and surgical treatments
- **Motor insurance** for vehicle owners
- **Property insurance** for risks like fire, theft, and natural disasters
- **Marine insurance** for vessels, cargo and liability
- **Employers' liability insurance**
- **Travel insurance**
- **Public and product liability insurance**
- **Aviation insurance**
- **Political risk insurance** allows overseas investment by limiting losses for threats like expropriation and currency inconvertibility
- **Professional liability insurance** is essential for professional advice such as law and medicine
- **Cyber insurance** safeguards businesses from financial and reputational harm caused by cyberattacks and data breaches
- **Credit insurance** for non-payment risks facilitate trade credit and market expansion
- **Construction & engineering insurance**

Note * and **: Health insurances are offered by both life and general insurers. Long term health insurance policies of more than 5 years can only be offered by life insurers.

Case Competition Timelines

1. Registration and Publicity

Period	Milestone
Feb – Apr 2026	Ongoing publicity, outreach to students and faculty advisors
13 Apr 2026, 7.30 – 8.30pm (SGT)	Singapore Local Round Information Day *(Virtual briefing on the case, rules, expectations and Q&A)*
4 May 2026	Registration Closes

2. Submission and Evaluation

Period	Milestone
14 May 2026	Submission deadline for initial slide decks *(2-page deck, with optional appendix, subject to local round guidelines)*
Late May 2026	Initial evaluation and shortlisting of finalist teams
2 Jun 2026	Announcement of Singapore Local Round finalists

3. **Mentoring and Local Finals**

Period	**Milestone**
19 Jun 2026	Finalist mentoring, preparation and rehearsals
13 Jul 2026	Final presentation deck submission by shortlisted teams
20 Jul 2026 **Afternoon (SGT)**	Singapore Local Final Round *Final presentations to panel of industry judges and prize ceremony*

4. **Global Round (for the Winning University Team)**

Period	**Milestone**
7 Aug 2026	Global round presentation deck submission
20 Aug 2026	Pre-final learning and networking event in Singapore
21 Aug 2026 **Afternoon (SGT)**	GAIP Insurance Innovation Competition 2026, Global Final Round, Singapore

Note: All dates and timings are indicative. Detailed schedules will be shared at a later stage.

Judging Criteria/Matrix

1. Local Round Evaluation (Slide Decks)

Criteria	Maximum Points
Analysis	20
Creativity and Innovation	20
Feasibility and Implementation	10
Presentation and Communication	10
Total	60

2. Local and Global Round Evaluation (Presentations)

Criteria	Maximum Points
Analysis	10
Creativity and Innovation	20
Feasibility and Implementation	20
Presentation and Communication	20
Total	70

Definitions

Criteria	**Definitions**
Analysis	Analysing the issue, and understanding the depth of proposal and target audience, including the identification of key issues, providing context, opportunities, and challenges within the insurance industry.
Creativity and Innovation	The originality and creativity of the proposed solutions.
Feasibility and Implementation	The practicality and potential impact of the solutions, including considerations of how they could be implemented in a real-world context.
Presentation and Communication	The clarity, structure, and effectiveness of the slide deck and presentation, as well as the team's ability to engage with and respond to questions from the judges.