LUMEN ET VIRTUS
ISSN: 2177-2789

THE IMPACT OF DIGITALIZATION ON INTERMEDIATION BETWEEN BROKERS AND INSURERS

https://doi.org/10.56238/levv16n45-067

Submitted on: 01/25/2025 **Publication date:** 02/25/2025

Bruno Rodrigues

ABSTRACT

This article aims to analyze the impacts of digitalization on the intermediation between brokers and insurers, highlighting the challenges and opportunities that arise with the incorporation of digital technologies in the insurance sector. The research was developed through a qualitative literature review, covering national and international publications produced between the years 2015 and 2024, with emphasis on the last five years. It is observed that digitalization has transformed not only the sales and service channels, but also the logic of operation of the value chain of the insurance sector, requiring the revision of traditional brokerage models. The introduction of digital platforms, multi-calculation systems, artificial intelligence and process automation has shifted the role of the broker from an exclusively commercial figure to an advisory and technological role. The relationship between brokers and insurers, previously based on predominantly face-to-face interactions and institutional links, has become mediated by integrated digital ecosystems, in which interoperability between systems, data management, and compliance with regulatory standards have become fundamental aspects. Brokers that have been able to incorporate digital tools have demonstrated greater adaptability and competitiveness, while those that have not invested in digital transformation face risks of marginalization in the market. The analysis also reveals that, despite the growing digitalization, the broker remains a relevant agent, especially in more complex products and customer loyalty. It can be concluded that intermediation in the insurance sector tends to evolve towards hybrid models, in which the human relationship is complemented by digital solutions, requiring continuous updating, strategic vision and innovation capacity on the part of brokerage professionals.

Keywords: Insurance brokers. Digital transformation. Intermediation. Insurance sector. Automation.

INTRODUCTION

The digital transformations experienced in the insurance sector have caused a profound reconfiguration of the logic of intermediation between brokers and insurers, changing not only the channels of contact with the consumer, but also the way processes are conducted, data is used, and institutional roles are exercised, which requires organizations to strategically reposition themselves in the face of a scenario of continuous innovation (Breviário et al., 2025).

Historically supported by face-to-face and manual structures, the insurance market has started to incorporate automated systems, digital platforms, and new technologies that dematerialize the stages of the customer journey, reduce dependence on face-to-face interactions, and offer new possibilities for commercial and technical relationships between actors in the chain, particularly between brokers and insurers (Volosovych et al., 2021).

With the intensification of the use of digital tools, especially after the COVID-19 pandemic, human intermediation has been challenged by more direct marketing models, in which the client accesses quotes, simulations and contracting through digital channels, which imposes an urgent need to reconfigure the role of the broker, which must now incorporate technological skills without losing its advisory function (Eckert et al., 2021).

The distinction between digitalization and automation is fundamental to understand this process, because while the first concerns the transition from analog processes to the digital environment, the second transforms the very logic of task execution, removing human intervention from decisive stages of the business, which directly impacts the insurance broker's operating model (Alcantara et al., 2022).

Digitalization has allowed the intensive use of resources such as Big Data, artificial intelligence, and the Internet of Things, which are now applied from risk analysis to after-sales relationships, which offers gains in agility, accuracy, and customization, but also requires new technical skills from the professionals involved, especially brokers, who need to move between traditional paper and the requirements of a highly digitized environment (Susanto, 2022).

The emergence of InsurTechs, companies based on technological solutions for insurance, has further contributed to the decentralization of intermediation services, by offering business models guided by platforms, applications, and algorithms, where contracting is autonomous, pricing is dynamic, and service occurs in multiple digital channels, which threatens the traditional brokerage model (Lissy; Bhuvaneswari; Krupa, 2023).

The growing presence of these platforms has generated a change in consumer behavior, which has started to prioritize autonomy, personalization of offers, and practicality in service, values that challenge brokers to abandon centralized structures and develop hybrid relationship models, which combine specialized consulting with digital self-service tools (Desikan; Devi, 2021).

These structural changes have led many brokerage firms to incorporate technologies such as multi-calculation, CRM, marketing automation, and digital service platforms, in an attempt to remain relevant and competitive, while preserving the relational bond with their customers, built over years of interactions based on trust, personalized guidance, and continuous monitoring (Breviário et al., 2025).

However, digitalization is not homogeneous or without challenges, as the absence of standardization between systems, the difficulty of interoperability between platforms, and the technical limits of small and medium-sized brokers end up creating barriers to full technological integration with insurance companies, which requires joint efforts and policies that promote digital inclusion in the sector (Spim, 2024).

The relationship between brokers and insurers, previously based predominantly on commercial and institutional links, now requires synchrony between systems, strategic alignment, and fluidity in data sharing, aspects that redefine the concept of partnership in the digital environment, requiring operational trust and technical capacity to operate in highly integrated ecosystems (Lissy; Bhuvaneswari; Krupa, 2023).

The performance of insurance brokers is also crossed by regulatory and ethical requirements that gain new complexity with digitalization, especially with regard to data protection, algorithmic transparency, and accountability for automated decisions, topics that require compliance with legislation such as the LGPD and the strengthening of practices based on equity, traceability, and explainability (Holland; Kavuri, 2021).

In this scenario, this article aims to investigate the impact of digitalization on the intermediation between brokers and insurers, analyzing the challenges and opportunities brought by new technologies, the adaptation processes of traditional intermediaries and the possible paths for the construction of a more technological, transparent and consumer-centered intermediation model 2024).

METHODOLOGY

The present research is characterized as a qualitative investigation of exploratory nature, developed through a literature review, with the objective of critically analyzing the impacts of digitalization on the intermediation between brokers and insurers, allowing the

understanding of the technological and organizational transformations that have been redefining the insurance sector, especially with regard to the performance of traditional intermediaries in the face of the advance of automated platforms, self-service systems and solutions based on data intelligence (Gil, 2017).

The methodology adopted is based on the selection and analysis of secondary sources, focusing on scientific documents, academic articles, technical reports and course completion papers available in databases such as Scielo, Google Scholar, SpringerLink, Academia.edu, ResearchGate and national and international university repositories, prioritizing publications that deal with topics related to digital transformation in the insurance sector, digitalization of processes, InsurTechs, digital intermediation, consumer behavioral changes and technological compliance in regulated environments (Lakatos; Marconi, 2021).

The time frame of the survey covers the period from 2015 to 2024, with emphasis on the most recent productions of the last five years, given the speed with which the insurance sector has incorporated disruptive technologies into its operational and commercial practices, especially after the acceleration of digitalization caused by the COVID-19 pandemic, which imposed the emergency adoption of remote solutions, automated and scalable to ensure business continuity and the maintenance of the customer experience in the digital environment.

The descriptors used in the search for the materials included terms such as "digital transformation in the insurance sector", "digitalization in brokerage", "InsurTechs", "digital intermediation", "insurance automation", "digital insurance platforms", "digital consumer behavior" and "technology in insurance", combined with Boolean operators AND and OR, allowing the construction of a broad, diversified bibliographic base directed to the objectives of the study, without losing the thematic focus of intermediation in the sector.

Inclusion criteria were adopted that considered the timeliness of the texts, the relevance of the topics addressed, the methodological rigor presented by the authors and the direct adherence to the object of study, excluding publications with an excessively generic focus, opinions without technical foundation, documents without peer review or that did not explicitly address the relationships between correctors, and digitalization of commercial and administrative processes.

After the initial collection of the documents, an exploratory reading was carried out to identify relevant contents, followed by an analytical reading and thematic categorization of the information, which was organized into three major axes: digital transformations in the insurance sector, changes in the role of intermediation, and reconfiguration of the relationships between brokers and insurers in the digital age, which allowed the article to be

structured in a manner consistent with the proposed objectives and with the literature Specialized.

The analysis of the data obtained was conducted in a critical and interpretative way, through cross-reading and comparison of points of view of different authors, observing convergences, contradictions, gaps and trends in academic and institutional discourses, which allowed not only to describe the changes that occurred in the sector, but also to reflect on their implications for the future of insurance intermediation and for the adaptation of the professionals who work in it.

The theoretical foundation of the study is based on the principles defended by Gil (2017), who understands the literature review as an effective way to systematize existing knowledge about a given phenomenon and generate hypotheses or critical reflections on the possible paths of its evolution, as well as on the guidelines of Lakatos and Marconi (2021), who highlight the importance of categorization, conceptual clarity and triangulation of sources as validation mechanisms of qualitative analysis.

The bibliographic approach was chosen not only because of the theoretical richness of the subject, but also because of the impossibility of direct access to primary data from companies in the insurance sector, which would make it unfeasible to carry out an empirical research of a statistical or documentary nature, with the theoretical review being an adequate alternative to deepen the debate and offer valid analytical subsidies for the understanding of the digital transformations experienced by brokers and insurers.

With this, the methodology adopted ensures theoretical consistency, analytical validity and thematic relevance to the study proposal, allowing the construction of a solid basis for critical reflection on the digitalization of insurance intermediation and its consequences for professionals in the sector, for the relationship between the agents involved and for the insurance consumer, increasingly digital, Informed and demanding in choosing channels and solutions that best meet their needs and expectations.

DEVELOPMENT

DIGITAL TRANSFORMATIONS IN THE INSURANCE INDUSTRY

Digital transformation in the insurance industry has been consolidating itself as one of the most disruptive movements in recent decades, influenced by the advancement of emerging technologies and the need to modernize traditional analog processes (Breviário et al., 2025). Historically, the sector has always relied on rigid and manual structures, with a strong presence of human intermediation, but the COVID-19 pandemic accelerated the digitalization process, requiring the adoption of new technological tools by insurers and

brokers (Volosovych et al., 2021). The integration between the physical and digital worlds, a key concept of digital transformation, is highlighted by Eckert et al. (2021) as fundamental to restructuring not only the sales channels, but also the operating logic of the insurance value chain.

It is important to differentiate digitalization, understood as the use of technologies to migrate analog processes to the digital environment, from automation, which implies the execution of tasks without human intervention, usually supported by artificial intelligence systems and predictive algorithms (Alcantara et al., 2022). While digitalization transforms the environment, automation directly impacts the operating model and the role of professionals, especially brokers, whose performance depends on new digital skills (Susanto, 2022). This distinction is essential to understand how technology is reshaping the nature of work and relationships within the insurance industry (Spim; 2024).

Among the most relevant trends in the current scenario are the intensive use of Big Data, which allows for more refined analysis of the customer profile and the insured risk, the use of artificial intelligence (AI) for automated decision-making and dynamic pricing, and the Internet of Things (IoT), applied in automobile, home, and health monitoring, allowing personalized and more precise contracts (Lissy; Bhuvaneswari; Krupa, 2023). These technological resources are at the heart of the new paradigm of the sector, favoring faster, more efficient and transparent processes, and contributing to the creation of products that are more adherent to the needs of consumers (Holland; Kavuri, 2021).

Digitalization has also favored the emergence of new business models in the insurance sector, especially with the advancement of direct sales platforms, which reduce the need for intermediation and allow consumers to compare prices, coverage, and conditions in real time (Breviário et al., 2025). Comparison sites, mobile applications, and marketplaces have become increasingly popular contracting channels, reflecting the new pattern of digital consumer behavior, which seeks practicality and autonomy (Desikan; Devi, 2021). Companies such as Zhong An in China exemplify this model by operating 100% online, eliminating intermediate steps and significantly speeding up the insurance procurement process (Musaigwa, 2024).

InsurTechs represent another significant transformation, bringing integrated digital solutions that challenge the traditional model of insurance companies and brokers, startups such as PasarPolis and Qoala work with microinsurance and partnerships with e-commerces, proposing new distribution and customer relationship formats (Susanto, 2022). Companies like Ping An demonstrate how the integration of AI, data analytics, and digital

consulting can revolutionize the insurance journey, offering everything from automated pricing to complete claims management (Holland; Kavuri, 2021).

In addition, peer-to-peer (P2P) models, still emerging in many countries, bring new implications for the role of the broker, as they promote risk sharing between groups of digitally connected users (Volosovych et al., 2021). This model reduces the dependence on traditional insurance structures and repositions intermediaries as facilitators of platforms or communities, requiring a new strategic approach on the part of traditional agents (Lissy; Bhuvaneswari; Krupa, 2023).

Technological transformations and new business models have profoundly changed the profile of the insurance consumer, who has become more demanding, informed, and participative in the contracting process (Eckert et al., 2021). Studies show that this new consumer values not only price, but also the digital experience, the usability of platforms, and the availability of transparent and personalized information (Alves Aragão, 2023). Especially among younger consumers, there is a clear trend towards a preference for digital channels and automated service, without necessarily eliminating human contact entirely (Desikan; Devi, 2021).

This new consumer profile requires autonomy in the contracting journey, preferring fast processes, without bureaucracy and with full control over the insurance stages — from simulation to digital signature (Breviário et al., 2025). This imposes not only technological challenges, but also cultural ones, since many brokers still operate under centralizing logics and with low digital maturity (Alcantara et al., 2022). Companies therefore need to adapt their business practices and systems to offer experiences that are compatible with the digital expectations of the target audience (Susanto, 2022).

There is a growing demand for personalized products and quick responses, factors that have become decisive in the perception of value of today's consumers (Spim; 2024). Personalization, previously restricted to niches, is now possible thanks to the crossing of behavioral data and AI algorithms, which allows for more accurate simulations, tailored offers, and greater customer loyalty (Holland; Kavuri, 2021).

INTERMEDIATION IN THE INSURANCE SECTOR: FUNCTION, CHALLENGES AND TRANSFORMATIONS

Historically, insurance brokers have played a key role in intermediating between insurers and customers, acting as trusted advisors, responsible for guiding consumers on products, coverage, and claims (Eckert et al., 2021). This bond is sustained by a human relationship that goes beyond a mere commercial transaction, being marked by empathy,

active listening, and personalized advice, especially in complex decision-making contexts, such as life insurance and retirement (Breviário et al., 2025).

In addition, brokers are legally recognized as consumer representatives in the insurance contracting process, having regulatory attributions established by bodies such as SUSEP, which enable them to act with technical and legal responsibility (Spim; 2024). Such a role requires not only technical knowledge, but also compliance with legal requirements, reinforcing its role as a regulated and qualified intermediary in the insurance ecosystem (Alcantara et al., 2022).

The value added by the broker is not restricted to the sale of the product, but extends to building a continuous relationship with the customer, following their journey and offering support at the time of claims or updating policies, which strengthens loyalty and generates trust in the brand (Susanto, 2022).

With the advancement of digital technologies and self-service platforms, there are real risks of marginalization of traditional brokers, whose performance may be weakened in the face of consumers' growing preference for direct and autonomous digital experiences (Volosovych et al., 2021). Many companies have started to offer online sales channels, using artificial intelligence, chatbots, and apps, which replicate part of the consulting experience without the need for a human intermediary (Desikan; Devi, 2021).

These digital platforms act as indirect intermediaries, assuming the function of recommending, simulating, contracting and even monitoring claims, profoundly changing the role of the broker in the process (Holland; Kavuri, 2021). Some of them offer price comparators, marketplaces, and personalized solutions, which transforms the consumer into an active contracting agent, reducing the dependence on the broker as a primary source of information (Musaigwa, 2024).

However, there are contradictory views on this scenario: for some authors, it is a threat to the survival of brokers, while others understand this evolution as an opportunity for strategic repositioning, in which the broker can add value through digital skills and specialized services (Eckert et al., 2021). The resistance of part of the market to the adoption of new tools highlights the need for professional updating and internal restructuring (Breviário et al., 2025).

Faced with this new scenario, many brokerage firms have invested in the digitalization of their internal processes, incorporating management software, automation tools, multi-calculation systems, and service via digital channels, in order to maintain their competitiveness and improve operational efficiency (Spim; 2024). These changes aim to

optimize workflow, reduce human errors, and allow for greater scalability in care (Alcantara et al., 2022).

Another relevant strategy is the investment in CRM tools, mobile applications, and automation platforms, which facilitate customer relationships, optimize communication, and expand the user experience, even at a distance (Lissy; Bhuvaneswari; Krupa, 2023). As a result, the broker starts to act in a hybrid way, integrating technical knowledge with the use of technologies that personalize the service provided and make its performance more responsive to the demands of the modern public (Susanto, 2022).

In addition, many brokers are seeking partnerships with InsurTechs, startups specializing in digital solutions for insurance, as a way to diversify their channels of operation, access new tools, and adapt their business model to a more collaborative, automated, and customer-centric logic (Musaigwa, 2024). This integration between traditional brokers and digital companies strengthens the insurance ecosystem and enables the construction of more flexible and innovative business models (Volosovych et al., 2021).

THE BROKER-INSURER RELATIONSHIP IN THE DIGITAL AGE

With the advancement of digitalization, the relationship between brokers and insurers is no longer just commercial to become an increasingly complex technological integration process, requiring alignment between digital systems, processes, and strategies (Spim; 2024). Insurers started to act as service platforms, offering tools for brokers to perform everything from simulations to policy issuance in unified digital environments (Lissy; Bhuvaneswari; Krupa, 2023). This requires from the broker not only technical knowledge, but also the ability to operate in integrated digital ecosystems, with data-driven and real-time operations (Susanto, 2022).

Data sharing and market intelligence have become valuable assets in this new context, allowing insurers and brokers to share information on consumer behavior, claims history, and contracting patterns to generate more personalized and efficient products (Eckert et al., 2021). This data flow, however, needs to be carefully managed so that there is synergy between the strategic objectives of the parties involved (Desikan; Devi, 2021).

Despite the advances, there are still important challenges in strategic alignment, especially when brokers have technical or cultural limitations that hinder the full adoption of the technologies proposed by insurers (Alcantara et al., 2022). The lack of standardization between systems, the imbalance in technical support, and the different pace of digital maturation are obstacles that affect trust and partnership continuity (Breviário et al., 2025).

Interoperability between broker and insurance systems is essential to ensure efficiency, accuracy, and agility in customer service and contract management (Volosovych et al., 2021). Shared platforms for multicalculation, issuance, and policy management offer advantages such as centralization of information, simultaneous updating, and process control, but they also have limitations when they are not compatible with the brokers' legacy systems (Spim; 2024). Often, these platforms require high investments or specific technical knowledge, which restricts small and medium-sized brokers from accessing the benefits of integration (Musaigwa, 2024).

The technical challenges mainly involve poorly structured APIs, information security flaws, vulnerability risks in connected systems, and the need for compliance with digital compliance standards, such as the LGPD and other international legislation (Holland; Kavuri, 2021). The absence of standardized protocols between different systems can generate inconsistencies in data, bottlenecks in the flow of information, and rework in care (Lissy; Bhuvaneswari; Krupa, 2023).

In addition, the emergence of multichannel platforms and omnichannel models has increased the complexity of the integrations needed to ensure a unified customer experience, requiring synchrony between face-to-face, digital, voice, and app service across all touchpoints (Eckert et al., 2021). The management of these channels requires precise coordination between insurers and brokers, which reinforces the importance of a relationship based on technological and operational trust (Desikan; Devi, 2021).

The intensification of digitalization in the insurance sector imposes important regulatory and ethical implications, especially with regard to the protection of personal data, algorithmic transparency, and accountability for automated decisions (Volosovych et al., 2021). The application of the General Data Protection Law (LGPD) requires insurers and brokers to implement strict mechanisms for consent, encryption, access auditing, and fair treatment of policyholders' information (Desikan; Devi, 2021).

One of the main points of attention concerns the responsibility for automated decisions, such as denial of coverage, pricing or denial of claims based on algorithms, which can generate discriminatory or non-transparent situations if there are no well-defined and auditable criteria (Holland; Kavuri, 2021). This imposes a duty on companies to ensure that their systems are aligned not only with legality, but also with principles of equity and explainability of outcomes (Musaigwa, 2024).

In this new context, the insurance broker is no longer just a product intermediary and starts to assume the role of a digital consultant, acting as a link between the customer and the digital environment, translating complex data into clear guidelines and supporting the

consumer in navigating through automated platforms (Alves Aragão, 2023). This repositioning requires continuous training, technological mastery, and the ability to articulate solutions that reconcile innovation, regulation, and user experience (Susanto, 2022).

CONCLUSION

The digital transformation in the insurance sector represents a break in traditional intermediation models, requiring brokers to profoundly reconfigure their processes, strategies, and postures in the face of a more autonomous, digitized, and demanding consumer, which implies not only the adoption of new technologies, but a structural review of the forms of relationship with insurers and customers.

The survey showed that digitalization does not only act as a process facilitator, but as a vector for the reorganization of the functions performed by intermediary agents, directly impacting the role of brokers, who need to integrate technological tools, such as multicalculation platforms, service automation, and data-based management, without losing the consultative essence that characterizes their performance.

At the same time that new threats to the continuity of the traditional brokerage model emerge, such as InsurTechs and direct digital sales channels, opportunities also open up for the broker to assume a strategic position as a digital consultant, adding value through the curation of solutions, qualified technical support and the use of data to personalize the customer experience.

The study showed that there is a growing effort on the part of brokers to digitize, although there are significant inequalities in the degree of technological maturity between small, medium and large companies, with structural limitations, the absence of standardization between systems and the lack of digital training being the main obstacles to full integration with insurance companies in automated environments.

The relationship between brokers and insurers, which was previously based on institutional and commercial ties, is now mediated by interdependent digital ecosystems, in which interoperability between systems, security in data processing, and strategic alignment are critical factors to ensure operational efficiency and long-term relationship continuity.

Despite the challenges, the insurance broker is still perceived as an important link in the consumer's journey, especially in products of greater complexity or in situations that require qualified human support, which reinforces the need to reposition the professional category as an active part of the digital transformation and not as a passive segment on the margins of innovation.

The survey also revealed that digitalization has brought new regulatory requirements, especially with regard to data protection and responsibility for automated decisions, which demands from brokers not only legal adequacy, but the adoption of ethical and transparent postures in the use of technology, reinforcing their credibility with insurers, customers, and regulatory bodies.

Technological advancement has also imposed the need for a more collaborative performance in the insurance ecosystem, stimulating partnerships between brokers and InsurTechs, investments in joint platforms with insurers, and the search for solutions that integrate different agents in a connected, fluid, and customer-centric service delivery logic.

In this sense, the broker of the future will not only be an insurance salesperson, but a digital relationship manager, a strategic protection consultant, and a facilitator of access to complex products through technologies that expand the customer's autonomy, while reinforcing the security, trust, and relevance of the human intermediation channel.

Thus, it is concluded that the impact of digitalization on the intermediation between brokers and insurers does not represent the end of the traditional model, but its evolution towards more hybrid, technological formats centered on the value delivered to the customer, requiring continuous updating, strategic vision and adaptability of the professionals involved to ensure their permanence and protagonism in the changing insurance sector.

REFERENCES

1. Alcantara, A. K. L., Silva, A. C., & Nelson-Nelson, R. E. (2021). Organizational culture and digital transformation: A case study in a Brazilian company in the insurance sector. *Anpad*. Retrieved from https://anpad.com.br/uploads/articles/120/approved/739cf54211aa6b75dd3001d54064e7a7.pdf

2. Aragão, N. A., & et al. (2024). *The transformation of the banking sector: A comparative analysis between traditional banks and fintechs* (Undergraduate final paper). Pontifical Catholic University of Goiás, Goiânia, Brazil. Retrieved from https://repositorio.pucgoias.edu.br/jspui/handle/123456789/8728

3. Breviário, Á. G., & et al. (2025). Transformation and challenges in contracting insurance in the digital environment. *Multidisciplinary Electronic Journal of Scientific Research, 4*(21), 1. Retrieved from https://www.researchgate.net/profile/Alaze-Breviario-2/publication/390140569_TRANSFORMACAO_E_DESAFIOS_NA_CONTRATACAO_DE_SEGUROS_NO_AMBIENTE_DIGITAL/links/67e618878a5ab03f971774f0/TRANSFORMACAO-E-DESAFIOS-NA-CONTRATACAO-DE-SEGUROS-NO-AMBIENTE-DIGITAL.pdf

4. Desikan, J., & Devi, A. J. (2021). Digital transformation in Indian insurance industry – A case study. *International Journal of Case Studies in Business, IT, and Education (IJCSBE), 5*(2), 184–196. Retrieved from https://www.academia.edu/download/111435813/13._20Digital_20Transformation_Full paper.pdf

5. Eckert, C., Eckert, J., & Zitzmann, A. (2021). The status quo of digital transformation in insurance sales: An empirical analysis of the German insurance industry. *Zeitschrift für die gesamte Versicherungswissenschaft, 110*(2), 133–155. https://doi.org/10.1007/s12297-021-00507-y

6. Holland, C. P., & Kavuri, A. (2021). Artificial intelligence and digital transformation of insurance markets. *Capco Journal of Financial Transformation*. Retrieved from https://repository.lboro.ac.uk/articles/journal_contribution/Artificial_intelligence_and_digital_transformation_of_insurance_markets/19130372?ref=unbiased-academic

7. Musaigwa, M. (2024). From traditional to digital: Transforming business models in the insurance sector. *International Journal of Development and Sustainability, (13)*, 68–86. Retrieved from https://ujcontent.uj.ac.za/esploro/outputs/journalArticle/From-traditional-to-digital-Transforming-business/9938308907691

8. Spim, J. M. C. C. A. (2024). *Challenges and opportunities: Implementation of integrated management systems in the insurance sector* (Specialization course completion paper). Federal University of Rio Grande do Sul, Porto Alegre, Brazil. Retrieved from https://lume.ufrgs.br/handle/10183/283173

9. Susanto, A. (2022). Digital transformation of the insurance industry: The potential of insurance technology (InsurTech) in Indonesia. *Journal of Humanities, Social Sciences and Business (JHSSB), 2*(1), 172–180. Retrieved from http://repository.stiemahardhika.ac.id/3967/

10. Volosovych, S., & et al. (2021). Transformation of insurance technologies in the context of a pandemic. *Insurance Markets and Companies, 12*(1), 1–13. Retrieved from https://www.businessperspectives.org/images/pdf/applications/publishing/templates/article/assets/14597/IMC_2021_01_Volosovych.pdf