




INNOVATION IN THE INSURANCE MARKET: HOW TECHNOLOGY IS REVOLUTIONIZING THE POLICYHOLDER EXPERIENCE

 <https://doi.org/10.56238/levv14n32-003>

Submitted on: 01/15/2024

Publication date: 02/15/2024

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ABSTRACT

This scientific article aims to critically and in-depth analyze how technological innovation has transformed the insurance market, with an emphasis on structural changes, the performance of insurtechs and the reconfiguration of the customer experience. Through a qualitative literature review, academic works, technical reports and scientific articles were analyzed that discuss the impact of digitalization on insurance companies' processes, business models and policyholders' expectations. The results reveal that technology has promoted not only the modernization of operating systems, but a paradigm shift in the sector, repositioning the customer as the protagonist and requiring companies to have a proactive, transparent and value-centered posture. The performance of insurtechs appears as a fundamental vector in this transformation, challenging traditional structures and presenting more agile, accessible, and personalized models. It is concluded that innovation in the insurance market represents a continuous, strategic and sensitive process to the user experience, and it is essential to balance technology, empathy and trust to build sustainable and meaningful relationships between insurers and policyholders.

Keywords: Digital transformation. Insurtechs. Customer experience. Innovation. Insurance market.

INTRODUCTION

The insurance market has experienced one of the most significant transformations in its history, driven by a technological revolution that not only alters the internal processes of companies, but completely changes the way consumers interact with the services offered. Insurers, traditionally seen as rigid and inflexible structures, are now challenged to adapt to an ever-changing environment, in which the speed of innovation and the demand for digital solutions require fast, efficient, and customer-centric responses (Freitas, 2018).

The arrival of digital technologies, such as artificial intelligence, Big Data, Internet of Things, blockchain, and cloud computing, has provided insurers with new ways of relating to the public, redefining standards of experience and creating previously unthinkable paths to deliver value. These features expand the ability to customize products, optimize risk management, and make processes more transparent, transforming the way policyholders perceive the service provided (Braun & Jia, 2025).

In the face of increasing digitalization, consumers have become more demanding, connected and aware of their rights, which forces companies in the sector to reformulate not only their offers, but also the way they position themselves and communicate. It is no longer enough to offer protection against loss or damage; it is necessary to provide fluid, intuitive, and satisfactory experiences at all points of contact, from quotation to claims settlement, including real-time support and follow-up (Goftar et al., 2024).

Insurtechs, startups specializing in technology for the insurance sector, have played a key role in this transformation process, by challenging traditional models with more agile, accessible and integrated proposals with the new needs of digital consumers. They bring a user-centered approach, using advanced tools to identify specific demands and build tailored solutions, which gives them a significant competitive advantage compared to conventional insurance companies (Alves, 2020).

The traditional service model based exclusively on brokers and bureaucratic processes no longer meets the expectations of a public that seeks autonomy, practicality and agility. Mobile applications, personalized portals, and automated service have become indispensable tools to maintain competitiveness and build customer loyalty in an increasingly dynamic and fragmented market (Corrêa, 2023).

Technologies such as artificial intelligence have allowed the creation of virtual assistants that process requests quickly, learn from previous interactions, and provide increasingly accurate answers, raising the standard of service and reducing response time for everyday issues. At the same time, these solutions contribute to freeing up the human

team for more complex and strategic demands, optimizing resources and improving operational efficiency (Fonseca & Agre, 2024).

Predictive analytics, based on Big Data, allows insurers to identify risky behaviors, anticipate demands, and develop products that better adhere to each customer's profile, which not only reduces claims, but also significantly improves insured satisfaction. This type of approach represents a break with conventional statistical methods, which used generalist samples and ignored important behavioral nuances (Freitas, 2018).

Blockchain, in turn, has been applied in the construction of smart contracts, which ensure greater security, transparency, and automation in the relationships between insurers and customers, reducing disputes and speeding up conflict resolution. This technology also strengthens data integrity and minimizes fraud risks by recording all transactions in an immutable and auditable way (Goftar et al., 2024).

The Internet of Things expands the capacity for real-time monitoring, enabling the creation of insurance based on actual use, such as car policies that consider driving or home insurance that monitors structural and environmental conditions. These solutions offer a more personalized experience that is compatible with the reality of each customer, promoting greater fairness in pricing (Braun & Jia, 2025).

With the advancement of mobile technologies, communication between insurers and policyholders has also undergone profound changes, as instant access to information and the possibility of resolving demands directly by cell phone have become a decisive factor in the choice and permanence of the customer. Companies that do not invest in the digitalization of their service channels run the risk of losing ground to more agile competitors adapted to new expectations (Viana & Mariano, 2022).

At the same time, there is growing concern about data privacy and respect for legislation that regulates the use of personal information, such as the General Data Protection Law (LGPD), which imposes limits and obligations on insurers. Thus, the contemporary challenge is not only to innovate, but to do so in an ethical, transparent, and responsible way, building a relationship of trust with users (Corrêa, 2023).

Innovation does not only occur on the surface of operations, but reaches the deepest organizational structures, requiring a new mindset from managers and teams, guided by flexibility, experimentation, and continuous learning. The insurance industry, by adopting a culture focused on innovation, becomes more prepared to face the challenges of a competitive, volatile, and uncertain environment (Fonseca & Agre, 2024).

Digitalization also allows for a more strategic expansion of the market, reaching profiles previously underserved by traditional models, such as self-employed workers,

microentrepreneurs, and low-income young people, who can now access simplified and customized policies. This contributes to financial inclusion and the democratization of access to insurance protection in a country with high rates of informality (Alves, 2020).

In this new scenario, the customer experience becomes the center of business decisions, being monitored by metrics such as *Net Promoter Score* (NPS), response time, problem solving, and engagement on digital platforms, elements that define the success or failure of an innovation strategy. The policyholder's journey needs to be fluid, efficient, and personalized, with memorable interactions and proactive solutions (Goftar et al., 2024).

By considering technological innovation as a continuous and strategic process, the insurance sector stops acting in a reactive manner to position itself as a protagonist in the creation of solutions that anticipate needs, reduce costs and strengthen bonds with policyholders. This new posture represents not only a technical advance, but an evolution in the understanding of the value and mission of insurance in contemporary society (Freitas, 2018).

THEORETICAL FRAMEWORK

DIGITAL TRANSFORMATION IN THE INSURANCE INDUSTRY

The digital transformation in the insurance sector has promoted profound structural changes in operational practices, business models, and forms of customer relationship, requiring insurers to adopt a more agile, adaptable, and technology-oriented posture that prioritizes the consumer experience, as the advancement of tools such as artificial intelligence, big data, Blockchain, the Internet of Things, and mobile platforms have reshaped not only the contracting journey, but also the internal flows of risk assessment and claims regulation, which forces companies to rethink their innovation strategies in a broad and integrated way (Freitas, 2018).

This digitalization process goes beyond the simple automation of processes, as it involves an organizational and cultural restructuring that requires the abandonment of outdated practices, the opening to partnerships with startups, and the integration of technologies capable of generating value at all stages of the customer journey, and it is increasingly common to create departments focused exclusively on innovation and user experience, with a focus on developing simpler, more agile, and personalized solutions, capable of keeping up with new market demands and meeting the expectations of an increasingly connected and demanding consumer (Corrêa, 2023).

In this scenario, insurers have started to invest in interactive digital platforms that allow the simulation, contracting and management of policies 100% online, which

represents an important advance in terms of accessibility and convenience, in addition to significantly reducing operating costs related to physical structures and intermediaries, and enabling companies of different sizes, including small brokers, are able to compete on equal terms in the digital environment, using automation and predictive analysis tools to improve their commercial and operational performance (Alves, 2020).

Digitalization also favors the construction of new forms of communication between insurers and policyholders, as the use of applications, chatbots, virtual assistants, and self-service portals offers the consumer a direct channel of contact with the company, reducing response time, increasing user autonomy, and creating a more transparent and continuous relationship. These characteristics are especially valued by the younger generations, who have little tolerance for bureaucratic processes and demand immediate and frictionless resolutions, which makes it essential to review service flows based on real user experience data (Viana & Mariano, 2022).

The changes brought about by digital transformation also impact pricing and the development of new products, as the use of artificial intelligence and machine learning allows insurers to map behaviors, analyze data in real time, and propose customized solutions for different risk profiles, creating fairer offers adjusted to the reality of each customer, such as use-based insurance, temporary insurance and modular products, which increase the adherence of the solutions offered and expand the access of new segments of the population to the insurance market, contributing to the democratization of financial protection (Braun & Jia, 2025).

Many of these transformations have been driven by the growth of the so-called *insurtechs*, startups that were born already integrated into this new digital context and that operate with highly scalable, flexible, and customer-centric business models, using agile methodologies and cutting-edge technologies to create innovative and uncomplicated experiences, which represents a real threat to traditional insurers that still resist change or cannot keep up with the speed of technological evolutions, as these smaller companies are able to deliver value with leaner structures and with a total focus on user convenience (Goftar et al., 2024).

Even in the face of the regulatory complexity of the sector, *insurtechs* have gained space in the market through partnerships with established insurers, offering technological solutions for areas such as underwriting, data analysis, fraud prevention, and customer service, demonstrating that digital transformation also paves the way for the construction of collaborative ecosystems, in which different actors share competencies to deliver more

efficient experiences. complete and efficient for policyholders, creating a new competition model based on open innovation and complementarity of services (Fonseca & Agre, 2024).

Insurers that want to maintain their relevance in this new scenario need to go beyond superficial digitalization, and it is necessary to rethink management models, forms of leadership, and decision-making mechanisms, incorporating innovation as part of the organization's DNA and not just as an isolated project or responsibility of a specific sector, because digital transformation is a continuous movement, which requires constant updating, active listening to customers, rapid experimentation, and the ability to adapt to technological and behavioral changes that occur with increasing speed (Corrêa, 2023).

By adopting technologies such as blockchain, insurers are able to increase the reliability of records, automate payments, and ensure greater transparency in the regulation of claims, which reduces the occurrence of fraud and increases customer trust in the company, since smart contracts allow the automatic execution of clauses based on previously agreed data, eliminating manual steps and speeding up processes, which contributes to a more positive user experience, especially at critical moments that require agility and clarity in the information provided (Goftar et al., 2024).

The use of the internet of things has also proven to be a relevant innovation in the sector, especially in home and auto insurance, with sensors that monitor variables such as speed, location, temperature, and the presence of smoke in real time, allowing insurers to develop more effective risk prevention policies and offer personalized discounts based on the insured's actual behavior, creating a more transparent and collaborative bond between company and customer, in addition to contributing to the reduction of claims and the financial sustainability of insurance portfolios (Braun & Jia, 2025).

With the arrival of the General Data Protection Law, insurers are now responsible for reviewing their practices for collecting, storing, and using personal information, which implies changes in internal processes and the development of solutions that comply with the principles of security, transparency, and user control over their data, this is a critical factor for the continuity of digital strategies, as consumer confidence in the treatment of their information is essential for the success of initiatives that depend on data for personalization and predictive analysis (Viana & Mariano, 2022).

This need for constant adaptation is not limited to the technological area, and it is equally important to prepare teams for this new scenario, with training focused on digital skills, data management, customer experience, and innovation culture, as the success of digital transformation also depends on the people involved, their ability to understand and apply new tools strategically, and the alignment between technology, organizational

processes and purpose, ensuring that all sectors of the company are engaged in delivering value to the customer (Corrêa, 2023).

Digitalization also allows the development of more sustainable business models, as it reduces the need for travel, printing, and physical infrastructure, favoring the adoption of more responsible practices in line with ESG principles, which have gained strength as evaluation criteria by both consumers and investors, consolidating a new way of thinking about insurance as a service that protects not only individuals, but also the social and ecological environment in which it is inserted, expanding its role within the logic of corporate responsibility (Freitas, 2018).

By integrating data, processes, and channels into a single platform, insurers are able to build a 360-degree view of the customer, which facilitates service, reduces information fragmentation, and enables a more accurate and contextualized response in each interaction, transforming the relationship between company and insured into something more fluid, empathetic, and effective, elements that are increasingly valued in a market where time and simplicity are essential assets in building the loyalty and trust (Goftar et al., 2024).

With all these transformations, the insurance industry is moving towards a new configuration, in which technology is not an end, but a means to generate value, personalize experiences, increase efficiency, and build stronger and more lasting bonds with customers, requiring insurers to take a proactive stance, open to learning and committed to delivering solutions that make sense in the real lives of users, recognizing that innovation is not just about implementing systems, but about rethinking insurance as an essential service in an increasingly digitized and individual-centric world (Braun & Jia, 2025).

INSURTECHS AND THEIR EFFECTS ON THE TRADITIONAL BUSINESS MODEL

The rise of *insurtechs* has caused a real shake-up in the foundations of the traditional insurance model, as these startups, guided by digital logic since their origin, operate with lean structures, agile methodologies and an absolute focus on the user experience, which allows them to create faster, more intuitive and personalized solutions, challenging conventional insurers to reevaluate their way of operating, its service channels and its value proposition, otherwise they will become obsolete in a market that requires continuous adaptation (Alves, 2020).

Unlike traditional insurance companies, which are often stuck with legacy systems, rigid departments, and bureaucratic processes, *insurtechs* are born with a flexible

technological architecture, based on experimentation and rapid learning, being able to test new functionalities, adjust products, and scale services with agility, which represents a significant competitive advantage, especially in segments where the customer values convenience, personalization and autonomy in the journey of contracting and using insurance (Goftar et al., 2024).

The central proposal of these startups is to break with the logic of standardization and offer solutions designed to meet real and specific needs, such as on-demand insurance, microinsurance, temporary policies and products with modular coverage, formats that dialogue better with the contemporary consumer, who seeks flexibility and control over what they consume, transforming insurance into something useful, accessible and present in everyday life, and no longer in a static and distant contract, as was seen in traditional structures (Braun & Jia, 2025).

In Brazil, companies such as Youse, Pier and Minuto Seguros have become references in the digital offer of insurance, using friendly interfaces, clear language and simplified processes to attract a new generation of consumers, less willing to accept bureaucracy and more likely to contract services autonomously, directly by cell phone, which forces traditional insurers to rethink their sales channels and invest in digital strategies to maintain their competitiveness in the future. new consumption environment (Corrêa, 2023).

These startups also cause a transformation in the logic of pricing, because by collecting and analyzing behavioral data in real time, they are able to offer fairer prices that are consistent with the usage profile of each customer, unlike the traditional model, based on statistical averages and generic profiles, creating a more transparent and collaborative relationship between the company and the insured. in addition to reducing losses and improving the financial sustainability of portfolios (Freitas, 2018).

The simplification of the hiring process is another striking differential of *insurtechs*, which eliminate the need for brokers and multiple physical documents, offering a 100% digital process, with few clicks and clear information, which reduces friction in the journey and allows the user to make decisions in a conscious and informed way, strengthening the feeling of control and trust in the contracted company, factors that directly impact the retention and recommendation of the service (Viana & Mariano, 2022).

With the intensive use of technologies such as artificial intelligence and machine learning, these companies are also able to improve customer service, automating responses, anticipating doubts, and adjusting communication flows based on user behavior, which allows them to scale the relationship without losing personalization, something that

traditional insurance companies have been trying to reproduce, but still face difficulties due to the rigidity of their systems and structure verticalization of its departments (Goftar et al., 2024).

The performance of *insurtechs* has also caused a reconfiguration in the sector's innovation ecosystem, as many of them are no longer just direct competitors and start operating as technological partners of large insurance groups, offering APIs, management platforms, and automation solutions that can be integrated into existing systems, which inaugurates a new logic of collaboration between companies, guided by open innovation and complementarity of skills (Fonseca & Agre, 2024).

The flexibility and adaptability of these startups also make them more able to explore market niches ignored by large insurance companies, such as informal workers, self-employed professionals, and low-income users, who were previously on the margins of the system because they did not fit into traditional contracting models, and are now contemplated by more accessible solutions, customized and compatible with their financial and cultural reality, promoting inclusion and expansion of the sector (Alves, 2020).

By operating with lower operating costs, without physical branches, and with large-scale automation, *insurtechs* are able to offer more competitive prices, which puts pressure on traditional insurers to optimize their processes and cut inefficiencies, generating a wave of internal transformation that affects not only the technology area, but also the organizational culture, performance indicators, and the way leaders perceive innovation within the business (Corrêa, 2023).

The impact of *insurtechs* can also be seen in the way customer experience has become an absolute priority on the agenda of insurers, who have come to value metrics such as NPS, churn and response time as key performance indicators, recognizing that success in the sector no longer depends only on financial strength or brand tradition, but the ability to delight the customer at all points of contact, with fast, efficient, and humanized solutions (Goftar et al., 2024).

Even so, there is still room for complementarity between the models, because in more complex or higher-risk segments, such as corporate insurance, civil liability or collective health, the performance of specialized brokers, combined with technological support, continues to be a differential, making it possible to build hybrid formats that combine the best of *insurtechs* with the technical and legal robustness of conventional insurers, creating a more complete and reliable value proposition (Braun & Jia, 2025).

Insurtechs also contribute to accelerating the culture of innovation in the sector, because by challenging the status quo and demonstrating that it is possible to do things

differently, they end up encouraging other companies to move, whether through the creation of innovation laboratories, partnerships with startups or the acquisition of technological platforms, generating a virtuous cycle of transformation that raises the level of digital maturity of the sector as a whole (Viana & Mariano, 2022).

The advance of these startups also influences regulatory bodies to rethink the sector's standards, making requirements more flexible, encouraging regulatory sandboxes, and creating environments that are more conducive to experimentation and the development of innovative solutions, recognizing that excessive rigidity can inhibit the emergence of initiatives with high potential for positive impact on the consumer and on the competitiveness of the national insurance market (Corrêa, 2023)

As a result, *insurtechs* not only expand the product offering and improve the user experience, but also play an important strategic role in the modernization and reinvention of the sector, acting as catalysts for change and as inspiring models for a new generation of financial services that are more connected with the digital reality and with the values of a consumer who prioritizes autonomy, personalization and simplicity (Freitas, 2018).

CUSTOMER EXPERIENCE AS A STRATEGIC FACTOR

Customer experience has become a central element in the strategies of insurers seeking to remain competitive in a digitized and dynamic environment, as it is no longer enough to offer protection against risks if the user journey is marked by obstacles, misinformation, and bureaucracy, and it is increasingly necessary to ensure fluidity, simplicity, and empathy at all stages of the relationship. from the simulation of the policy to the finalization of a claim (Goftar et al., 2024).

This new paradigm places the perception of the insured as the main metric of success, making traditional insurers and *insurtechs* invest in integrated digital channels, intuitive interfaces, and accessible language, as the customer's understanding of what they are contracting and how to activate the services makes all the difference in their satisfaction and their propensity to recommend the company. in addition to directly influencing their decision to renew or not the contract (Viana & Mariano, 2022).

The focus on the insured experience also reflects the need for companies to adapt to the new consumer profile, which seeks agility, autonomy and digital integration in all contracted services, and it is essential that the service channels are designed intuitively and that the solutions follow the connectivity logic already present in the daily lives of most users (Dionísio & Medeiros, 2022).

The construction of a fluid digital journey requires mapping the points of contact and identifying the critical moments in which the customer may feel insecure or frustrated, and it is essential that the company offers proactive support, automated solutions and humanized service alternatives, especially in emotionally sensitive situations such as accidents, illnesses or material losses, in which the insurer's ability to welcome is tested with intensity (Braun & Jia, 2025).

Insurtechs, because they are born with a total focus on the user, dominate this territory more naturally, using technologies such as artificial intelligence to personalize services, anticipate needs, and offer products based on real behavior, which generates a sense of recognition in the consumer and contributes to the construction of a relationship of trust and loyalty, reducing the perception of insurance as a cold and distant product (Alves, 2020).

By eliminating the technical and standardized language that marks much of the institutional communication of traditional insurance companies, *insurtechs* create more authentic bonds with their customers, establishing a direct, transparent dialogue adjusted to digital language, in which the customer understands the contracted benefits, feels respected and starts to see the insurer as a partner in their routine. and not only as a company that acts in times of crisis (Corrêa, 2023).

The customer experience is also related to the autonomy they have to interact with the company, modify coverage, access information, and resolve issues without needing human intermediation all the time, and this is where self-service technologies, mobile applications, and well-programmed chatbots make a difference, because at the same time they reduce operating costs, increase the user's control over the contracted service (Goftar et al., 2024).

The use of data to offer personalized recommendations has proven effective in increasing policyholder engagement, because by receiving offers that make sense for their reality, instead of generic packages, the customer realizes that there is real attention to their preferences and needs, which contributes to increasing the perceived value of the service and strengthening brand loyalty. transforming the insurance company into a reference for care and innovation (Fonseca & Agre, 2024).

Indicators such as Net Promoter Score (NPS), first contact resolution rate, and average service time have come to be used as strategic tools to monitor customer satisfaction and guide continuous improvements in internal processes, showing that experience is no longer a matter of marketing, but a factor directly linked to financial

performance. to the reduction of churn and the sustainable growth of the business (Viana & Mariano, 2022).

The moment of the claim, considered one of the most critical in the customer journey, has become a true thermometer of the experience, as it is at this time that the brand promise is put to the test, and it is essential that the company offers clarity in guidance, agility in analysis, empathy in contact and efficiency in resolution, as any failure or delay in this process compromises the entire relationship previously built and can generate negative repercussions on social networks and websites evaluation (Corrêa, 2023).

With the expansion of digital culture, consumers have come to expect the same level of experience from insurance companies as they have with digital banks, streaming platforms, or marketplaces, which puts pressure on companies in the sector to invest in usability, integration between channels, and constant updating of their interfaces, so that the customer can easily find what they need. without being forced to repeat information or face unnecessary barriers (Goftar et al., 2024).

The humanization of the digital experience is another important challenge, because even with automation, the customer needs to feel that they are being heard, understood, and respected, which implies creating service flows with welcoming language, offering alternatives for human contact when necessary, and training teams to deal with different user profiles and delicate situations. which generates a feeling of care that goes beyond the commercial transaction (Alves, 2020).

This change in the way of conceiving the insured experience also has an impact on the reputation of companies, as satisfied consumers become brand promoters, share their experiences on social networks and influence the decision of other customers, creating a virtuous cycle that reinforces the image of the insurer as modern, efficient and committed to the well-being of the customer. which has strategic value in a highly competitive market (Braun & Jia, 2025).

With the possibility of evaluating services in real time through digital platforms, companies have become more transparent and open to feedback, which contributes to creating more balanced and participatory relationships, in which the customer is no longer a mere consumer and starts to act as a co-author of the service, indicating failures, suggesting improvements and collaborating with the continuous evolution of the experience, something that few traditional insurers were prepared to deal with (Viana & Mariano, 2022).

The customer experience becomes even more relevant given the variety of options available in the market, as the ease of migration and the low loyalty of the digital consumer

require the insurer to deliver real and tangible value throughout the relationship, and it is insufficient to rely only on tradition or competitive price, since the perceived differential is increasingly linked to ease of use, clear communication and efficient support (Corrêa, 2023).

With this, customer experience consolidates itself as one of the main strategic assets of insurance companies in the twenty-first century, not only as a market differential, but as a basis for building lasting, sustainable and emotionally meaningful relationships, capable of transforming the way insurance is perceived, contracted and used, paving the way for a more humane sector. accessible and connected with the real needs of society (Goftar et al., 2024).

The creation of bonds between customer and insurer depends not only on the quality of the service, but also on the emotional identification with the brand's proposal, and this relationship is driven by the way the company uses technology and personalized communication to get closer to the public, showing that the insured's experience is also built on the symbolic and affective level (Ribeiro, 2017).

METHODOLOGY

This work was developed from the method of bibliographic review, with a qualitative focus, structured through the analysis of works, scientific articles and case studies that address the relationship between technological innovation and the insurance market, especially with regard to digital transformation, the impact of *insurtechs* and the centrality of the customer experience, this approach being appropriate to the proposal of understanding complex and contemporary phenomena based on multiple theoretical and empirical perspectives (Freitas, 2018).

The choice of the literature review is justified by the fact that the theme involves multiple interdependent variables, requiring the construction of a solid reference capable of articulating concepts of technology, consumer behavior, organizational strategies and business models, and because it is a field in constant updating, the literature used prioritized recent productions that reflected the current reality of the insurance sector in Brazil and abroad. with emphasis on publications produced between 2018 and 2025 (Corrêa, 2023).

The theoretical survey involved the mapping of three main axes, defined according to the investigated problem, namely: the digital transformation in insurance companies, the changes promoted by *insurtechs* in traditional business models and the reconfiguration of the customer experience in the digital context, allowing to organize the discussion around

analytical categories that structure the development of the article and offer a systemic understanding of the object studied (Goftar et al., 2024).

During the reading of the texts, the content analysis method was applied with an emphasis on the identification of patterns, recurrences and divergences among the authors, aiming to extract the main arguments, key concepts and theoretical contributions of each work, and this process was carried out manually and judiciously, with the objective of respecting the integrity of the original texts and ensuring fidelity in the interpretation of the extracted data, avoiding distortions or undue generalizations (Fonseca & Agre, 2024).

From the analysis of the sources, it was possible to build a cohesive and reasoned line of argument, connecting the authors' points of view to the objectives of the research and contextualizing their reflections with the reality of the insurance market, prioritizing ideas that directly addressed the effects of technology on the organizational structure of insurance companies, the transformation of service channels and the perception of the insured in the face of technological changes (Viana & Mariano, 2022).

The qualitative methodology adopted allows us to understand the investigated phenomenon from an interpretative perspective, focused on the meanings attributed by the authors to the changes that occurred in the sector, which is especially relevant in a scenario of disruption such as the current one, where the speed of innovation imposes challenges that cannot be understood only by numerical or statistical indicators. requiring a broader and more sensitive reading of the subjective aspects of organizational and consumer behavior.

The time and thematic framework of the analyzed works also considered the impact of the COVID-19 pandemic on digitalization processes and customer expectations, as this global event significantly accelerated digital transformation in several sectors, including insurance, promoting a cultural change in the forms of consumption and requiring insurers to respond more quickly and adapted to the logic of remote service, simplicity in hiring and empathy in relationships (Corrêa, 2023).

RESULTS AND DISCUSSION

The analysis of the selected material allowed us to identify that the digital transformation in the insurance sector represents an expanding phenomenon, whose impacts go beyond the technological sphere and reach strategic, organizational and cultural dimensions, and it is evident that the adoption of digital technologies promotes a repositioning of insurers in the market, with emphasis on customer centricity, product

flexibility and integration between channels, which significantly changes the perception of the insured in relation to the service offered (Freitas, 2018).

The advancement of interactive platforms, the use of custom applications, and the integration of real-time data demonstrate that the insurance industry has started to operate with greater efficiency and focus on user experience, as technologies such as artificial intelligence, predictive analytics, and blockchain allow for a tailored product offer, with reduced operating costs, greater accuracy in risk pricing and more agile service, especially in the stages of contracting and triggering claims (Goftar et al., 2024).

The data collected indicate that, despite the initial resistance on the part of some traditional insurers, the digitalization process has become inevitable, with the most adaptable companies consolidating their position in the market, while those that were slow to react lost ground to more agile competitors, especially *insurtechs*, who knew how to exploit experience gaps and offer solutions oriented to modern consumer behavior, with clear communication, simplified journeys, and 24/7 service (Alves, 2020).

The literature analyzed shows that the focus on customer experience is no longer a competitive advantage and has become a minimum requirement for insurers to remain in the market, as the ease of navigation on the platforms, the accessible language in the contracts, the transparency of information and the possibility of quick resolution of problems directly influence user satisfaction and loyalty, reducing turnover and increasing the perceived value of the service (Corrêa, 2023).

The digital experience gains even more relevance in the face of generational change, as younger consumers value autonomy, practicality, and connectivity, elements that are only possible through the embrace of intuitive and personalized technologies, and it is necessary for insurers to abandon analog processes and invest in solutions that offer control to the user, such as online simulators, applications with claims history, and automated support channels (Viana & Mariano, 2022).

Insurtechs stand out in this scenario for using agile methodologies, with a total focus on the user experience, delivering segmented products, adjusted by profile and with simple language, which contributes to the democratization of access to insurance and encourages a more participatory and transparent relationship between customer and company, because by removing intermediaries and reducing bureaucratic steps, these startups create faster, clearer journeys that are connected to contemporary consumer expectations (Braun & Jia, 2025).

The analysis of the texts also reveals that digitalization allows the creation of a closer relationship between the insurer and the insured, even without face-to-face contact, as the

use of real-time data, the sending of personalized notifications and the digital monitoring of contracted coverage increase the perception of care and availability, transforming the insurer into a day-to-day ally and not just a company called upon in times of crisis (Goftar et al., 2024).

In addition, the authors show that the implementation of technologies such as blockchain and IoT improves the reliability and security of processes, reducing fraud and strengthening the credibility of insurers with customers, which is essential for building a solid brand in an industry where trust is a decisive intangible asset, especially when it comes to adjusting claims, which often represents the most sensitive point of the customer experience (Fonseca & Agre, 2024).

The most recent initiatives show that investment in technologies such as blockchain, automation, and artificial intelligence has generated positive impacts not only on the efficiency of operations, but also on the perception of security by the customer, who feels greater confidence in knowing that their data and transactions are protected by advanced systems, making technology a direct ally of institutional credibility (Skryl et al., 2023).

The change in mentality within insurance companies also appears as an indispensable condition for innovation to happen continuously, as the organizational culture must be prepared to accept mistakes as part of the process, adopt digital tools naturally and encourage collaboration between different areas, breaking down silos that traditionally prevent the flow of ideas and adaptation to new market demands (Corrêa, 2023).

Team training is another highlight in the studies, as digital transformation requires professionals who not only master technological tools, but also understand the logic of a customer-centric experience, which requires emotional skills, active listening, empathy, and the ability to operate in hybrid environments, in which the digital and the human must coexist harmoniously to ensure a satisfactory journey (Freitas, 2018).

The literature analyzed also shows that, although Brazil still presents challenges in connectivity and digital inclusion, especially in regions further away from large centers, the digitalization of the sector has the potential to expand access to insurance, reaching audiences previously excluded by geographical, linguistic or financial barriers, as the use of mobile platforms, facilitated payment and on-demand products are effective strategies to foster insurance inclusion (Alves, 2020).

Another relevant point observed in the studies concerns the need for a balance between technology and humanization, because although digital channels offer practicality, the customer still values human contact in complex or emotional situations, and it is essential that insurers maintain multiple service channels, with the possibility of transition

between chatbot, human chat and telephone service, depending on the complexity of the request (Viana & Mariano, 2022).

The publications also demonstrate that investment in customer experience is not limited to the front-end of the platforms, and it is necessary to review internal policies, response times, authorization flows, and governance structures, to ensure that the digital service offered is supported by an efficient operation and consistent with the values presented in the brand's communication, avoiding frustrations and inconsistencies that compromise the company's credibility (Goftar et al., 2024).

The alignment between digital strategy and institutional purpose appears as a key element to ensure that technological innovation generates a positive and lasting impact, as it is not enough to implement new tools if they are not guided by a clear vision of transforming the customer experience and generating shared value, which requires insurers to build their digitalization based on solid principles of ethics, inclusion and sustainability (Corrêa, 2023).

Based on the evidence raised, it is concluded that technology, when used strategically and centered on the needs of policyholders, is capable of transforming the perception of insurance from a bureaucratic and impersonal product to a dynamic, empathetic service present in people's daily lives, demonstrating that digital innovation in the insurance market is not just about modernization, but a profound shift in the way companies listen, understand, and care for their customers (Braun & Jia, 2025).

FINAL CONSIDERATIONS

The analysis conducted throughout this study allowed us to comprehensively understand how technology has reshaped the insurance sector, demonstrating that digital transformation is not a passing trend, but a structural movement that redefines the parameters of the relationship between companies and consumers, repositioning the customer at the center of the strategy and demanding from insurers a real commitment to innovation, agility and personalization at all points of contact.

The insured's journey is now designed based on real data, observed behaviors, and specific needs, which contributes to the creation of more fluid, relevant experiences in line with the expectations of contemporary consumers, who value autonomy, clarity, and simplicity in business relationships, making insurance an increasingly close, accessible, and present service in people's daily lives.

Insurtechs represent a separate chapter in this transformation process, as they challenge traditional models with bold, agile, and user-centered proposals, promoting the



breaking of paradigms and stimulating the reinvention of the sector as a whole, not only through their own products, but also by influencing the posture of established insurers, who start to adopt more modern practices adapted to new market demands

It was evident that the customer experience has become an unavoidable competitive differential, directly influencing loyalty, brand reputation and business sustainability, and it is necessary to invest not only in state-of-the-art technology, but in processes, organizational culture and relationship strategies that really deliver value in each interaction, respecting the time, emotions and decisions of the insured.

Digitalization has also proven capable of expanding access to insurance, by offering more flexible formats, more affordable prices, and simpler journeys, which represents an important advance in terms of social and financial inclusion, allowing previously marginalized groups to protect their assets, their health, and their families through solutions compatible with their reality.

However, it is essential to recognize that technology alone does not guarantee a good experience, and it is necessary to maintain the balance between automation and human service, especially in delicate moments, in which sensitivity and empathy make all the difference, requiring insurers to take a more careful look at team building, service structure, and active listening protocols.

The study also revealed that digital transformation requires a strategic repositioning of insurance companies in all its dimensions, ranging from the redesign of internal processes to the formulation of an institutional purpose aligned with contemporary values, such as transparency, ethics, inclusion, and socio-environmental responsibility, as today's consumers value companies that dialogue with their principles and position themselves in a coherent way in the face of social and technological challenges.

The embrace of technologies such as blockchain, artificial intelligence, data analytics and the internet of things demonstrates that the insurance industry has the capacity to innovate with depth, security and responsibility, as long as it maintains the focus on creating customer-centric solutions willing to break with outdated structures, replacing the logic of control with a culture of trust, continuous listening and adaptation.

Based on the results obtained, it can be said that the technological revolution in the insurance market is a path of no return, which requires commitment from leaders, strategic investment and the ability to dialogue between different areas, with the customer experience being the link that connects all these fronts and justifies each decision made by companies that wish to remain relevant in an increasingly competitive sector that is sensitive to the perception of value.



Thus, the future of insurance will be built by those organizations that deeply understand their role in people's lives, that know how to unite technology and sensitivity, data and humanity, automation and empathy, and that are willing to listen, evolve and innovate continuously, recognizing that every click, every conversation and every solution offered can transform a customer's experience and define the success of an entire brand.



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