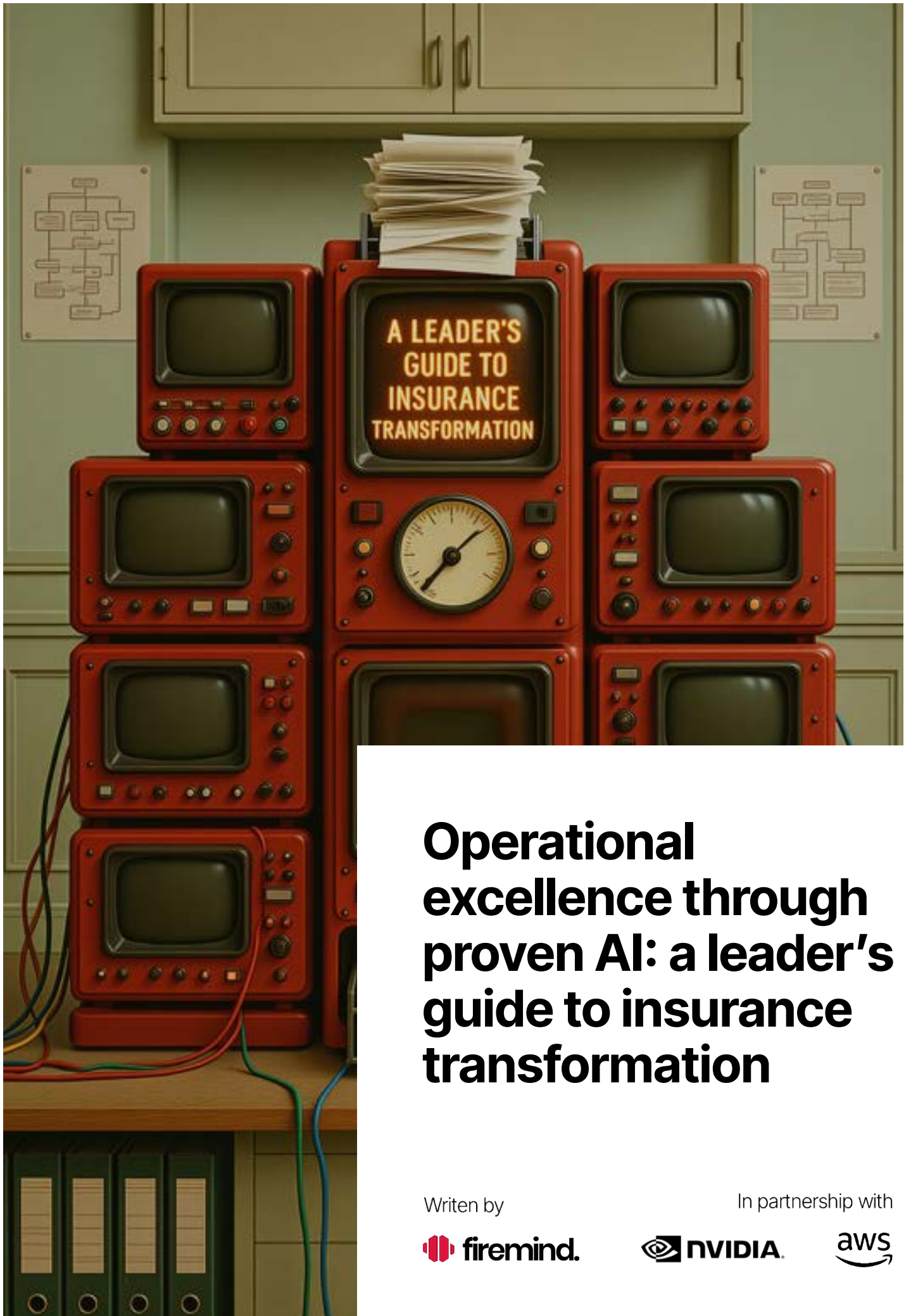




Operational excellence through proven AI: a leader's guide to insurance transformation

Written by



In partnership with



Executive summary

The European insurance market is at a tipping point. Rising claims costs, increased regulatory oversight, shifting customer expectations, and competition from agile insurtechs are creating pressures that can no longer be ignored. Momentum is building now—insurers are already moving beyond pilots into production-scale AI adoption. The next 12–18 months will determine who accelerates ahead and who falls behind.

For executives leading transformation—COOs, CUOs, CCOs, and CIOs—this moment presents a dual reality: the need to reduce operational costs and improve efficiency, while also ensuring compliance, fairness, and the ability to innovate. Those who act decisively will capture competitive advantage. Those who hesitate risk higher loss ratios, slower time-to-quote, dissatisfied customers, and regulatory exposure.

This guide shows how proven, governance-first AI solutions are helping European insurers remove friction, accelerate outcomes, and create resilience. The opportunity is to move beyond theory and pilots into measurable results in weeks, not years.



CHAPTER 1

The COO imperative (and why peers should care)

The COO has become a central driver of transformation, sitting at the intersection of strategy and execution. Decisions here directly shape cost control, compliance, and operational performance. But transformation is not a COO challenge alone:

Chief Underwriting Officers (CUOs)

Want to reduce time-to-quote and expand underwriting capacity. COO-led AI adoption delivers faster, more accurate submission processing.

Chief Claims Officers (CCOs)

Need to improve customer experience and loss ratios. COO-enabled AI ensures faster claims settlement and better fraud detection.

Chief Information Officers (CIOs)

Must modernise infrastructure without disrupting operations. COO leadership ensures adoption is pragmatic and business-driven.

By leading operational AI adoption, COOs enable their peers to achieve their own mandates. This is why governance-first AI adoption is not a back-office project, but a board-level priority that spans underwriting, claims, customer, and technology leadership.



CHAPTER 2

Market forces reshaping insurance

Insurance across Europe is being reshaped by multiple converging forces:

- Economic pressure: claims costs are rising faster than premiums, driven by inflation in parts, labour, and repair.
- Regulatory momentum: regulators are setting stricter expectations around operational resilience, customer outcomes, and AI transparency. In the UK, for example, the Consumer Duty requires insurers to demonstrate fair value and positive outcomes for customers, with particular emphasis on protecting vulnerable customers. In the EU, the AI Act is shaping how algorithms must be governed, audited, and explained.
- Customer expectations: the majority of customers would switch insurers for a better digital experience.
- Competitive dynamics: insurtechs and comparison platforms are eroding loyalty by offering faster, cheaper services.

The momentum is already here. Insurers across Europe are moving beyond proofs-of-concept into production deployments. Those who delay risk being left behind as competitors capture efficiency, speed, and customer trust.





CHAPTER 3

What keeps COOs awake at night?

Discussions with industry experts and insurance leaders show a consistent picture of what COOs are most concerned about:

- Regulation and compliance: the fear of deploying an AI system that customers or regulators might not trust. Concerns include GDPR, AI governance, and reputational risk if an external-facing tool fails.
- Legacy systems and data silos: many core platforms are outdated, with limited API integration, making AI adoption complex and slow.
- Governance and readiness gaps: many insurers lack mature governance frameworks and the talent to build them. Internal skills shortages mean COOs worry about becoming over-reliant on partners.
- Point solutions vs enterprise change: most insurers are stuck trialling isolated tools like document summarisation or IDP, rather than scaling AI across the business.
- Talent shortages: technical experts are scarce, and insurance struggles to compete with banking or tech to attract them.
- Workforce impact: COOs worry about resistance from staff whose jobs may be automated, particularly in back-office roles. They also worry about how future underwriters will gain experience if entry-level work is automated.
- Cultural resistance: employees remain sceptical, often due to fears of job loss, past failed projects, or seeing headlines about AI hallucinations.

These concerns reflect the tightrope COOs and their peers walk daily: balancing efficiency gains with governance, workforce trust, and long-term resilience.

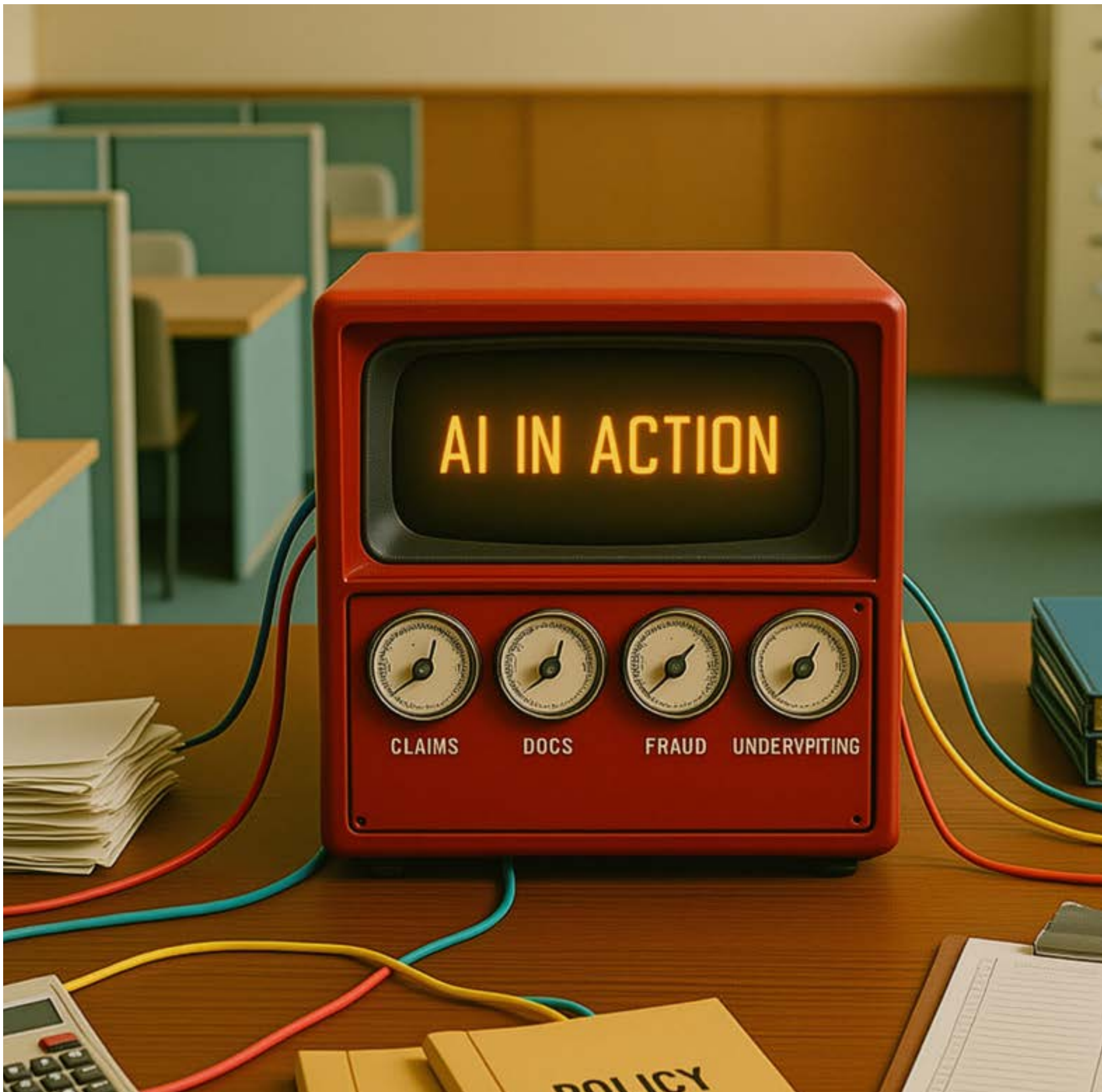


CHAPTER 4

From friction to excellence

Operational friction shows up in many ways: manual document processing, delays in processing and prioritising submissions, inconsistent risk assessments, limited underwriting capacity, and fragmented data. Each friction point slows decision-making and drives up costs. Together, they form a structural disadvantage that limits growth.

Moving from friction to excellence is about more than cost savings. It unlocks new capacity, empowers employees to focus on higher-value work, and builds customer trust through faster, more reliable interactions. AI, when deployed in a governance-first way, has the power to eliminate these barriers and reset the operational baseline.



CHAPTER 5

How insurers use AI today

Across Europe, insurers have moved beyond asking whether AI should be used. Instead, the question is how to apply it most effectively. Today AI is already used in:

- Claims automation
- Document processing
- Underwriting support and submission processing
- Fraud detection
- Compliance support

Yet, adoption remains fragmented. Most deployments are still pilots or point solutions. Fewer than one in ten insurers have a mature AI governance framework in place. This presents leaders with an opportunity to move beyond experimentation and scale adoption with urgency.

CHAPTER 6

Proven AI Solutions

The challenges that keep COOs and their peers awake at night are exactly where AI is already showing results. Below we map common operational pain points to proven solutions insurers are using in production today:

CHALLENGE

Manual document bottlenecks and fragmented data (legacy systems, friction)

Slow time-to-quote and missed underwriting opportunities (CUO concern, COO responsibility)

Regulatory scrutiny and the need to demonstrate fairness (compliance concern)

Limited underwriting capacity and shortage of skilled talent

Rising claims costs, fraud, and pressure on loss ratios (CCO concern)

PROVEN AI SOLUTION

Intelligent document processing (IDP) – Classifies and extracts data with well over 95% accuracy, reducing processing time by up to 90% and freeing teams to focus on analysis rather than administration.

AI-powered submission processing – Automatically evaluates and routes incoming submissions, reducing turnaround times by more than 60% in many cases and improving broker satisfaction.

Risk scoring and enrichment – Improves how risks are evaluated by combining consistency with fair treatment. Audit trails show underwriting decisions follow guidelines while still considering individual circumstances, supporting both compliance and customer fairness.

Generative AI memo generation – Acts as a co-pilot for underwriters, compiling data and drafting reports in minutes, tripling underwriting capacity without adding headcount.

Claims automation and fraud detection – AI accelerates claims intake, validates documentation, and flags potential fraud. This improves customer experience by reducing settlement times, while strengthening loss ratios through more effective detection.

All of these solutions are supported by governance-first integration, ensuring compliance with European regulatory requirements from the outset.

Insurers adopting AI in production are reporting measurable benefits:

- At MRH Trowe, AI reduced property report review times from 2.5 hours to 7 minutes. A >90% efficiency gain. (Reference 1)
- At a UK based chartered insurance broker, retrieval-augmented generation (RAG) delivered 9/10 accuracy on claim queries, accelerating decision-making across departments. (Reference 2)
- McKinsey reports insurers applying AI in underwriting can improve productivity by 40–60% while reducing loss ratios by 2–4 percentage points.(Reference 3)
- Accenture highlights that AI-enabled claims processing can cut handling costs by up to 30% while improving customer satisfaction.(Reference 4)
- Across European deployments, underwriter capacity has in some cases tripled, supported by generative AI tools that compile data and produce draft reports in minutes. (Reference 5)

While results vary by insurer and workflow, these outcomes—anchored in both case studies and industry benchmarks—highlight the scale of transformation possible with governance-first AI adoption.



Roadmap to AI-powered excellence

Transformation with AI requires a structured roadmap:

- 01.** Discover high-value use cases and prioritise them.
- 02.** Build and validate priority workflows in weeks, not months.
- 03.** Scale across functions with governance embedded throughout.
- 04.** Assure value with continuous monitoring and optimisation.
- 05.** Ensure AI remains adaptable to changing regulation and business needs.

This roadmap allows leaders to move confidently from pilot to enterprise transformation.

CASE STUDIES

UK-based chartered insurance broker achieves 9/10 accuracy in claims insights from millions of documents with AI

A leading UK-based chartered insurance broker needed a way to access and interpret a vast archive of unstructured claims and policy documents. Traditionally, valuable information was locked away across millions of files, making research slow and decision-making difficult.

Firemind developed a solution using retrieval-augmented generation (RAG) that allowed employees to query the archive in plain language. The system retrieved the most relevant documents and generated concise, accurate answers.

- Achieved 9/10 accuracy on complex claims queries
- Enabled faster, evidence-based decision-making across departments
- Freed employees from manual search and review, saving significant time

This innovation transformed the broker's ability to unlock knowledge trapped in documents, delivering operational efficiency and stronger customer outcome

MRH Trowe cuts property report review time by 97% with AI

MRH Trowe's account managers were spending hours manually reviewing lengthy property reports — a process that slowed client engagement and tied up valuable resources.

Firemind implemented a generative AI workflow that could read and summarise reports in minutes, producing accurate, structured outputs for the account managers to use directly.

- Reduced average review time from 2.5 hours to 7 minutes (a 97% efficiency gain)
- Improved accuracy and consistency in report summaries
- Freed account managers to spend more time with clients and less on administration

By automating this repetitive but critical task, MRH Trowe enhanced both efficiency and client service while demonstrating the practical value of AI in day-to-day insurance operations.



CONCLUSION

Next Steps

AI-enabled operational excellence is not a distant goal—it is available today. The insurers who act now will lead the market in speed, efficiency, fairness, and customer satisfaction. Firemind enables leaders to cut through friction, deliver measurable ROI in weeks, and maintain regulator-ready operations.

Next steps:

- Join a Firemind executive roundtable
- Book an AI strategy session
- Request a demo of Firemind's underwriting and claims solutions

Rethinking the PoC, moving faster to results

Insurers are naturally cautious, and proofs-of-concept (PoCs) have long been part of the adoption cycle. But many insurers get stuck in pilot mode, never realising the full benefits of AI. Firemind offers a pragmatic alternative: moving faster from PoC to production. With proven solutions already in use at European insurers, leaders can reduce risk while accelerating time-to-value, capturing measurable results in weeks rather than years.

ABOUT FIREMIND

Firemind is an AWS Premier Consulting Partner and NVIDIA Partner Network member. We deliver governance-first AI solutions built for insurers across Europe. Our work combines proven AI frameworks, AWS-native integration, and NVIDIA-powered modelling to ensure compliance, scalability, and measurable ROI.

Mission: Help insurance leaders achieve operational excellence by improving speed, efficiency, compliance, and resilience through proven AI.



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