

# Smashing Silos

How iA Financial Group is fast-tracking its client-centric transformation with data and analytics

Clément Brunet



MARCH 26-27, 2024

CDAO **Canada**

Toronto, CA



## One source for all your goals

From your first steps to your biggest aspirations, we're invested in you.



INVESTED IN YOU.

## One group for all your plans

From insurance to financial planning,  
we're invested in you.



INVESTED IN YOU.

## One guide for all life's stages

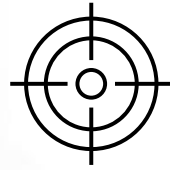
From the arrival of your newborn  
to retirement, we're invested in you.



INVESTED IN YOU.



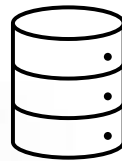
# Agenda



The problem to solve



The opportunities coming from Artificial Intelligence



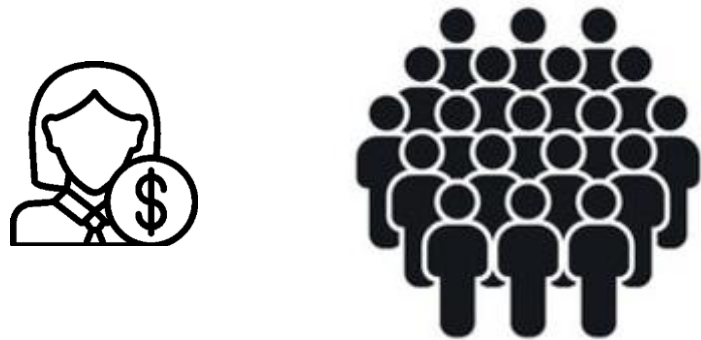
The critical importance of Data Foundation



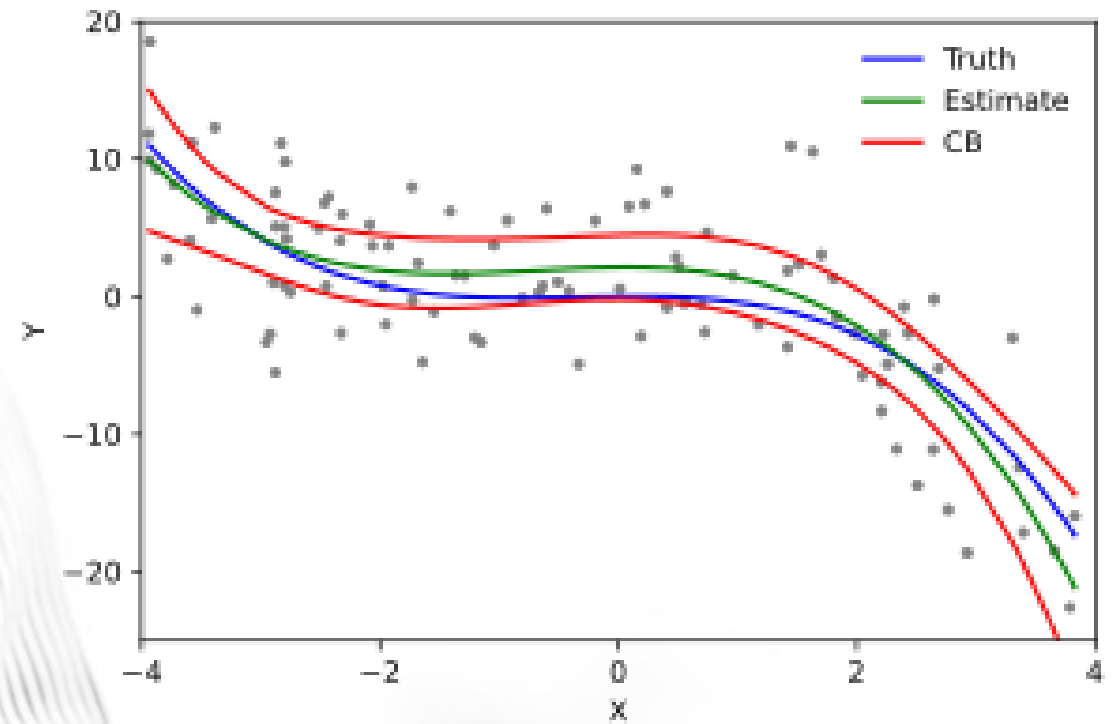
- \$219B in assets
- 5M clients
- 9400 employees
- 50K representatives



# The problem to solve



# The opportunity coming from Artificial Intelligence







# The opportunity coming from artificial intelligence

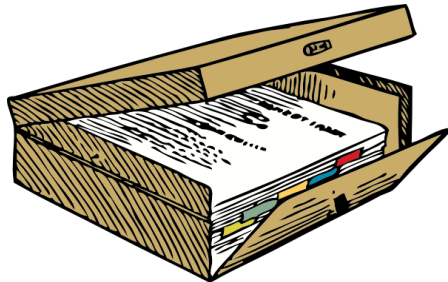


Ok. So what?

Example: Injury claim



This one is unique...  
...but there's been  
thousands before



- AI models can be trained on large amount of data, including structured and unstructured data.

- AI models can ~~understand~~ *behave as if they understood* the context around the data.

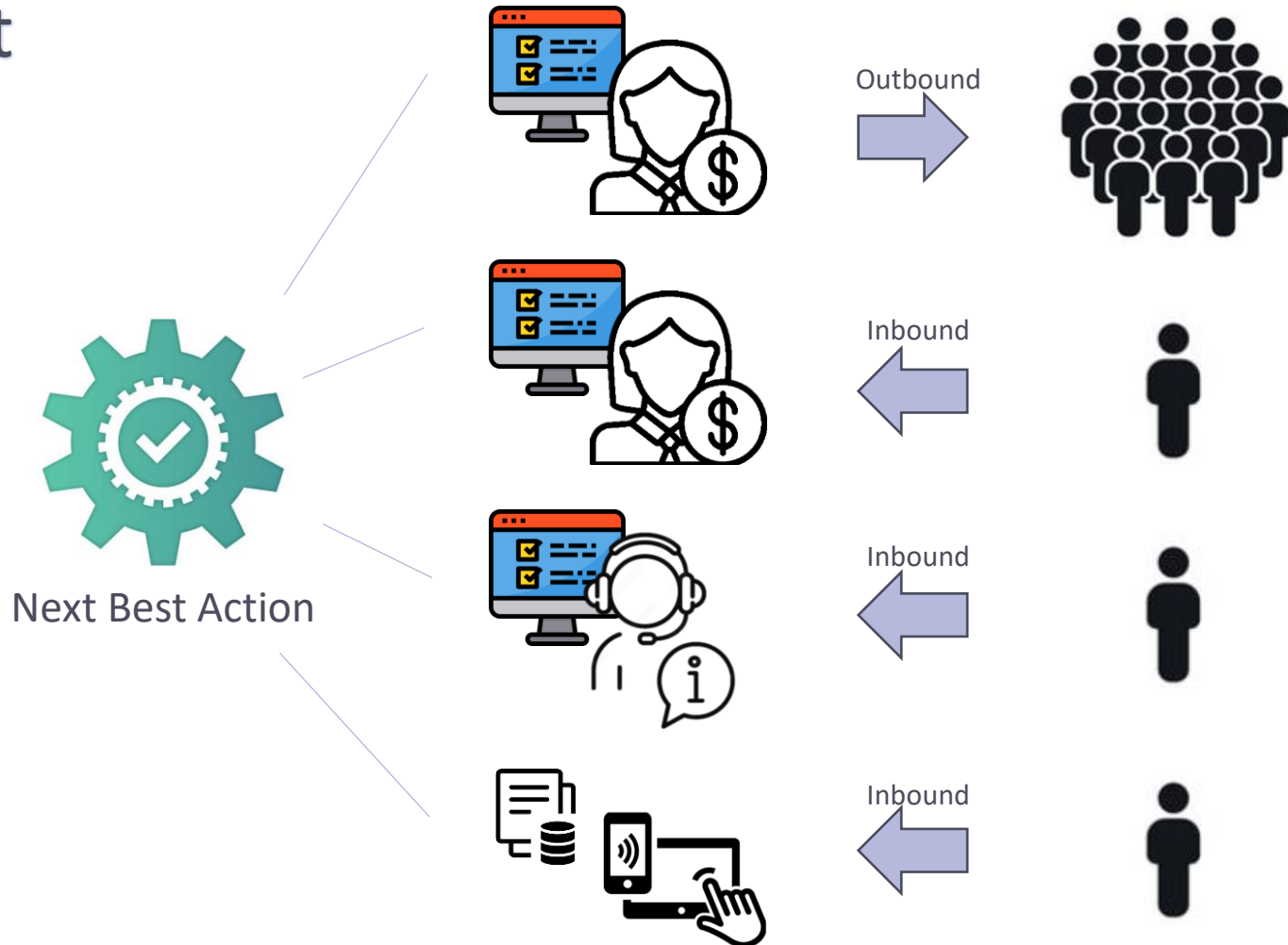


# The opportunity coming from artificial intelligence



What about  
business  
growth?

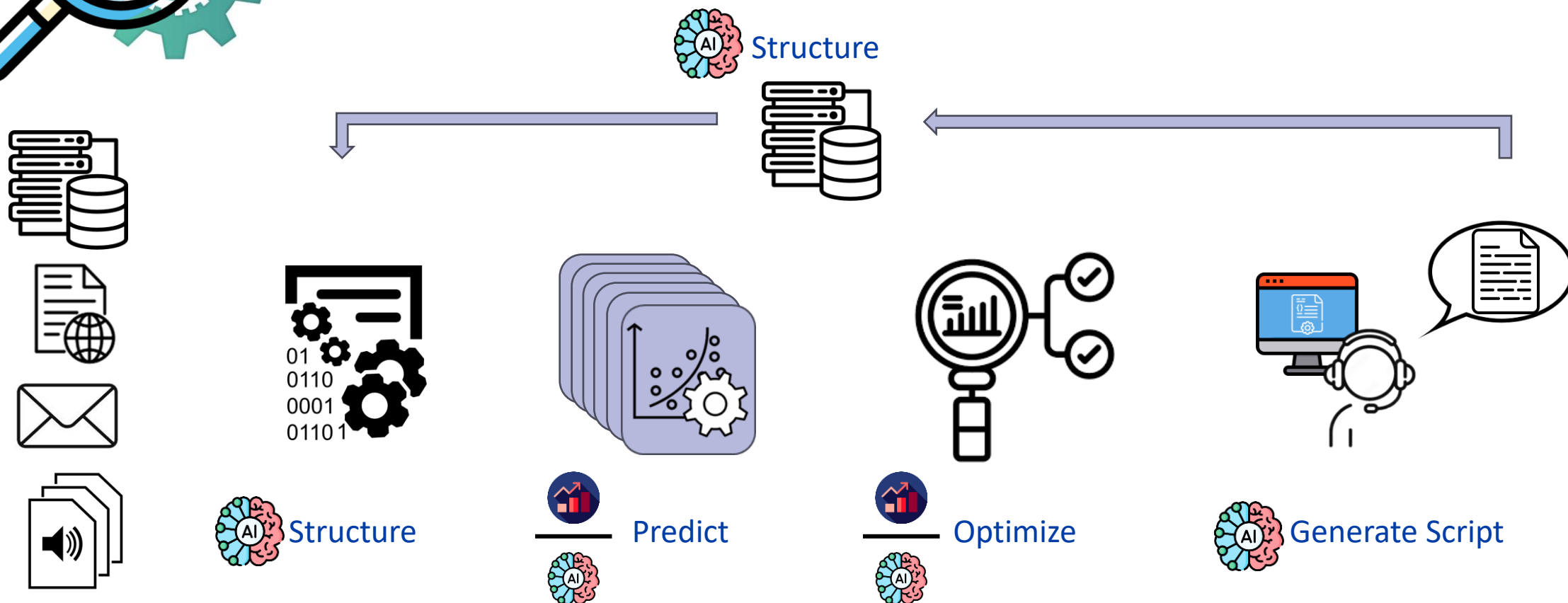
- ✓ Personalized
- ✓ Relevant
- ✓ Timely
- ✓ Consistent
- ✓ Optimized



# The opportunity coming from artificial intelligence



Where does AI play?



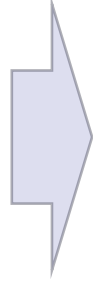
The critical importance of data foundation



# The critical importance of data foundation



Data \*



Information

*“What”*

Producing reports:



We are good at that.



Action

*“So-what”*

Using those reports to  
make decisions:



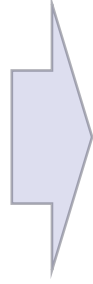
We have gaps.

\*Sources of data: Core Systems, CRM, Digital Journeys, External Data, and more.

# The critical importance of data foundation



Data \*



Information



Action

## *Success factors*

- Trusted
- Precise
- Flexible
- Actionable
- Easily Accessible
- Relevant at the client level

\*Sources of data: Core Systems, CRM, Digital Journeys, External Data, and more.

# The critical importance of data foundation



## Information

### *Success factors*

- Trusted
- Precise
- Flexible
- Actionable
- Easily Accessible
- **Relevant at the client level**

### PRODUCT DATA



- Date: 2019
- Purchase price: 22K
- Bought new
- Age: 5



- Date: 2024
- Purchase price: 65K
- Leased new
- Age: 0



- Date: 2023
- Purchase price: 6K
- Bought used
- Age: 9

### CLIENT DATA



- ✗ Total price: 93K
- ✗ Average age: 4.7
- ✓ Highest price: 65K
- ✓ At least one vehicle bought new: Yes
- ✓ Life Event (2023): Addition of a 3rd driver in the household
- ✓ Life Event (2024): Sudden change in vehicle price range



# The critical importance of data foundation



## Information

### *Success factors*

- Trusted
- Precise
- Flexible
- Actionable
- Easily Accessible
- **Relevant at the client level**

PRODUCT DATA



What's relevant at the product level isn't the same as what's relevant at the client level.

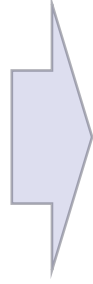
We must manufacture meaningful client-level data.  
This is intelligence. This is design. Don't automate it.

CLIENT DATA

# The critical importance of data foundation



Data \*



Information



Action

## *Success factors*

- Trusted
- Precise
- Flexible
- Actionable
- Easily Accessible
- Relevant at the client level

## *Success factors*

- Benchmarks
- Targets
- Forecasts
- Contextualized analytics

\*Sources of data: Core Systems, CRM, Digital Journeys, External Data, and more.

# The critical importance of data foundation



Action

## *Success factors*

- Benchmarks
- Targets
- Forecasts
- **Contextualized analytics**

- **Action**
- **Outcome**
- **Client**
- **Advisor**
- **Time**

## *Stages of model training*

①

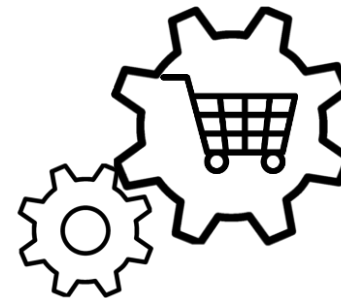


Business rules



Unsupervised  
learning

②



Supervised learning  
based on previous sales



# Takeaways



## The opportunities coming from Artificial Intelligence

- AI is not transformative, the business model is.
- The importance of framing the business problem.
- No magic wand.



## The critical importance of Data Foundation

- Data isn't meaningful at the client level unless you make it be.
- Data needs context.
- Experience and measurement come first. Prediction comes next.

# Thank you



[clement.brunet@ia.ca](mailto:clement.brunet@ia.ca)



[LinkedIn.com/in/clementbrunet](https://www.linkedin.com/in/clementbrunet)

**ON S'INVESTIT, POUR VOUS.**

