



**Aryabhatta Knowledge University**  
**आर्यभट्ट ज्ञान विश्वविद्यालय**

## **A PROJECT REPORT**

### **(BBA-605)**

### **Customer Relationship Management in Life Insurance**

SUBMITTED AS A PARTIAL REQUIREMENTS FOR THE THREE YEAR'S DEGREE

**BACHELOR OF BUSINESS ADMINISTRATION S(BBA)**

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**UNDER THE GUIDENCE OF:**

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# **DECLARATION**

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I, Divyanshu Kumar, hereby declare that the project work entitled "**Customer Relationship Management in Life Insurance**" submitted to **CIMAGE Professional College** for partial fulfilment of the requirements for the award of the degree of **BBA** is my original work.

This project has been conducted under the guidance of **Krishna Kumar Sir**.

I also declare that this project has not been submitted to any other University / Institutions for the award of any Degree or Diploma.

**Place:** Patna

**Date:**

**(Divyanshu Kumar)**

# **CERTIFICATE**

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This is to certify that the Project Work entitled "**Customer Relationship Management in Life Insurance**" has been accomplished by **(Divyanshu Kumar, Roll no: C – 30, Course: BBA)** under my guidance and supervision. This project is being submitted by him as the partial fulfilment of requirements for the award of **BBA** from **CIMAGE College, Patna.**

This work has not been submitted by him anywhere else for the award of any degree or diploma. All sources of information and help have been duly mentioned and acknowledged.

Research Guider:

**Krishna Kumar Sir.**



# **ACKNOWLEDGMENT**

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I would like to express my sincere gratitude to all those who supported me throughout the successful completion of my internship project at **Tata AIA Life Insurance**.

First and foremost, I would like to thank **Mr. Krishna Kumar**, my internship mentor, for his continuous guidance, valuable insights, and practical knowledge that enriched my learning experience. His mentorship played a pivotal role in shaping my understanding of the insurance sector and corporate work culture.

I am also thankful to the entire team at **Tata AIA Life Insurance Company Limited, Patna** for providing a professional and encouraging work environment. Their cooperation and support allowed me to gain hands-on exposure and understand the day-to-day operations of a leading life insurance company.

I extend my heartfelt thanks to **Mr. Neeraj Agrawal**, Director of **CIMAGE College**, for providing me with this wonderful opportunity to intern at Tata AIA and for his constant support throughout my academic journey.

I would also like to express my gratitude to the faculty members of **CIMAGE Professional College** for their knowledge, encouragement, and support, which have been instrumental in my academic and professional development.

Finally, I am deeply thankful to my **family and friends** for their unwavering support, motivation, and encouragement, which have always been a source of strength.

Thank you all for your valuable contributions and support in making this internship a rewarding learning experience.

(Divyanshu Kumar)

# REFACE

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The life insurance industry plays a critical role in providing financial protection and long-term savings solutions to individuals and families. In today's competitive market, effective **Customer Relationship Management (CRM)** has become an essential strategic tool for enhancing customer engagement, optimizing sales, and building lasting relationships. This report, titled "**CRM Analysis in the Life Insurance Sector: A Case Study of Tata AIA Life Insurance,**" provides an in-depth overview of how CRM practices and sales data analytics influence business performance.

As a final-year BBA student at **CIMAGE Professional College**, I had the valuable opportunity to intern at **Tata AIA Life Insurance**, where I worked under the guidance of **Mr. Krishna Kumar**, who mentored me throughout this learning journey. The internship focused on understanding CRM systems and analyzing **branch-wise and district-wise insurance sales data**. By tracking performance metrics such as ANP (Annualized New Premium), number of policies sold (NOP), and branch-wise productivity, I gained insights into how insurance companies use CRM tools to improve business outcomes.

During my internship, I observed real-time business dashboards and performance summaries that provided clarity on individual and team targets, policy conversion rates, and reward systems. This hands-on experience helped me bridge the gap between academic knowledge and corporate practices. I also learned to interpret and organize data using Excel, evaluate business reports, and understand the importance of customer-centric strategies in the insurance domain.

This report reflects my analytical observations, interpretations, and the practical knowledge I acquired during the internship period.

I am grateful to **Tata AIA Life Insurance** and **CIMAGE College** for giving me this learning opportunity, and I hope this report proves useful to readers who wish to explore the role of CRM in financial services and insurance businesses.

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# EXECUTIVE SUMMARY

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This report presents a detailed study on **Customer Relationship Management (CRM)** practices in the life insurance sector, with a specific focus on **Tata AIA Life Insurance**. The objective of the study is to explore how Tata AIA leverages CRM to maintain long-term customer relationships, improve service delivery, and enhance sales performance across its branches and advisor network.

As a BBA intern at Tata AIA under the guidance of **Mr. Krishna Kumar**, I gained valuable hands-on experience in analyzing CRM operations such as **lead generation, policy renewal follow-ups, customer feedback loops, and district-wise sales data tracking**. I had access to business dashboards that showcased real-time data on **Annualized New Premium (ANP), Number of Policies (NOP), and achievement against targets**, offering insights into how performance is monitored and incentivized across branches like **Patna (PT01), Gaya (GY04), Vaishali (HP01), and Samastipur (SS02)**.

The report also explores **advisor recruitment and development**, focusing on the **hierarchy of advisors**—from **New Licensed Advisors (NLA) to Direct Life Planners (DLP)**—and how CRM supports their onboarding, performance tracking, and engagement through recognition and reward systems.

CRM tools such as **Salesforce, mobile apps, WhatsApp bots, and telecalling systems** were observed as part of Tata AIA's tech-driven approach. These tools are integrated into a customer lifecycle strategy that includes acquisition, retention, and loyalty—each of which contributes to business growth and service quality.

The **data analysis section** includes dashboards from the 17th and 25th of June, showing EP target achievements, MTD ANP figures, and performance rewards. For instance, the Patna branch exceeded 100% of its EP target, indicating successful CRM and sales execution.

**Key findings:** Suggest that Tata AIA's CRM framework is robust and tech-driven, offering customers a smooth journey from acquisition to post-sale service. However, certain areas such as deeper personalization, increased use of AI, and enhanced feedback mechanisms can further strengthen the CRM approach.

The study concludes that CRM is not just a support function but a **strategic business enabler** in the life insurance industry. Tata AIA's efforts in strengthening customer relationships are directly aligned with its mission to provide long-term protection and wealth solutions, making CRM a key differentiator in its business growth.

The report concludes that **CRM is not just a support mechanism, but a strategic growth driver** in the insurance industry. Tata AIA's CRM framework not only enhances customer satisfaction but also contributes to higher policy renewals, better advisor productivity, and sustainable business expansion.

This internship experience has strengthened my understanding of the practical application of CRM concepts and equipped me with analytical and reporting skills essential for a future career in finance and marketing.

Furthermore, the project allowed me to closely observe how **CRM systems are integrated into real-time decision-making** at various levels of an insurance company. Whether it's through customer profiling, automated workflows, digital communication tools, or feedback analysis, CRM is deeply embedded in the daily operations at Tata AIA. This exposure helped me realize the importance of **data-driven customer engagement strategies**, which are now vital in today's hyper-competitive financial services sector.

The report also emphasized how **customer expectations in the Indian insurance market** are evolving rapidly. Clients now demand faster service, personalized product recommendations, and seamless omnichannel support. To meet these expectations, companies must continuously update their CRM architecture by incorporating emerging technologies like **AI-powered chatbots, predictive analytics, and mobile-first platforms**.

Through this project, I also gained firsthand knowledge of the **challenges** involved in CRM implementation—such as data duplication, system integration issues, regulatory barriers, and field-level adoption resistance.

## **1.1 Introduction of Tata AIA Life Insurance**

Tata AIA Life Insurance Company Limited is one of India's most trusted and fastest-growing private life insurers, known for its **strong financial performance, customer-centric products, and ethical corporate governance**. Established in **2001**, Tata AIA is a **joint venture between Tata Sons Pvt. Ltd.**—India's most reputed business conglomerate—and **AIA Group Limited**, the largest independent publicly listed pan-Asian life insurance group.

The company blends **Tata's legacy of trust, integrity, and nation-building** with **AIA's global experience and technical expertise** in life insurance, protection planning, and investment solutions. With its headquarters in Mumbai, Tata AIA operates under the regulatory supervision of the **Insurance Regulatory and Development Authority of India (IRDAI)**.

### **Strategic Identity of Tata AIA**

Attribute	Details
Company Name	Tata AIA Life Insurance Company Limited
Founded	1st April 2001
Headquarters	Mumbai, Maharashtra, India
Industry	Life Insurance, Protection, Savings & Retirement Solutions
Ownership Structure	Joint Venture (Tata Sons Pvt. Ltd. & AIA Group Ltd.)
IRDAI Registration	Registered and regulated under IRDAI, India
Official Website	<a href="http://www.tataaia.com">www.tataaia.com</a>

### **About the Joint Venture**

- **Tata Sons Pvt. Ltd.** owns a majority stake in the company. The Tata Group is India's largest and oldest conglomerate with over **\$300 billion or (25.05 lakh crore) market capitalization**, operating in more than 100 countries and over 100 companies across sectors including automobiles, IT, steel, and finance.
- **AIA Group Ltd.**, headquartered in Hong Kong, has over **100 years of life insurance experience** and operates in 18 Asia-Pacific markets. AIA is recognized for its technical excellence, health-oriented approach, and leading-edge actuarial capability.

## **Key Differentiators that Make Tata AIA Unique**

1. **Customer-First Philosophy:** Tata AIA is one of the few insurers with a 360-degree approach to customer experience—spanning sales, onboarding, claims, and grievance redressal.
2. **High Claim Settlement Ratio:** One of the best in the industry, with a **Claim Settlement Ratio of 99.01%** (FY 2022-23), indicating trustworthiness and timely financial support.
3. **Financial Strength and Solvency:** The company maintains a **strong solvency ratio above IRDAI's requirement**, showcasing its ability to meet long-term commitments.
4. **Digital-First Operations:** With AI-powered bots, mobile apps, and digital KYC, Tata AIA offers fully digitized policy buying, servicing, and claims experience—catering to modern-day tech-savvy customers.
5. **Pan-India Presence:** The company has a strong footprint across **750+ cities and towns**, supported by **multiple distribution channels** like agency force, bancassurance partners, brokers, and direct-to-customer digital channels.
6. **Focus on Health & Wellness:** Unique programs like '**Vitality Program**' integrate fitness and health monitoring with insurance benefits—an industry-first concept in India.

## **Product Categories Offered**

Tata AIA provides comprehensive solutions across:

- **Term Life Insurance**
- **Wealth and Investment Plans (ULIPs)**
- **Endowment & Savings Plans**
- **Child Education Plans**
- **Retirement and Pension Plans**
- **Group Term and Credit Life Insurance**
- **Microinsurance & Financial Inclusion Products**

This diversified portfolio addresses the protection, savings, retirement, and tax-saving needs of individuals across all age and income groups.

## Performance Snapshot (FY 2022–23)

Key Metric	Value
Claim Settlement Ratio	99.01%
Assets Under Management	₹75,000+ Crore
No. of Active Policies	Over 2 Million
Solvency Ratio	Above 2.0 (vs IRDAI req. 1.5)
Individual Weighted Premium	Among Top 5 Private Insurers

## Brand Philosophy of Tata AIA Life Insurance

Tata AIA Life Insurance's brand philosophy is rooted in its unwavering commitment to **protecting lives, empowering individuals, and creating long-term value** for customers, employees, and society. The brand blends Tata's legacy of trust and service with AIA's global expertise to build a **purpose-led, performance-driven identity** in the Indian insurance landscape.

*At its core, the brand stands on four foundational pillars:*

### **1. Protection**

Tata AIA positions itself as a **guardian of financial well-being**, offering comprehensive life cover solutions that secure families against life's uncertainties. Every product and service is designed to uphold the promise of "**Raksha**" (**protection**) in the most reliable and timely manner.

**Example:** High claim settlement ratio (99.01%) proves that the company fulfills its promise when it matters most.

### **2. Performance**

The brand is committed to delivering **consistently high performance**—whether in fund returns, customer service, or operational excellence. Tata AIA's ULIPs and traditional plans have shown **strong fund performance**, and its digital tools enhance policyholder satisfaction.

**Example:** Wealth creation products like Fortune Pro offer market-linked growth with transparency and fund selection flexibility.

### **3. Partnership**

Tata AIA believes in building **lifelong partnerships** with its customers, distribution partners, and employees. This is reflected in its **multi-channel engagement** model, proactive communication, and personalized insurance journeys.

**Example:** The company offers post-issuance engagement through wellness programs, policy servicing, and personalized claim support.

#### **4. Purpose-Driven Business**

Tata AIA doesn't just sell insurance—it aims to **enable a better quality of life** through financial security, wellness, and community service. Its initiatives in **CSR, financial literacy, and insurance penetration** show a clear commitment to nation-building and social upliftment.

**Example:** Programs promoting rural insurance and micro-protection align with Sustainable Development Goals (SDGs) and inclusive growth.

#### **Tagline: “Rakshakaran Hero”**

The brand's official tagline, "**Rakshakaran Hero**," reflects a **transformational and emotional message**—encouraging every policyholder to become a **hero for their family** by proactively securing their future with life insurance.

### **1.2. Vision, Mission, and Core Values**

#### **Vision Statement - "To be the pre-eminent protection provider in India."**

Tata AIA Life Insurance envisions becoming the most trusted and preferred life insurance company in the country—renowned not just for the scale of operations but for the **quality of protection**, ethical conduct, and customer-first approach. The vision is to safeguard millions of Indian lives through **accessible, affordable, and personalized insurance solutions**.

#### **Mission Statement - "To provide the best-in-class life insurance solutions that enable people to live healthier, longer, and better lives."**

The mission statement of Tata AIA reflects a **holistic life approach** that goes beyond traditional insurance. The company seeks to become a life partner by:

- Encouraging **wellness and preventive care**,
- Providing **financial security** through its protection plans,
- Offering **long-term investment and retirement solutions**, and
- Supporting customers at every stage of their financial journey.

**Core Values** - Tata AIA's operations and culture are guided by a strong set of core values that stem from the **Tata Group's legacy of ethics and purpose-driven leadership** combined with **AIA's disciplined, customer-focused insurance heritage**.

- 1. Integrity** - Tata AIA upholds the **highest standards of honesty and ethical conduct**. Every interaction—with customers, employees, partners, or regulators—is governed by transparency, fairness, and trust.
- 2. Customer Centricity** - The company places customers at the **heart of its strategy**, building solutions and experiences that are intuitive, personalized, and accessible. This is evident in their omnichannel servicing, responsive claims settlement, and digital innovations.
- 3. Excellence** - Striving for operational excellence, service quality, and superior fund performance is at the core of Tata AIA's DNA. The company believes in **continuous improvement**, innovation, and benchmarking against global best practices.
- 4. Accountability** - Every individual at Tata AIA takes **ownership of their responsibilities**, ensuring timely execution, transparent reporting, and result-driven outcomes. This strengthens internal governance and external trust.
- 5. Respect for People** - Tata AIA fosters a **culture of inclusivity, empathy, and collaboration**, ensuring respect for all individuals—be it customers, employees, agents, or community members.
- 6. Innovation** - The brand actively leverages technology and data to **transform insurance from a reactive product into a proactive life-planning tool**. From AI chatbots to wellness-linked premium discounts, innovation is embedded across the value chain.

### **1.3. Product Portfolio**

Tata AIA Life Insurance offers a **diverse and strategically curated product portfolio** designed to meet the evolving financial needs of individuals, families, and groups across all economic segments. The product suite balances **protection, savings, investment, retirement planning, and wealth creation**, while also enabling tax benefits and promoting financial inclusion.

By integrating **risk coverage with financial discipline**, Tata AIA empowers its policyholders to plan for both **life's uncertainties and future aspirations**.

#### **1. Term Life Insurance Plans (Pure Protection)**

These are **pure risk coverage policies** that offer financial protection to a policyholder's family in case of untimely death. Term plans are the most basic and affordable form of life insurance and ensure that dependents do not face financial hardship.

**Example:** *Tata AIA Sampoorna Raksha Supreme*

- Coverage up to age 100
- Return of premium and monthly income options

- Riders for accident, critical illness, etc.
- Ideal for young professionals, families, and breadwinners

## 2. Unit Linked Insurance Plans (ULIPs)

ULIPs offer **dual benefits of life insurance and market-linked investment**. A part of the premium goes towards insurance, while the rest is invested in equity or debt funds based on customer preference.

**Example:** *Tata AIA Fortune Pro*

- Wealth creation through equity, debt, or balanced fund options
- Fund switching flexibility and loyalty additions
- Ideal for long-term goal planning (child education, wealth building)

## 3. Endowment & Guaranteed Savings Plans

These are **low-risk traditional plans** that offer guaranteed maturity benefits along with life insurance coverage. Suitable for risk-averse individuals looking for safe savings with returns.

**Example:** *Tata AIA Smart Income Plus*

- Guaranteed returns and regular income
- Life cover during policy term
- Tax benefits under Section 80C and 10(10D)

## 4. Child Education and Goal-Based Plans

These plans are **goal-specific solutions** that focus on safeguarding a child's future, even in the unfortunate absence of a parent. Most plans come with premium waiver benefit and guaranteed payouts.

**Example:** *Tata AIA Fortune Guarantee Plus – Child Option*

- Lump sum or staggered payouts for education
- Life cover for the earning parent
- Financial continuity for the child's aspirations

## 5. Retirement and Pension Plans

These help individuals build a **financial cushion for retirement** through regular income post-retirement, either via annuity or lump-sum payouts.

**Example:** *Tata AIA Guaranteed Monthly Income Plan*

- Lifelong or fixed-period pension payout
- Optional spouse annuity continuation
- Tax-efficient retirement income

## 6. Wealth Creation and Income Plans

These are plans focused on **long-term savings with added protection**. Suitable for individuals aiming to generate corpus for specific milestones (e.g., marriage, travel, business capital).

**Example:** *Tata AIA Wealth Maxima*

- Capital appreciation through ULIP
- Partial withdrawals and fund switching
- Performance-linked benefits

## 7. Group Insurance Solutions

Designed for **corporates, SMEs, banks, and credit institutions**, these plans provide life insurance coverage to employees, members, or borrowers under a single master policy.

**Types of Group Plans:**

- Group Term Life
- Group Credit Life
- Group Gratuity & Superannuation
- Group Micro-Term Plans

## 8. Microinsurance and Financial Inclusion Plans

In line with **Tata Group's commitment to nation-building**, Tata AIA offers microinsurance plans targeted at **low-income, rural, and underserved populations**, often in collaboration with government schemes.

**Features:**

- Low premiums starting from ₹330/year
- Simplified KYC and onboarding
- Distributed via NGOs, MFIs, and rural BC networks
- Example: *PMJJBY (Pradhan Mantri Jeevan Jyoti Bima Yojana)*

## **1.4 Ownership Structure (Tata Group & AIA Group)**

Tata AIA Life Insurance Company Limited is a **joint venture between two global powerhouses**:

- **Tata Sons Pvt. Ltd.**, India's most trusted and diversified business conglomerate
- **AIA Group Ltd.**, the largest independent listed pan-Asian life insurance group

This partnership brings together **Tata's unmatched credibility and market presence** in India with **AIA's 100+ years of actuarial and insurance expertise** across Asia-Pacific. The synergy created by this collaboration positions Tata AIA as a formidable force in India's life insurance industry.

### **Legal Entity Overview**

- **Full Name:** Tata AIA Life Insurance Company Limited
- **Company Type:** Private Limited, Joint Venture
- **Regulatory Body:** Registered under IRDAI (Insurance Regulatory and Development Authority of India)
- **Year of Establishment:** 2001
- **Headquarters:** Mumbai, Maharashtra, India

### **Shareholding Structure - As of the latest available data:**

Entity	Ownership Stake	Role
Tata Sons Pvt. Ltd.	74%	Strategic lead investor, brand equity, domestic market operations
AIA Group Ltd.	26%	Technical partner, product design, underwriting & actuarial expertise

## **About Tata Sons Pvt. Ltd.**

**Tata Sons Pvt. Ltd.** is the principal investment holding company and promoter of various Tata companies such as Tata Motors, TCS, Tata Steel, Tata Power, and Titan. Founded in **1868** by **Jamsetji Tata**, the Tata Group is known for its **ethical governance, philanthropy, and global business leadership**.

- Operates in over **100 countries** across 6 continents
- Comprises over **30 publicly listed enterprises**
- Combined market cap exceeds **\$300 billion**
- Known for **TATA Code of Conduct**, trust, transparency, and nation-building initiatives

## **About AIA Group Ltd.**

**AIA Group Ltd.**, headquartered in **Hong Kong**, is the largest **independent, publicly listed life insurance group** operating across the Asia-Pacific region.

- Founded in **1919**, it has over **100+ years of experience**
- Operates in **18 markets**, including Thailand, Singapore, Malaysia, China, Australia, and India
- Listed on the **Hong Kong Stock Exchange (HKEx)**
- Assets under management: Over **US\$300 billion**
- Serving more than **39 million individual policyholders**

*In Tata AIA, AIA contributes:*

- Global best practices in underwriting, risk management, and actuarial science
- Innovative product design (e.g., wellness-linked policies)
- Digital transformation and analytics
- Cross-border knowledge sharing in insurance technologies

## **1.5 Competitor Overview / Peer Comparison**

Tata AIA Life Insurance operates in a highly competitive **Indian life insurance market**, which includes a mix of **public sector giants**, **private sector leaders**, and **emerging digital insurers**. To maintain market relevance, it must continuously benchmark itself against industry peers in terms of **product offerings, market share, customer service, claim settlement, digital capabilities, and brand trust**.

The Indian life insurance market is regulated by the **Insurance Regulatory and Development Authority of India (IRDAI)**, and currently comprises:

- 1 public sector insurer (LIC)
- 23 private life insurers (including Tata AIA)

### **Top Competitors of Tata AIA Life Insurance**

Insurer Name	Ownership	USP / Focus Area	Key Strengths
LIC of India	Govt-owned	Mass market, traditional policies	Trust, rural penetration, large agent force
HDFC Life	HDFC Ltd. + Abrdn	Digital, retail, group insurance	Strong brand, ULIPs, bancassurance network
ICICI Prudential Life	ICICI Bank + Prudential UK	Investment-linked plans (ULIPs)	Digital claims, strong online presence
SBI Life	SBI + BNP Paribas	Mass market & banking network driven	Rural access via SBI, cost-efficient policies
Max Life	Axis Bank + Max Financial	Mid-market focus, long-term savings plans	Partnership-driven growth

<b>Bajaj Allianz Life</b>	Bajaj Finserv + Allianz	Retail protection and digital tools	Digital apps, aggressive term plans
<b>Aditya Birla Sun Life</b>	Aditya Birla Group + Sun Life	Wealth creation and group insurance	Group term, savings plans
<b>Kotak Life Insurance</b>	Kotak Mahindra Bank	Balanced product portfolio	ULIPs, conservative policies

## Comparison on Key Parameters (2022–23)

Company	Claim Settlement Ratio	*Market Share (%)	Digital Presence	Product Range	Customer Trust
LIC	98.52%	62%	Moderate	Traditional & endowment	Very High
HDFC Life	99.66%	7.3%	Very High	ULIP, term, retirement	High
ICICI Prudential	97.8%	5.5%	High	Investment-led plans	Moderate
SBI Life	97.9%	6.8%	Medium	Mass-market plans	High
Tata AIA	99.01%	4.5%	Very High	Term, ULIP, savings, group	High and growing
Max Life	99.34%	3.8%	Good	Endowment, retirement	High

Source: IRDAI Annual Report 2022–23, Company Disclosures (March 2023)

## **Market Share Trend (FY 2021–22 vs FY 2022–23)**

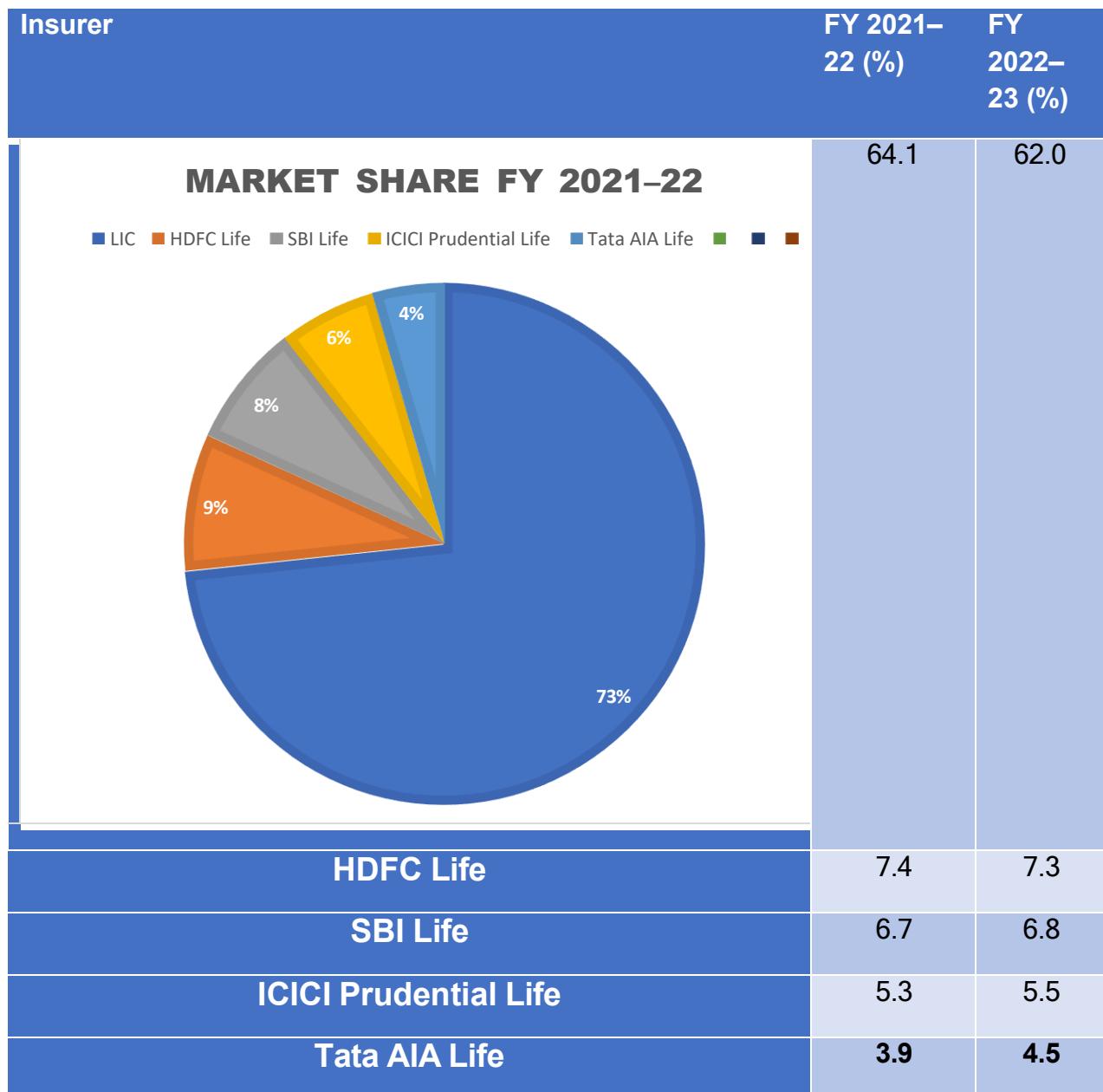
Insurer	Market Share FY 2021-22	Market Share FY 2022-23
LIC	64.1%	62.0%
HDFC Life	7.4%	7.3%
SBI Life	6.7%	6.8%
ICICI Prudential Life	5.3%	5.5%
Tata AIA Life	3.9%	4.5%

Note: Market share is based on Individual Weighted Retail Premium (WRP). Source: IRDAI Annual Reports, Life Insurance Council (March 2023)

## **Positioning of Tata AIA vs Peers**

Strength	Tata AIA's Edge
<b>Claim Settlement</b>	Among top with 99.01% (FY 22-23) - excellent reliability
<b>Product Innovation</b>	Wellness-linked features, long-term income plans, ULIPs with fund boosters
<b>Digital Infrastructure</b>	Mobile app, chatbot, self-service portal, lead management systems
<b>Customer Engagement</b>	'Rakshakaran Hero' campaign promotes financial literacy & responsibility
<b>Brand Trust</b>	Backed by Tata Group legacy + AIA's global insurance leadership
<b>Growth Rate</b>	High year-on-year growth in new policies and sum assured compared to peers

## 1.6. Market Share Comparison



**Note:** Market share is based on **Individual Weighted Retail Premium (WRP)**. Source: IRDAI Annual Reports, Life Insurance Council (March 2023)

## 1.7. Policy Growth Trend (Tata AIA vs. Peers)

Based on IRDAI Annual Reports and Company Disclosures (FY 2020–21 to FY 2022–23)

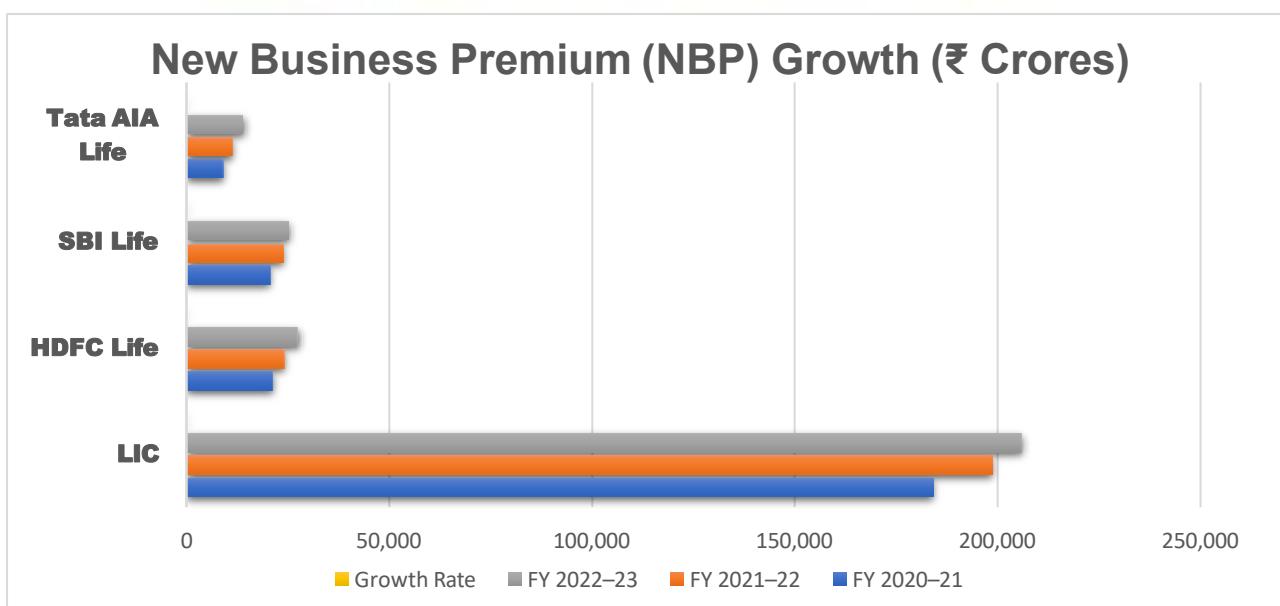
In a competitive and evolving life insurance landscape, **policy growth trends** reflect the market performance, product acceptability, digital strength, and customer trust of insurance companies. Tata AIA Life Insurance has emerged as one of the **fastest-growing private insurers**, outperforming several peers in both **new individual policy issuance and premium collection**.

### New Individual Policies Issued (in Lakhs)

Company	FY 2020–21	FY 2021–22	FY 2022–23	3-Year CAGR
LIC of India	210.2	221.3	231.0	4%
SBI Life	15.8	17.4	18.9	9%
HDFC Life	9.6	10.2	10.8	6%
ICICI Prudential Life	7.2	7.6	8.1	6%
Tata AIA Life	4.4	5.6	7.2	17%

Source: IRDAI Annual Reports (2021–2023)

### New Business Premium (NBP) Growth (₹ Crores)



*NBP: First-year premium from new business. Source: IRDAI Annual Report FY 2022–23*

### **Why Tata AIA's Growth Trend Stands Out**

Growth Driver	Impact
<b>Wellness-linked Term Plans</b>	Attracted health-conscious millennial customers
<b>Bancassurance Partnerships</b>	Leveraged Axis Bank, HDFC Bank, and other channels for large policy volumes
<b>Digital Transformation</b>	Video KYC, AI Chatbots, Self-service portals improved onboarding
<b>High Claim Settlement Ratio</b>	99.01% in FY23 boosted customer trust and referrals
<b>Flexible, Goal-Based Plans</b>	ULIPs and retirement plans targeted to mid- to high-income earners

## **1.8. Departments Involved in CRM**

### **1. Customer Service Department**

This is the **frontline department** directly responsible for responding to customer queries, complaints, service requests, and post-sales support. It ensures:

- Timely resolution of service tickets
- Claim-related assistance
- Address updates, nominee changes, premium reminders
- SLA compliance and Net Promoter Score (NPS) tracking

### **2. Operations Department**

Responsible for **policy issuance, underwriting coordination, and documentation**, this department ensures error-free and timely processing of applications. It plays a key role in:

- Reducing onboarding friction
- Managing customer data entry
- Handling back-end integration with CRM systems
- Supporting renewal and premium collection

### **3. Marketing & Digital Experience Team**

This team drives **customer engagement, brand communication, and personalized campaigns** using CRM analytics and behavioral data.

Key activities include:

- Email/SMS campaigns
- Reminder triggers (for renewal, birthdays, etc.)
- Upselling/cross-selling smart recommendations
- Managing digital experience via website and app

**4. IT & Digital Transformation Team** - This team provides **CRM infrastructure, integration, data security, and automation**. It ensures:

- Real-time syncing of customer touchpoints across web, mobile, and offline
- API integrations between CRM and policy admin systems
- AI-driven chatbots and IVR logic

**5. Bancassurance & Distribution Channels** - All partner-facing departments use CRM to:

- Track leads and conversions
- Share real-time customer insights with banks/partners
- Personalize customer journeys (bank-wise segmentation)

**6. Sales Team (Direct, Agency, Online)** - Sales teams rely on CRM for:

- Lead nurturing and assignment
- Tracking customer interactions
- Proposals and conversion status
- Target achievement dashboards

**7. Claims Management Team** - This team uses CRM to deliver **empathetic and fast-track service during claim moments**, including:

- Document verification
- Nominee support
- Real-time status updates via CRM channels
- Claim satisfaction feedback integration

### **2.1. Introduction to the Service Sector and Life Insurance Industry**

#### **1. Introduction to the Service Sector**

The **service sector**, also known as the **tertiary sector**, is the **largest and fastest-growing segment** of the Indian economy. Unlike the primary (agriculture) or secondary (manufacturing) sectors, the service sector delivers **intangible value** through activities like banking, insurance, retail, healthcare, hospitality, education, and IT services.

##### **Key Characteristics of the Service Sector:**

- No physical production; services are performance-based
- High human interaction and customer-centricity
- Dependence on **skill, knowledge, and efficiency**
- Significant contributor to employment and GDP

##### **Contribution to India's GDP:**

- The service sector accounts for **over 55%** of India's GDP (as of FY 2022-23)
- Major contributor to **urban employment and foreign exchange through IT, tourism, and financial services**

As India moves toward a knowledge-based economy, the service sector continues to be the **engine of growth, innovation, and financial inclusion**.

#### **2. Introduction to the Life Insurance Industry**

Life insurance is a critical pillar of the **financial services industry** within the service sector. It provides **financial protection, investment opportunities, tax benefits, and peace of mind** to individuals and their families.

##### **What is Life Insurance?**

Life insurance is a contract in which an insurer guarantees payment of a death benefit to named beneficiaries upon the death of the insured, in exchange for premiums paid by the policyholder. Certain life insurance products also offer **savings, annuity, and investment benefits**.

### 3. Life Insurance Industry in India

The Indian life insurance industry has undergone **tremendous transformation** in the last two decades:

Phase	Description
Pre-1956	Fragmented private players
1956–2000 (LIC Monopoly)	Nationalization of life insurance under LIC of India
Post-2000 Liberalization	Entry of private companies under IRDAI regulations
Current Scenario	Highly competitive, tech-enabled, customer-focused environment

**Industry Regulator:** The **Insurance Regulatory and Development Authority of India (IRDAI)** governs life insurers, ensuring consumer protection, solvency norms, and transparency.

#### Industry Landscape (FY 2022–23):

- Total Life Insurers: **24** (1 public - LIC, 23 private)
- Total premium (life insurance): **₹7.8 lakh crore+**
- Penetration (Life Insurance): **~3.2% of GDP**
- Rising focus on **term insurance, digital onboarding, and wellness-linked plans**

#### *Key Features of the Indian Life Insurance Sector*

Feature	Explanation
<b>High Untapped Potential</b>	Large uninsured population, especially in rural/semi-urban regions
<b>Digital Transformation</b>	Online policy sales, mobile apps, AI chatbots, and e-KYC
<b>Product Innovation</b>	Term, ULIPs, retirement, guaranteed income, child plans
<b>Customer-Centric Regulations</b>	IRDAI mandates transparency, grievance redressal, and claim settlement monitoring
<b>Rise of Bancassurance</b>	Banks now major distributors of life insurance, including players like Tata AIA

## **2.2. Concept and Importance of CRM in the Service Sector**

**Customer Relationship Management (CRM)** is a strategic process used by businesses to **understand, attract, retain, and serve customers efficiently and profitably**. It involves the use of **data, technology, personalized communication, and service excellence** to build strong, long-term relationships with customers.

CRM is about **putting the customer at the center** of business operations—by managing interactions from **pre-sale to after-sale service** and ensuring **consistent, valuable, and satisfying experiences** at every touchpoint.

### ***Key Components of CRM:***

Component	Description
<b>Customer Data</b>	Collection and analysis of customer demographics, preferences, and feedback
<b>Automation Tools</b>	Use of software like Salesforce, Zoho, etc., to streamline sales, service, and marketing
<b>Customer Lifecycle Management</b>	Managing all stages: awareness → purchase → service → loyalty → retention
<b>Feedback Loop</b>	Integrating customer feedback for continuous improvement

### **Importance of CRM in the Service Sector**

The service sector is **intangible, perishable, and highly personalized**, making CRM even more critical than in product-based businesses. In services like **banking, insurance, hospitality, telecom, and healthcare**, customer relationships determine **brand value, loyalty, and profitability**.

### **CRM in Life Insurance Services (Example: Tata AIA)**

In the life insurance sector, **CRM is essential to manage long-term policyholder relationships**—often lasting 10 to 30 years. Tata AIA Life Insurance uses CRM for:

- Lead nurturing and follow-ups
- Policy renewal reminders and automation
- Claim assistance and nominee support
- Wellness-linked customer engagement
- Retention campaigns for lapsed policies

## **Objectives of the Study**

The primary aim of this internship study was to gain **practical exposure to life insurance operations** and to understand how a leading insurer like **Tata AIA Life Insurance** leverages **Customer Relationship Management (CRM)** to achieve growth, customer satisfaction, and long-term policyholder retention.

Below are the **specific objectives** of the study:

### **1. To Understand the Life Insurance Industry Dynamics**

- To analyze the structure, growth, and trends of the Indian life insurance sector.
- To understand the **role of private players** like Tata AIA in enhancing insurance penetration and financial inclusion.

### **2. To Study the CRM Framework at Tata AIA Life Insurance**

- To examine the **components, processes, and tools** involved in CRM at Tata AIA.
- To identify how CRM supports **customer onboarding, engagement, renewal, and claims servicing**.

### **3. To Identify the Departments Involved in CRM Activities**

- To map out **cross-functional coordination** among departments like Sales, IT, Operations, Marketing, and Customer Service.
- To observe **departmental roles and responsibilities** in delivering superior customer experience.

### **4. To Evaluate the CRM Tools and Digital Innovations Used**

- To explore how Tata AIA uses tools like **Salesforce CRM, lead management systems (LMS), AI bots (Tia)**, mobile apps, and portals.
- To assess the impact of **technology on efficiency, personalization, and service quality**.

### **5. To Analyze Customer-Centric Practices and CRM Outcomes**

- To understand how CRM contributes to **customer loyalty, policy persistency, and Net Promoter Scores (NPS)**.
- To examine real-time examples of **CRM-driven service excellence** and retention campaigns.

### **6. To Compare CRM Practices with Industry Peers**

- To benchmark Tata AIA's CRM model against **competitors like HDFC Life, ICICI Prudential, and SBI Life**.

- To identify best practices and areas of differentiation.

## **7. To Apply Academic Learning in a Real Business Environment**

- To bridge the gap between **theoretical knowledge** of CRM and its **practical application** in the life insurance domain.
- To develop skills in **data observation, policy analysis, and customer service assessment**.

### **Scope of the Study**

#### **Organizational Scope**

- The study focuses on **Tata AIA Life Insurance Company Ltd.**, particularly its **customer service, operations, sales, marketing, and digital transformation teams**.
- It highlights Tata AIA's approach to **customer acquisition, retention, satisfaction, and relationship management**.

#### **Functional Scope**

- The core function explored is **Customer Relationship Management (CRM)**—its structure, tools, digital integration, and departmental involvement.
- It also includes **product knowledge, claims support, service quality, feedback loops**, and CRM's role in driving business metrics like policy renewals and loyalty.

#### **Geographical Scope**

- While Tata AIA operates pan-India, the study focuses on observations made at the **internship location (e.g., local branch or regional office)**.
- It also reflects national-level CRM trends and performance through data sourced from **IRDAI reports, public disclosures, and company documents**.

#### **Time Frame**

- The study was conducted over the internship duration of **\_\_\_\_ weeks/months** (e.g., *May 2025 – July 2025*).
- The CRM analysis and performance data relate primarily to **Financial Year 2022–23**, with some insights into ongoing strategies in FY 2023-24.

#### **Thematic Scope**

- The study includes:

- CRM strategy and implementation in life insurance
- Use of digital tools like Salesforce, chatbots, mobile apps
- Departmental roles in CRM
- Benchmarking Tata AIA with peers
- Understanding customer behavior and engagement
- Observing practical workflows in service handling and escalation

## **Research Methodology (Observation, Dashboards, Reports)**

### **Research Methodology**

The research methodology outlines the approach followed during the internship to **collect, observe, analyze, and interpret data** regarding CRM practices at **Tata AIA Life Insurance**. This methodology is largely **observational and analytical**, supported by the use of internal tools, dashboards, and structured employee interactions during the internship period.

#### **1. Nature of Study**

This is a **qualitative and exploratory** study aimed at understanding the **functioning of CRM in a real-life insurance environment**. It focuses on gathering insights through **day-to-day operations, policy servicing tasks, CRM dashboards, and internal communication flows**.

#### **2. Research Design**

Type	Description
<b>Descriptive Study</b>	Describes CRM structure, tools, and departmental roles in detail.
<b>Exploratory Study</b>	Explores real-world CRM application, customer interaction strategies, and digital innovations.

#### **3. Data Collection Methods**

Method	Details
<b>Direct Observation</b>	Observed how departments use CRM tools to manage leads, customer requests, and claim queries.
<b>Dashboard Analysis</b>	Studied CRM dashboards showing lead status, pending service requests, follow-up alerts, and agent performance.
<b>Internal Documents</b>	Referred to internal manuals, SOPs, and CRM playbooks to understand standard workflows.

<b>Informal Discussions</b>	Interacted with team members from operations, sales, and customer service to clarify CRM execution.
<b>Report Reviews</b>	Analyzed customer grievance reports, claim TAT reports, renewal success data, and campaign outcomes.

#### **4. Tools and Systems Observed**

<b>Tool / Platform</b>	<b>Purpose in CRM</b>
<b>Salesforce CRM</b>	Lead tracking, customer history, follow-ups, and agent performance monitoring
<b>Tia Chatbot</b>	AI-based automated customer support for routine queries
<b>Renewal Reminder Tools</b>	Automated SMS/email systems for premium and policy renewal communication
<b>Customer Service Portals</b>	Dashboards for real-time complaint logging and resolution tracking
<b>MIS Reports</b>	Data on policy performance, customer satisfaction (NPS), and service turnaround time

#### **5. Sample Area / Focus**

The practical insights were derived by working closely with:

- **Operations and Service team** - for document handling and CRM follow-up entries
- **Customer Service department** - for understanding ticket lifecycle and escalation management
- **Sales and Distribution support** - for observing lead allocation, CRM tracking, and campaign personalization

#### **6. Internship Duration**

- **Time Period:** (e.g., May 2025 – July 2025)
- The observations and CRM data referenced pertain primarily to **FY 2022–23**, with ongoing developments during FY 2023-24.

#### **Hypothesis (if applicable)**

A **hypothesis** is a formal assumption made to be tested through observation, analysis, and practical exposure. In the context of this study at **Tata AIA Life Insurance**, the hypothesis helps evaluate the **effectiveness and role of CRM**

**practices** in improving customer engagement, retention, and operational performance in the life insurance sector.

❖ **Primary Hypothesis ( $H_1$ ):**

**“Effective CRM implementation leads to higher customer satisfaction, improved policy retention, and better operational efficiency in Tata AIA Life Insurance.”**

❖ **Null Hypothesis ( $H_0$ ):**

**“There is no significant relationship between CRM implementation and customer satisfaction, policy retention, or service performance in Tata AIA Life Insurance.”**

❖ **Supporting Sub-Hypotheses:**

1.  **$H_{1a}$ :** Use of digital CRM tools (e.g., Salesforce, chatbots) has improved customer response time and resolution rate.
2.  **$H_{1b}$ :** Personalized CRM communication increases policy renewals and reduces policy lapsation.
3.  **$H_{1c}$ :** CRM-enabled lead tracking improves sales conversion and agent productivity.

### **Limitations of the Study**

#### **1. Limited Access to Internal Data**

Due to the sensitivity of customer information and company privacy policies, access to complete internal CRM databases, customer satisfaction scores, or retention analytics was restricted.

#### **2. Time Constraints**

The internship was conducted over a limited period of       weeks/months (e.g., *May to July 2025*), which did not allow for long-term observation of CRM outcomes such as annual policy persistency or customer lifetime value.

#### **3. Geographic Limitation**

The observations were confined to a **specific branch/regional office** of Tata AIA Life Insurance. Hence, the findings may not represent the entire company's nationwide CRM practices uniformly.

#### **4. Departmental Restrictions**

While the study involved interaction with multiple departments like customer service, sales, and operations, access to **top-level strategic meetings or CRM policy formulation teams** was not available.

### 3.1. Meaning and Objectives of CRM

**Customer Relationship Management (CRM)** refers to the strategies, practices, technologies, and systems that companies use to **manage and analyze customer interactions and data** throughout the customer lifecycle. The primary goal of CRM is to **improve customer service, build long-term relationships, increase customer loyalty**, and ultimately drive **business growth and profitability**.

CRM is not limited to software—it's a **holistic approach** that involves:

- Understanding customer needs
- Delivering personalized services
- Resolving issues effectively
- Enhancing customer satisfaction and retention

In service industries like **life insurance**, where **trust, long-term engagement, and after-sales service** are critical, CRM plays a **strategic role** in ensuring business success.

### Objectives of CRM

#### 1. To Enhance Customer Satisfaction

- CRM systems track preferences, complaints, and service history to offer **personalized and faster service**.
- Satisfied customers are more likely to **renew policies, upgrade coverage**, and recommend the brand.

#### 2. To Improve Customer Retention and Loyalty

- Insurance is a long-term contract. CRM ensures **timely reminders, renewal alerts**, and **relationship-building touchpoints** to retain policyholders over time.

#### 3. To Optimize Sales and Lead Conversion

- CRM tools assign leads, track follow-ups, and automate sales funnel management—**increasing conversion rates and agent productivity**.

#### 4. To Streamline Service Operations

- CRM reduces turnaround time (TAT) in servicing queries, claims, and documentation by automating workflows and tracking resolution status.

### **3.2. CRM Lifecycle: Acquisition → Retention → Loyalty**

The **Customer Relationship Management (CRM) Lifecycle** represents the entire journey of a customer with a company—from initial contact to becoming a loyal, repeat client. In the life insurance industry, this lifecycle is especially important because policies often span **10 to 30 years**, requiring consistent, long-term engagement.

Tata AIA Life Insurance follows a **three-stage CRM lifecycle model**:

**1. Customer Acquisition** - This is the **first stage**, where potential customers are identified, attracted, and converted into policyholders. In a competitive market like life insurance, successful acquisition requires:

- Understanding customer needs
- Educating about insurance benefits
- Offering the right product at the right time

**Tata AIA CRM Acquisition Strategies:**

Tools/Methods	Description
<b>Lead Management Systems (LMS)</b>	Captures leads from various sources (online, banks, agents, etc.)
<b>Digital Campaigns</b>	Personalized ads, emailers, and website journeys based on user behavior
<b>Partner/Bancassurance CRM</b>	Tracks referrals and leads from partner banks like HDFC, Axis, etc.
<b>CRM-Driven Follow-ups</b>	Automated call/email reminders for policy queries and quotations

**Goal:** Convert prospects into first-time policyholders by building trust and offering solutions tailored to their financial needs.

### **2. Customer Retention**

Once a policy is sold, the focus shifts to **retaining** the customer by ensuring smooth onboarding, timely servicing, and consistent engagement. In insurance, where policy lapsation is a risk, CRM plays a vital role in maintaining the relationship.

### Tata AIA CRM Retention Techniques:

FEATURE	FUNCTIONALITY
RENEWAL REMINDERS	SMS, email, WhatsApp reminders for premium due dates
SELF-SERVICE TOOLS (TIA, APP)	Chatbots, app access to view policy status, documents, claims
WELCOME & EDUCATION JOURNEYS	Explaining policy features post-sale via onboarding campaigns
FEEDBACK & GRIEVANCE TRACKING	CRM captures and resolves complaints promptly, improving customer trust

*Goal:* Minimize policy cancellations, ensure high policy persistency, and improve customer satisfaction scores (NPS).

**3. Customer Loyalty** - This final stage aims to transform retained customers into **loyal brand advocates**. Loyal customers tend to:

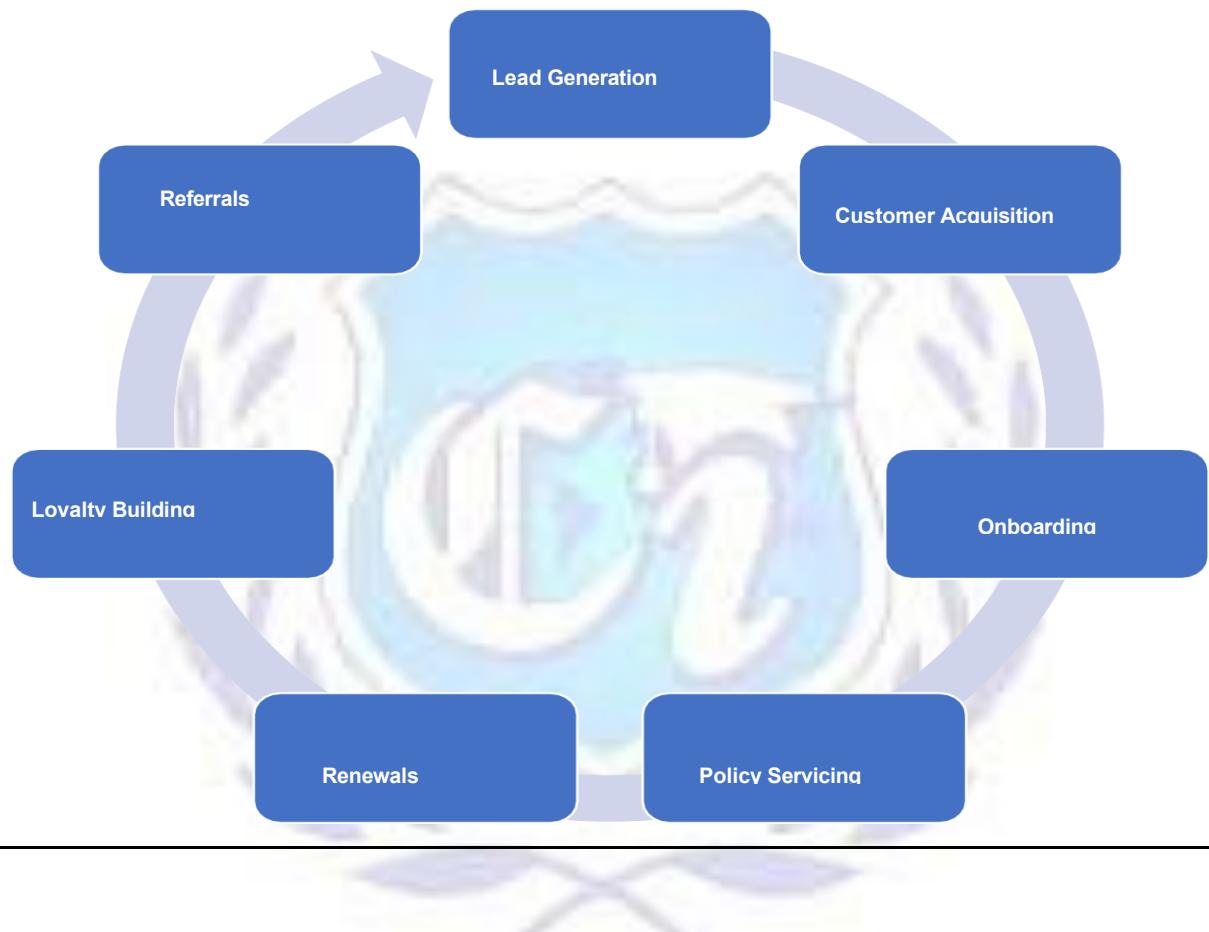
- Renew policies year after year
- Buy additional products (cross-sell)
- Refer friends and family
- Stay connected with the brand emotionally

### Tata AIA CRM Loyalty Strategies:

STRATEGY	DESCRIPTION
RELATIONSHIP MANAGERS (HNI CLIENTS)	Personalized servicing to high-value clients
MILESTONE REWARDS / GREETINGS	Birthday/Anniversary wishes, loyalty gifts
CROSS-SELLING ENGINE	CRM suggests new plans based on life stage (child, retirement, savings)
POST-CLAIM ENGAGEMENT	Compassionate communication even after claim settlement

*Goal:* Build emotional connection, lifetime customer value, and organic brand growth through loyalty.

## CRM Lifecycle Diagram



## Benefits of a Well-Managed CRM Cycle



### **3.3. Importance of CRM in Financial Services**

The **financial services sector**—comprising banking, insurance, mutual funds, and non-banking financial companies (NBFCs)—is highly customer-centric and trust-driven. Unlike product-based industries, financial services require **ongoing interactions, customized offerings, and lifetime relationship management**. In this context, **Customer Relationship Management (CRM)** becomes a **core business strategy** to attract, retain, and grow customer relationships.

#### **Why CRM is Crucial in Financial Services**

##### **1. Long-Term Nature of Financial Products**

Products like life insurance, home loans, and retirement plans span years or decades. CRM ensures **consistent engagement** over this long horizon.

##### **2. Trust and Personalization**

Financial decisions are personal and sensitive. CRM helps create **tailored experiences** based on income, goals, and risk tolerance.

##### **3. High Competition and Low Switching Cost**

With several private and public players, CRM helps build **brand stickiness and customer loyalty** in a competitive market.

##### **4. Digital Transformation in BFSI Sector**

Digital CRM tools enable **multi-channel service delivery**—via apps, calls, emails, and AI chatbots—boosting convenience and speed.

#### **Example: Tata AIA Life Insurance**

Tata AIA uses CRM in financial services to:

- Manage millions of customer records in a unified platform (e.g., Salesforce CRM)
- Drive timely renewal campaigns and retention calls
- Provide service through Tia chatbot, WhatsApp support, and mobile app
- Enable lead conversion via banks, digital platforms, and agents

- Offer add-on riders, child plans, pension products based on lifecycle needs

### **3.4. Key CRM Components**

**1. Operational CRM** - Focuses on automating and improving customer-facing processes.

**Includes:**

- **Sales Force Automation (SFA):** Automates sales tasks like lead tracking, follow-ups, pipeline management.
- **Marketing Automation:** Manages campaigns, tracks ROI, automates email and SMS outreach.
- **Service Automation:** Manages customer service operations including ticketing, live chat, and complaint resolution.

**2. Analytical CRM**- Helps in analyzing customer data to make strategic decisions.

**Includes:**

- Data mining and customer segmentation
- Customer lifetime value (CLV) analysis
- Predictive modeling and customer behavior forecasting
- Campaign performance tracking

**3. Collaborative CRM** - Enables sharing customer information across departments (sales, marketing, support) to improve service quality.

**Includes:**

- Interaction management (phone, email, chat, social media)
- Channel integration (omnichannel experience)
- Unified communication and information flow

**4. Strategic CRM** - Long-term customer-centric approach to align business strategies with customer preferences.

**5. Data Management**- Effective CRM depends on collecting, storing, and organizing customer data.

**Key aspects:**

- Customer databases (demographic, transactional, behavioral)
- Data cleaning and deduplication
- Privacy and compliance (e.g., GDPR)

**6. Workflow Automation** - Streamlines internal processes to reduce manual work and enhance efficiency.

**Includes:**

- Lead assignment rules
- Task scheduling and reminders
- Escalation matrix for unresolved queries

**7. Reporting & Dashboards** - Provides real-time insights into KPIs and customer interactions.

**Includes:**

- Sales performance dashboards
- Customer service metrics
- Custom report generation

**8. Mobile CRM** - Allows sales and service staff to access CRM data on-the-go.

**Benefits:**

- Increased flexibility and productivity
- Real-time updates during client visits
- Offline data access and sync

**9. Integration Capabilities** - CRM should integrate with other enterprise systems like:

- ERP (Enterprise Resource Planning)
- Email platforms (e.g., Outlook, Gmail)
- Social media platforms
- Customer portals

**10. Artificial Intelligence (AI) & Machine Learning** - Advanced CRMs now use AI for better decision-making.

**Examples:**

- Chatbots for customer support

### 3.5. CRM in Product vs. Service Industry

Customer Relationship Management (CRM) plays a vital role in both **product** and **service** industries, but the **approach, focus areas, and implementation** differ based on the nature of the offering.

Aspect	Product Industry CRM	Service Industry CRM
<b>Customer Interaction Frequency</b>	Less frequent; mainly during sales and after-sales support	Frequent; continuous interaction is often necessary
<b>Focus Area</b>	Product quality, warranty, upgrades, delivery tracking	Relationship building, service quality, responsiveness, personalization
<b>Sales Cycle</b>	Shorter and more transactional	Longer and relationship-driven
<b>Examples</b>	Electronics, FMCG, automobiles	Insurance, banking, telecom, hospitality
<b>Post-Sales Service</b>	Usually limited to warranty or complaint handling	Ongoing support and service delivery is core
<b>Customer Data Management</b>	Focuses on product usage, purchase history, demographics	Captures preferences, feedback, behavior, service history
<b>Customer Retention</b>	Loyalty programs, product discounts, repeat sales	Service customization, personalized engagement, trust-building
<b>Channels of Communication</b>	Email, SMS, retail touchpoints, websites	Multichannel: phone, email, in-person, apps, chatbots
<b>CRM Tools Used</b>	Inventory-linked CRM, order management systems, logistics CRM	Call center CRM, helpdesk software, appointment scheduling, case management tools
<b>Key Success Metric</b>	Product satisfaction and repeat purchases	Service quality, customer satisfaction (CSAT), Net Promoter Score (NPS)

### **Examples: Product Industry Example – Apple**

- Uses CRM to track purchases, send upgrade offers, and handle service requests through Apple Support.
- CRM helps build brand loyalty and improve customer experience post-purchase.

### **Service Industry Example – Tata AIA Life Insurance**

- CRM ensures timely premium reminders, policy servicing, customer queries, and retention.
- Focus on long-term relationship and personalized financial solutions through CRM tools.

### **Key Takeaway:**

- **Product CRM** = Product-centric, transactional, focused on sales and delivery.
- **Service CRM** = Customer-centric, relationship-driven, focuses on personalized and continuous service.

## **3.6. Unique Features of CRM in the Insurance Sector**

The **insurance sector** is highly service-oriented, trust-based, and long-term in nature. CRM systems in insurance are uniquely designed to handle **complex policy lifecycles**, **sensitive customer data**, and **regulatory compliance**. Below are the key unique features of CRM in the insurance sector:

### **1. Policy Lifecycle Management**

- Tracks the entire journey from **lead generation** to **policy issuance, renewal, maturity, and claims processing**.
- Automates reminders for **policy premium due dates, renewal alerts, and policy expiry**.

### **2. Lead Management & Agent Tracking**

- Captures leads from multiple channels (website, agents, call centers).
- Assigns leads to agents, tracks their conversion progress, and measures their performance.

### **3. Customer Segmentation for Personalization**

- Segments customers by **age, risk profile, income, policy type**, etc.
- Enables **tailor-made insurance offerings** (e.g., term insurance for young adults, pension plans for seniors).

#### **4. Claims Management Integration**

- CRM integrates with the **claims processing system** to:
  - Track claim status
  - Communicate with the customer
  - Maintain claim history

#### **5. Regulatory & Compliance Tracking**

- Helps maintain data records and communication logs as per **IRDAI** and **other legal standards**.
- Tracks KYC/AML requirements, disclosures, and consent.

#### **6. Multi-Channel Communication**

- Enables communication via **SMS, email, call centers, WhatsApp, mobile apps**.
- Ensures policyholders receive updates on policy status, due dates, offers, and claims.

#### **7. Renewal and Retention Tools**

- Auto-reminders for renewals.
- AI-based churn prediction: flags customers who are likely to lapse or not renew.
- Offers discounts or customized plans to retain customers.

#### **8. Agent/Broker CRM Integration**

- Dedicated portals or mobile CRMs for **agents and brokers**.
- Enables them to manage client interactions, view commission details, and track performance.

#### **9. Customer 360° View**

- A single dashboard showing all **policy details, interactions, claims, complaints**, and **feedback** of a customer.
- Enables personalized and faster service.

#### **10. Performance & Analytics Dashboards**

- Tracks KPIs like:
  - Policy sales
  - Claim settlement ratio

### **3.7. Role of CRM in Policy Renewals and Customer Loyalty**

#### **Bottom of Form**

##### **A. Role of CRM in Policy Renewals**

Function	CRM Contribution
Automated Reminders	Sends <b>email/SMS/app notifications</b> before premium due dates to ensure timely renewals.
Policy Tracking	Tracks <b>policy status</b> , renewal cycles, grace periods, and lapsed policies.
Renewal Campaigns	Runs <b>targeted renewal campaigns</b> for policies nearing expiration.
Agent/Advisor Alerts	Alerts agents and advisors to follow up with customers for pending renewals.
Personalized Offers	Suggests <b>customized renewal offers</b> , bonuses, or discounts to retain high-value clients.
Online Renewal Integration	Enables <b>seamless renewals via CRM-integrated portals</b> or apps.
Missed Renewal Analysis	Tracks reasons for non-renewals (e.g., price, service) and suggests corrective actions.

##### **B. Role of CRM in Customer Loyalty**

Function	CRM Contribution
360° Customer View	Offers a complete profile including all policies, claims, interactions, feedback—leading to more personalized service.
Consistent Engagement	Maintains <b>regular touchpoints</b> through greetings, policy updates, blogs, and awareness messages.
Loyalty Programs	Integrates loyalty schemes or reward points for long-term customers.
Customer Feedback Integration	Collects and analyzes feedback to improve service and enhance satisfaction.
Cross-Selling/Upselling	Suggests relevant additional products (e.g., health insurance, riders) based on customer needs.

<b>Complaint Resolution</b>	Enables <b>faster resolution</b> of complaints and tracks escalations, boosting trust.
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### **3.8. CRM Challenges in the Indian Insurance Market**

#### **1. Fragmented Customer Data**

- **Challenge:** Data is often stored in **multiple legacy systems** across branches, agents, and platforms.
- **Impact:** Results in **incomplete 360° customer view** and inconsistent communication.

#### **2. Low Digital Literacy Among Customers**

- **Challenge:** A significant portion of the Indian population, especially in rural areas, lacks familiarity with **digital tools**.
- **Impact:** Limits CRM-based self-service options like app-based renewal, digital claim tracking.

#### **3. Multiple Distribution Channels**

- **Challenge:** Insurance is sold via agents, banks (bancassurance), online portals, brokers, and aggregators.
- **Impact:** Difficult to **standardize CRM processes** and integrate customer data across channels.

#### **4. Resistance from Traditional Agents**

- **Challenge:** Older agents may be **reluctant to adopt CRM tools** or mobile-based systems.
- **Impact:** Slows down CRM deployment and real-time data updates.

#### **5. Data Privacy and Regulatory Compliance**

- **Challenge:** Must comply with **IRDAI, GDPR**, and upcoming **Digital Personal Data Protection Act (DPDP)** in India.
- **Impact:** Limits data sharing, increases complexity of storing and handling customer data securely.

#### **6. Language and Cultural Barriers**

- **Challenge:** India has **multiple languages and regional preferences**.
- **Impact:** CRM communication and service delivery need **customization** for effective engagement.

## **7. High Customer Churn and Low Loyalty**

- **Challenge:** Customers often switch insurers due to **price sensitivity, lack of personalization, or poor service.**
- **Impact:** Makes it hard to retain policyholders through CRM strategies alone.

## **8. Lack of Real-Time Integration**

- **Challenge:** Many CRM systems don't sync in real time with underwriting, claims, or finance systems.
- **Impact:** Leads to delays in policy servicing and customer dissatisfaction.

## **9. Inadequate Training for CRM Usage**

- **Challenge:** Many employees and agents are **not well-trained** in CRM tools.
- **Impact:** Results in **underutilization** of CRM features and poor user experience.

## **10. Cost of Implementation**

- **Challenge:** High initial investment and ongoing costs for CRM software, data integration, and AI tools.
- **Impact:** Smaller insurance companies hesitate to invest fully in CRM systems.

### **Suggested Solutions:**

<b>Problem Area</b>	<b>Solution</b>
<b>Data silos</b>	<i>Use centralized cloud-based CRM platforms</i>
<b>Agent resistance</b>	<i>Conduct regular training &amp; incentive programs</i>
<b>Multilingual diversity</b>	<i>Deploy multilingual bots and communication templates</i>
<b>Low digital literacy</b>	<i>Retain physical outreach alongside digital tools</i>
<b>Real-time integration</b>	<i>Implement API-based CRM systems</i>

CRM (Customer Relationship Management) strategies are focused plans and approaches that organizations implement to acquire, retain, and grow customer relationships. In the context of life insurance, CRM strategies are vital to build long-term trust, ensure policy renewals, and enhance customer satisfaction.

### 4.1. Lead Management Process

Lead Management is the process of capturing, tracking, nurturing, and converting leads into customers. In life insurance, it includes identifying potential policyholders, understanding their needs, and offering tailored insurance solutions through appropriate channels.

#### ❖ Stages of Lead Management

##### 1. Lead Generation

- Capturing leads through various channels:
  - Website inquiries
  - Call centers
  - Partner banks (like HDFC Bank)
  - Insurance advisors
  - Digital marketing campaigns
  - Walk-ins at branches

##### 2. Lead Capture & Entry

- Leads are automatically or manually entered into the CRM system (Tata AIA uses Salesforce CRM).
- Essential customer information: name, age, income, contact, policy interest, etc.

##### 3. Lead Assignment

- Leads are assigned to:
  - Insurance advisors
  - Relationship managers
  - Bank assurance channel officers
- Based on geography, product type, and channel partner.

#### **4. Lead Follow-up & Engagement**

- Advisors contact the lead within a specified SLA (Service Level Agreement).
- Personalized conversations are initiated to understand customer needs.
- Use of email, phone, WhatsApp, and in-person meetings.

#### **5. Lead Nurturing**

- Leads not immediately ready to buy are entered into nurturing funnels.
- Regular follow-ups, educational emails, newsletters, reminders, etc.
- CRM system sets automated reminders.

#### **6. Lead Conversion**

- When the prospect purchases a policy, the lead is marked "converted."
- All interactions and conversion history are stored in the CRM for future service and upselling.

#### **7. Post-Conversion Handover**

- The lead is handed over to the **policy servicing** and **customer support** team.
- Welcome kits, onboarding calls, and policy documents are sent.



## **4.2. Advisor Recruitment, Onboarding, and Development**

### **Communication Channels**

#### **Overview**

At Tata AIA Life Insurance, insurance advisors (also known as Life Insurance Advisors or Financial Consultants) play a crucial role in customer acquisition and relationship management. A robust CRM strategy begins with recruiting quality advisors and equipping them with tools, training, and ongoing support to build long-term customer relationships.

#### **Advisor Recruitment Strategy**

Tata AIA employs a mix of traditional and digital strategies to recruit qualified and committed advisors:

Strategy	Description
Campus Drives & Walk-ins	Collaborations with colleges and job fairs for fresh talent
Digital Ads & Portals	Naukri, LinkedIn, and Tata AIA's careers page
Referral Programs	Existing agents refer potential candidates
Partnerships	Tie-ups with NGOs, women's self-help groups, and retired professionals

#### **Key Selection Criteria:**

- Communication and persuasion skills
- Local market knowledge
- Basic educational qualifications (as per IRDAI norms)
- Trustworthiness and willingness to be trained

#### **Advisor Onboarding Process**

- 1. Document Collection and Verification**
  - KYC, PAN, educational certificates, photographs
- 2. IRDAI Licensing Support**
  - Advisors are guided through the IRDAI licensing exam process
- 3. Initial Training Program**
  - Orientation on Tata AIA products, CRM systems (like Salesforce), and compliance norms

#### **4. Digital Access Setup**

- Each advisor is provided with login credentials for the Tata AIA Advisor App and CRM portal

#### **5. Mentorship**

- Assigned to a senior advisor or branch manager for 2-3 months of hand-holding

#### ***Impact of Advisor Development***

- Higher policy conversion rate
- Improved advisor retention and loyalty
- More accurate customer data collection
- Better alignment with CRM strategy
- Enhanced customer trust and satisfaction

#### ***Communication Channels in CRM***

##### **Introduction**

Effective communication is the backbone of CRM. Tata AIA uses **multi-channel communication** to ensure timely, relevant, and personalized interaction with both customers and advisors across the lifecycle—from onboarding to policy servicing and renewals.

##### ***Key CRM Features Integrated with Communication***

- Auto-reminders for policy due dates
- Custom messaging based on customer persona
- AI-based chatbot on website for 24x7 support
- Customer satisfaction surveys post-service

##### ***Benefits of Omni-Channel CRM Communication***

- **Consistency** across touchpoints
- **Faster response time** and issue resolution
- **Higher policy renewal rates**
- **Real-time feedback** for service improvement
- **Greater engagement** with tech-savvy customers

## **4.4. Customer Support and Follow-up Mechanisms**

Customer support and systematic follow-up are integral to Tata AIA Life Insurance's CRM framework. As a life insurance provider, the company recognizes that customer relationships are long-term and trust-based. Therefore, delivering prompt assistance, maintaining open lines of communication, and ensuring continuous engagement even after the policy purchase are key elements to reinforce customer satisfaction and policyholder loyalty.

### **Multichannel Support Infrastructure**

Tata AIA has established a **multi-layered customer support system** combining human and digital touchpoints to ensure 24x7 accessibility.

#### **Key Support Channels Include:**

- **Toll-free Call Centers** - for direct assistance
- **Email Support** - for policy-related queries or complaints
- **WhatsApp for Business** - quick replies and document sharing
- **Mobile App & Website** - self-service tools and policy access
- **Branch Walk-ins** - in-person service at physical locations
- **AI Chatbot “TIA”** - available 24x7 to handle FAQs like:
  - Premium due dates
  - Policy document downloads
  - Nominee details

### **Follow-up and Engagement Mechanisms**

Tata AIA follows a **proactive follow-up approach**, not a reactive one, driven by its CRM tools.

#### **Key Follow-up Triggers:**

- **Automated Reminders:**
  - Sent via SMS, email, and app before due dates, renewals, and lapses.
- **Advisor CRM Alerts:**
  - Advisors are notified to reach out for servicing, cross-sell, or upsell.
- **Welcome Calls:**
  - Done within 3 working days of policy issuance to build early rapport.
- **Customer Surveys:**

- Satisfaction ratings collected post-sales and service.
- **Occasion-Based Contact:**
  - Greetings on birthdays, anniversaries via CRM-integrated automation.

### Grievance Redressal Framework

- **Complaint Logging & Tracking:** All service issues are entered in the CRM system and monitored in real time.
- **Escalation Matrix:** Unresolved issues are escalated to the **Grievance Redressal Officer**, as per IRDAI norms.
- **Resolution SLA:** Most issues are targeted for closure within **15 working days**.

## **4.5. District-wise CRM and Performance Tracking**

### **Purpose**

To decentralize and localize CRM efforts across various districts, enabling Tata AIA Life Insurance to effectively monitor sales performance, customer engagement, and advisor productivity at a granular level.

### **Structure of District-wise CRM**

- **Branch-Level CRM Deployment:**  
Each district operates under a branch office with CRM tools linked to regional performance dashboards.
- **Advisor Distribution by District:**  
Advisors are allocated based on population, potential market size, and past performance trends.
- **District CRM Heads/Managers:**  
Responsible for CRM implementation, follow-up compliance, lead conversion, and customer support tracking within the district.

### **Tools & Technology Integration**

- **Salesforce CRM:**  
Core platform for recording, tracking, and analyzing data district-wise.
- **Mobile CRM App for Advisors:**  
Used to update customer interactions, set follow-up reminders, and upload KYC instantly.
- **Live Dashboards & Scorecards:**  
District-wise dashboards for real-time performance and analytics.

- **Geo-Mapping Feature:**

Advisors are geo-tagged to identify performance by specific localities.

#### ***District-Level Insights and Actions***

- **High-Performing Districts:**

Given new product pilot programs, rewards, and extra incentives.

- **Low-Performing Districts:**

Provided with additional training, advisor reshuffling, and marketing support.

- **Targeted Campaigns:**

Regional festivals, harvest seasons, and income cycles used to drive localized insurance promotions.

#### ***Review & Accountability***

- **Weekly Advisor & District Score Review**

At the branch level to highlight successes and bottlenecks.

- **Monthly Cluster Leadership Meetings**

Regional/zonal managers analyze district data and design corrective strategies.

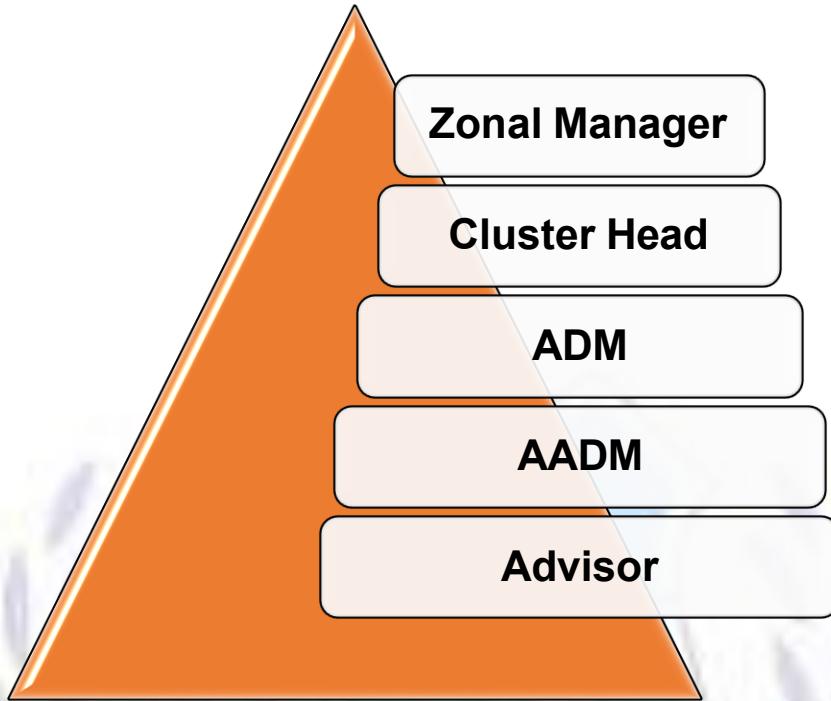
- **Performance-Based Rewards**

Districts meeting CRM goals receive recognition and team bonuses.

### **4.5. Advisor Hierarchy & Recruitment Strategies**

#### ***Advisor Hierarchy at Tata AIA Life Insurance***

Tata AIA follows a clear hierarchical framework to manage its field force, ensuring accountability, leadership development, and smooth execution of sales and CRM strategies.



#### 1. Insurance Advisor (Base Level)

- Frontline sales and customer engagement
- Responsible for lead conversion, servicing, and follow-up

#### 2. Associate Agency Development Manager (AADM)

- Manages a small team of advisors
- Ensures sales tracking and initial training

#### 3. Agency Development Manager (ADM)

- Leads 10-25 advisors
- Conducts performance reviews, skill development, and onboarding

#### 4. Branch Manager

- Supervises multiple ADMs and their teams
- Accountable for district-level targets and CRM compliance

#### 5. Cluster Head / Area Sales Manager

- Strategic oversight of multiple branches
- Drives regional campaigns, escalations, and policy revival efforts

## 6. Zonal Manager / Regional Director

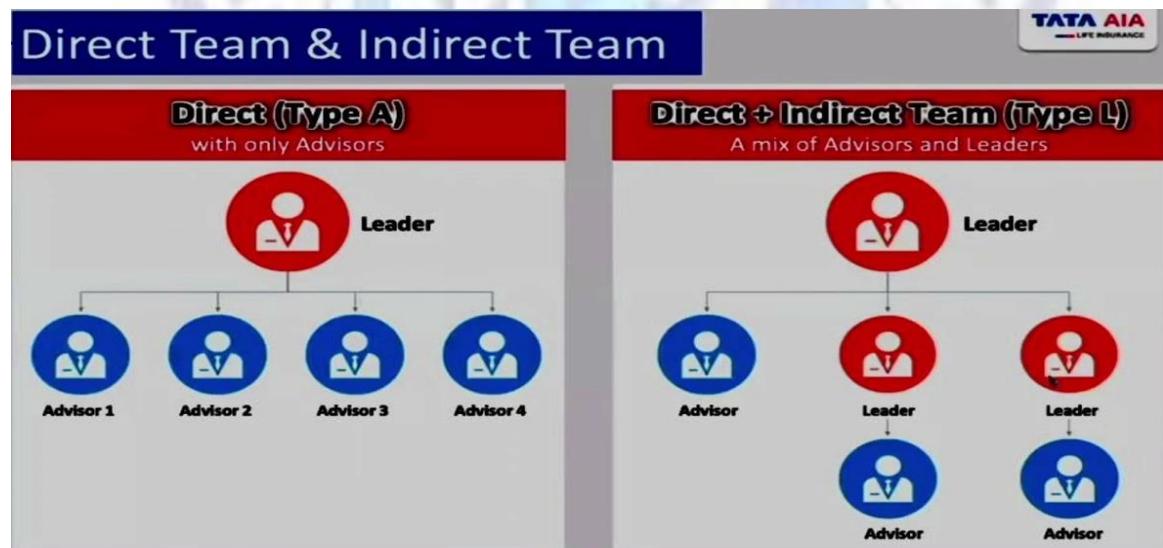
- Handles multiple states or zones
- Designs region-specific sales and advisor growth strategies

### ***Direct and Indirect Team Structure***

At Tata AIA Life Insurance, the advisor network is structured into two operational formats — **Direct Teams (Type A)** and **Direct + Indirect Teams (Type L)**. This hybrid approach enhances team scalability, supports leadership development, and improves customer coverage across regions.

#### **Type A – Direct Team (with only Advisors)**

- A **Leader** directly manages a team of individual advisors.
- No sub-leaders are involved; the reporting structure is linear.
- Ideal for small teams or newer leaders handling limited geographies.



### ***Advisor Recruitment Strategies***

Tata AIA uses a diversified approach to onboard skilled and high-potential advisors from different regions and backgrounds.

#### ***Primary Recruitment Sources:***

- **Walk-in Drives and Career Camps**
  - Organized at branches, colleges, and community centers.

- **Online Job Portals**
  - Recruitment through Naukri, Shine, LinkedIn, and Tata AIA's career website
- **Referral Programs**
  - Performance-based incentives for existing advisors referring new candidates
- **Tied-up Institutions & NGOs**
  - Collaboration with rural institutions, retired professionals, and self-help groups
- **Campus Outreach**
  - Targeting fresh graduates and MBA/BBA students

### ***Advisor Selection Process***

1. **Initial Screening**
  - Basic eligibility check: age, qualification (as per IRDAI norms), communication
2. **Interview & Aptitude Assessment**
  - Sales mindset, ethical understanding, and local customer knowledge
3. **Documentation**
  - KYC, educational proof, PAN card, and bank details
4. **IRDAI Licensing Process**
  - Company helps candidates prepare and apply for the IRDA exam

### ***Post-Recruitment Support***

- **Structured Onboarding Program**
  - Product training, CRM usage, code of conduct, and digital sales tools
- **Mentorship Assignment**
  - New advisors guided by experienced mentors (ADMs or Branch Managers)
- **Digital Setup**
  - Login credentials for CRM app, e-learning modules, and policy issuance portal

## **Financial Literacy Insight: Planning for Retirement**

Tata AIA Life Insurance emphasizes the importance of early and disciplined financial planning for a stress-free retirement. As part of its customer education and CRM engagement efforts, the company actively promotes retirement planning awareness through simple and effective visual communication tools like the one shown below.

### **Key Retirement Planning Strategies:**

#### **1. Start Early**

- Initiating investments or savings early in life provides more time for money to grow through compounding.
- This reduces the financial pressure in later years.

#### **2. Save More**

- Tata AIA advises policyholders to save **at least 20%** of their income every month.
- This disciplined approach builds a stronger retirement corpus over time.

#### **3. Factor in Inflation**

- Inflation significantly impacts the future value of money.
- Planning without accounting for inflation may lead to inadequate funds during retirement.
- Tools like inflation-adjusted calculators are used in Tata AIA's retirement planning modules.

#### **4. Gauge Your Risk Appetite**

- Identifying one's comfort level with risk is essential before selecting financial products.
- Tata AIA advisors assess this to recommend suitable instruments (e.g., ULIPs, pension plans, annuities).

## **Financial Literacy Insight : Planning for Retirement**



### **Plan your Retirement**

To ensure a stress-free retired life,  
make sure to:



**Start Early**  
An early start gives  
more time for your  
money to grow



**Save More**  
Try to save at  
least 20% of your  
income every  
month



**Factor in Inflation**  
Essential to  
ensure you don't  
end up having an  
inadequate corpus



**Gauge Your  
Risk Appetite**  
Vital for choosing  
financial instruments  
to accumulate the  
desired wealth

## **Choosing the Right Life Insurance Riders**

Riders are **optional add-on benefits** that enhance the base life insurance policy by offering additional protection at a marginal premium. Tata AIA Life Insurance educates policyholders on selecting the most suitable riders based on their **needs, health conditions, family responsibilities, and income flow**, thereby promoting comprehensive coverage and customer-centric policy design.

### ***Key Riders Offered by Tata AIA Life Insurance***

Rider Name	Purpose / Benefit
<b>Accidental Death and Permanent Disability Benefit Rider</b>	Provides a lump sum payout in case of death or permanent disability due to an accident. Useful for individuals in high-risk jobs or frequent travelers.
<b>Critical Illness Rider</b>	Pays a lump sum upon diagnosis of specified life-threatening illnesses (e.g., cancer, heart attack). Helps cover high treatment costs.

<b>Term Rider</b>	Enhances life cover for a specific period. Ideal for people with temporary liabilities (e.g., home loans, education fees).
<b>Waiver of Premium Rider</b>	Waives off future premiums if the policyholder becomes critically ill or disabled, ensuring policy continuity without financial burden.
<b>Family Income Benefit Rider</b>	Ensures a steady monthly income to the family in the event of the policyholder's death or disability. Suitable for families with dependents.
<b>Surgical Assistance Benefits</b>	Provides financial support for major surgeries, reducing medical burden and maintaining liquidity.

**How To Choose  
The Right Life Insurance Riders**

Riders offer additional benefits over your basic insurance policy at a nominal premium. Some of the common ones are:

	<b>Accidental Death and Permanent Disability Benefit Rider</b>		<b>Waiver of Premium Rider</b>
	<b>Critical Illness Rider</b>		<b>Family Income Benefit Rider</b>
	<b>Term Rider</b>		<b>Surgical Assistance Benefits</b>

*Choosing the Right Life Insurance Riders*

## **Tips for Buying Life Insurance**

As part of its commitment to enhancing customer awareness, Tata AIA Life Insurance educates policyholders and prospects on making informed life insurance decisions.

The company shares simple yet powerful tips through its CRM engagement tools, digital platforms, and advisor-led presentations.

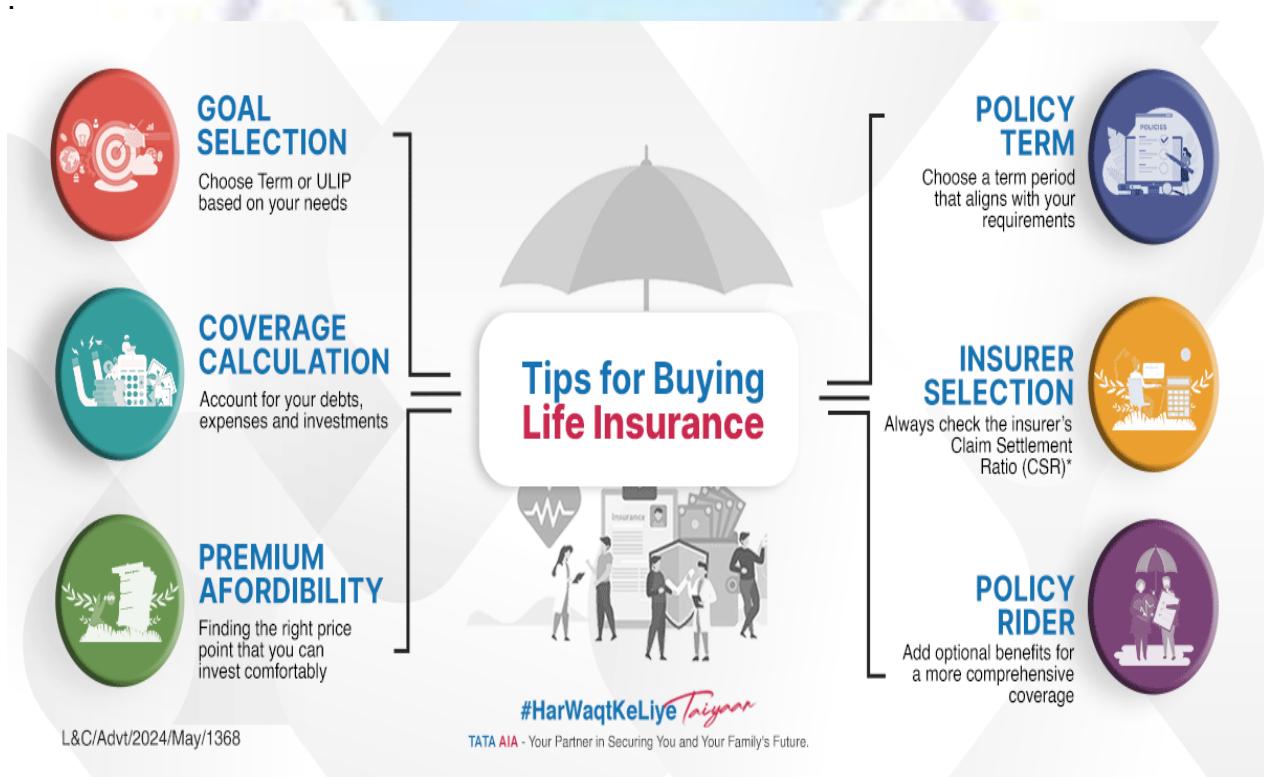
The visual below outlines **six key decision points** when purchasing life insurance, helping customers align their choices with personal goals and financial capacity.

### **Key Considerations Before Buying Life Insurance**

Tip	Description
<b>1. Goal Selection</b>	Choose between Term Insurance and ULIPs (Unit Linked Insurance Plans) based on your objective—pure protection or wealth accumulation with market-linked growth.
<b>2. Coverage Calculation</b>	Evaluate how much insurance you need based on debts, ongoing expenses, family responsibilities, and long-term commitments like children's education or retirement.
<b>3. Premium Affordability</b>	Ensure that the premium fits your monthly or annual budget so that the policy remains active without financial stress.
<b>4. Policy Term</b>	Choose a policy duration that aligns with your future plans (e.g., until retirement, children's independence). A longer term often offers better value.
<b>5. Insurer Selection</b>	Always check the insurer's <b>Claim Settlement Ratio (CSR)</b> , which reflects reliability in settling claims. Tata AIA maintains one of the highest CSRs in the industry.
<b>6. Policy Rider Selection</b>	Enhance your base policy by adding riders like Critical Illness, Accidental Death, or Waiver of Premium to cover unforeseen events.

## CRM and Customer Journey Integration

- **CRM-Based Personalization:**  
Customer goals and preferences are captured during onboarding and CRM suggests suitable product combinations.
- **Advisor Guidance:**  
Advisors use tools and infographics like this during policy explanation meetings, improving transparency and trust.
- **Digital Portals:**  
Tata AIA's website and app allow users to input values and get instant suggestions based on these six criteria.



## Chapter 5

## Data Analysis and Interpretation

### 5.1. Branch-wise Dashboard Analysis

This chapter provides a detailed examination of branch-wise performance data collected from Tata AIA's CRM dashboards during the internship. The analysis covers New Business (NOP & ANP), advisor activities, and district-wise distributor creation for the mid-June period (16th and 17th June 2025).

### 5.2 Key Performance Metrics Explained

- NOP (Number of Policies)**: Total new life insurance policies sold.
- ANP (Annualized New Premium)**: Total annualized premium value generated from new policies.
- NAF/NLA/LP**: Metrics used for distributor creation.
  - NAAF** - New Agent Activation Form submitted.
  - NLA** - New Licensed Agent.
  - LP** - Licenced POS/Partner.

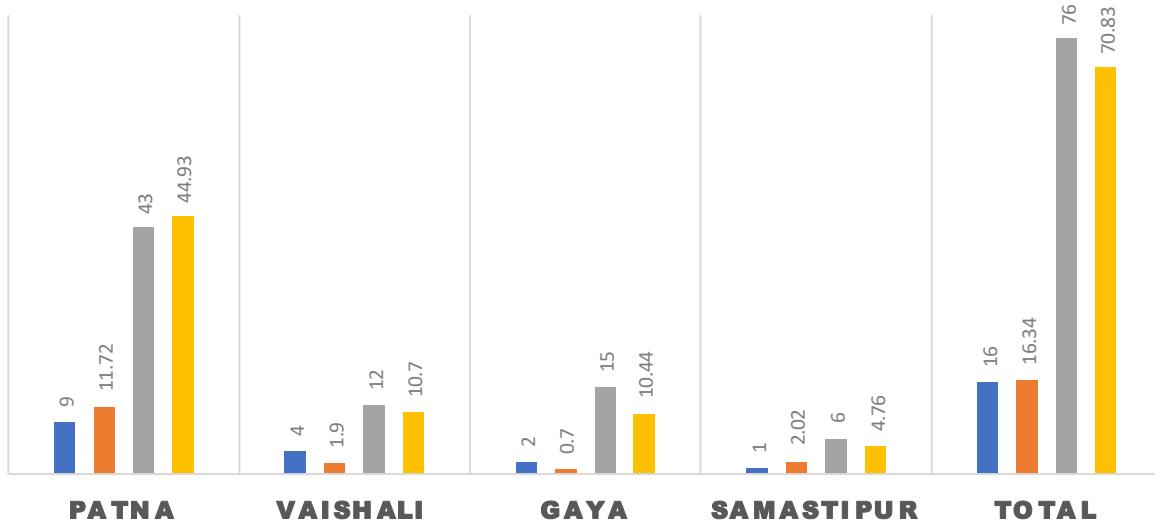
### 5.3 Branch-wise Business Summary (16th June 2025)

BAM Name	Branch Code	Branch Name	16-Jun-25		MTD	
			NOP	ANP	NOP	ANP
Santoshkumar Chanchal	PT01	Patna	3	6.34	11	15.69
Sushant Kumar	PT01	Patna	2	1.22	11	13.94
Abhinavkumar Chaman	HP01	Vaishali	4	1.90	12	10.70
Sanjivkumar Sinha	PT01	Patna	2	1.48	12	8.93
Shivmangal Yadav	PT01	Patna	1	2.49	7	6.05
Kundan Pathak	SS02	Samastipur	1	2.02	6	4.76
Rakesh Rahul	GY04	Gaya	1	0.40	8	4.46
Mahendra Prasad	GY04	Gaya	1	0.30	4	3.80

Br Code	Br Name	16-Jun-25		MTD	
		NOP	ANP	NOP	ANP
PT01	Patna	9	11.72	43	44.93
HP01	Vaishali	4	1.90	12	10.70
GY04	Gaya	2	0.70	15	10.44
SS02	Samastipur	1	2.02	6	4.76
		16	16.34	76	70.83

## BRANCH-WISE BUSINESS SUMMARY (16TH JUNE 2025)

■ NOP (16-Jun) ■ ANP (₹ Lakhs) ■ MTD NOP ■ MTD ANP (₹ Lakhs)

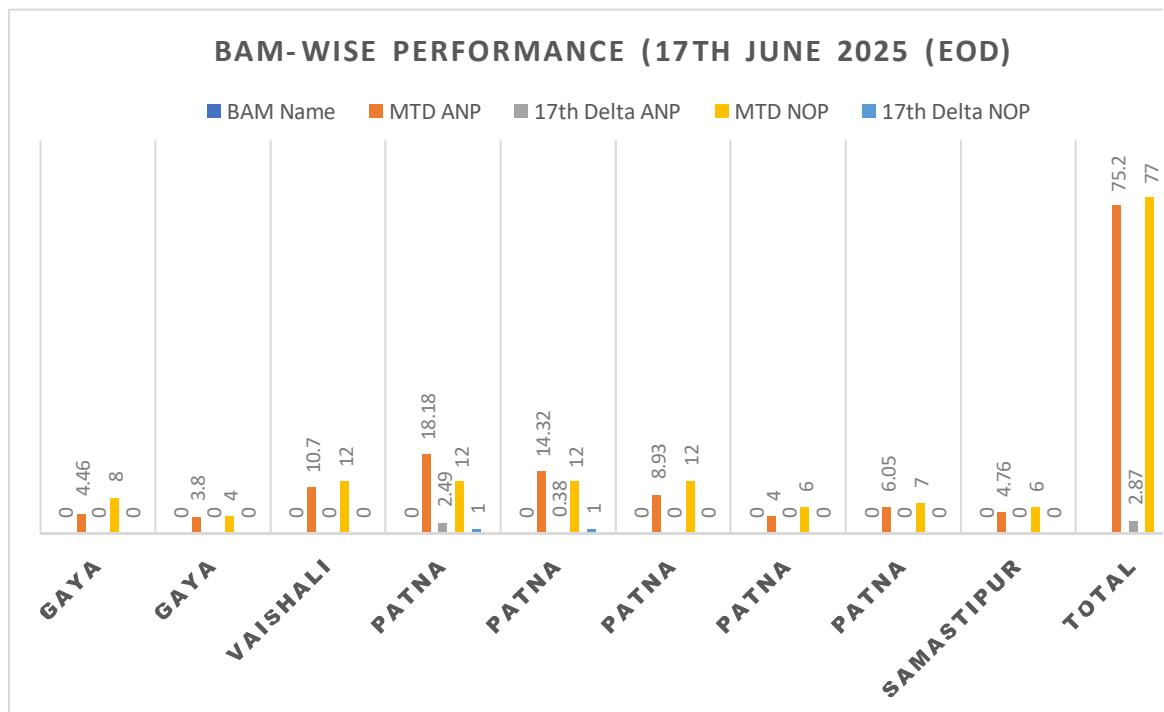


◆ **Interpretation:**

- **Patna** dominates with over 57% contribution to overall MTD ANP.
- **Samastipur** and **Vaishali** show lower ANP per policy, hinting at potential for upselling or product mix improvements.

### 5.4 BAM-wise Performance (17th June 2025 – EOD)

BAM Wise Business Dashboard_Sub_17th Jun EOD							
Branch Code	Branch Name	BAM Name	BM	ANP(L)		NOP	
				MTD	17th Delta	MTD	17th Delta
GY04	Gaya	Rakesh Rahul	Rahul	4.46	0	8	0
GY04	Gaya	Mahendra Prasad	Rahul	3.8	0	4	0
HP01	Vaishali	Abhinav Chaman	Sanjit	10.7	0	12	0
PT01	Patna	Santosh Chanchal	Manoj	18.18	2.49	12	1
PT01	Patna	Sushant Kumar	TBH	14.32	0.38	12	1
PT01	Patna	Sanjiv Sinha	Raj	8.93	0	12	0
PT01	Patna	TBH	Manoj	4	0	4	0
PT01	Patna	Shivmangal	Raj	6.05	0	7	0
SS02	Samastipur	Kundan Pathak	Sudhir	4.76	0	6	0
Total				75.2	2.87	77	2

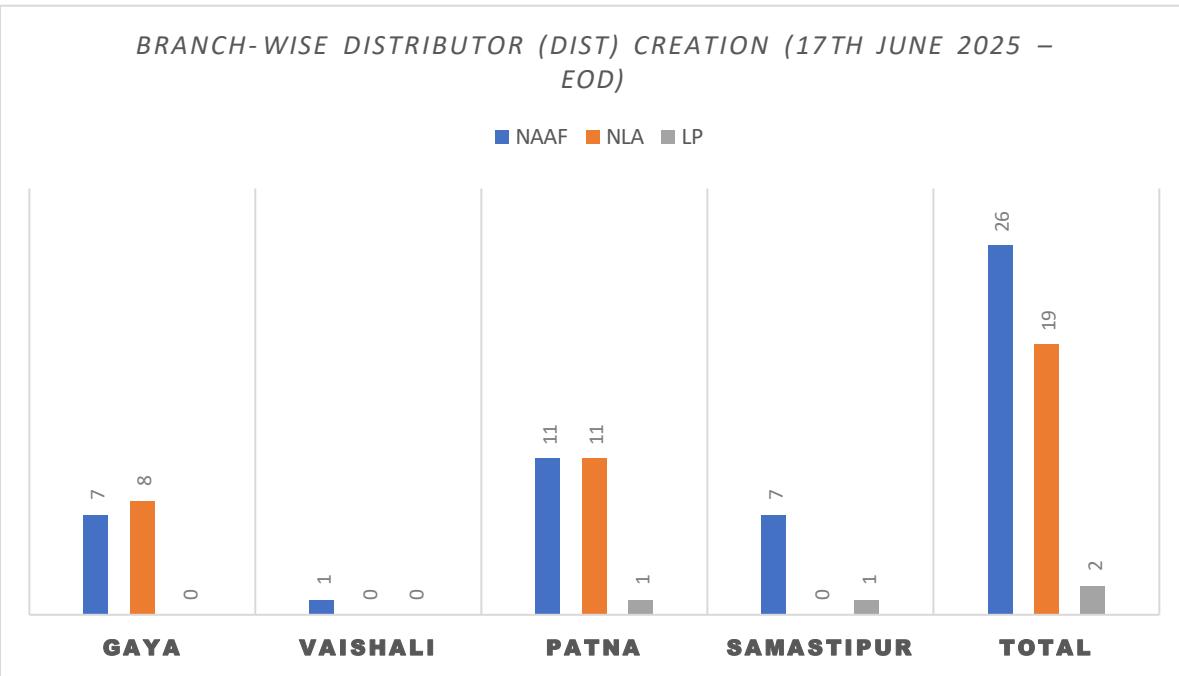


◆ **Insights:**

- **Top BAMs:** Santosh Chanchal and Sushant Kumar from **Patna** with significant daily and MTD contributions.
- No new business from Gaya, Vaishali, and Samastipur on 17th June, indicating a possible lag or closure drop.

### 5.5 Branch-wise Distributor (Dist) Creation (17th June 2025 – EOD)

Branch Name	NAAF	NLA	LP
	MTD	MTD	MTD
Gaya	7	8	0
Vaishali	1	0	0
Patna	11	11	1
Samastipur	7	0	1
<b>Total</b>	<b>26</b>	<b>19</b>	<b>2</b>



- ◆ **Note:** Discrepancy in LP values suggests ongoing updates or delayed licensing from IRDAI portal.

### Key Insights

- **Patna** remains the most productive branch across all dashboards – high NOP, ANP, and distributor creation.
- **Vaishali and Samastipur** show scope for improvement in distributor conversion and licensing.
- **Gaya** shows strong new agent activity but low daily sales delta, indicating either new joiners or slow onboarding.

### Limitations

- Some entries marked as "TBH" indicate missing BAM information.
- Multiple versions of data for 17th June highlight synchronization issues or data lags.
- Daily deltas don't necessarily reflect effort—might be affected by processing or system delays.

### Recommendations

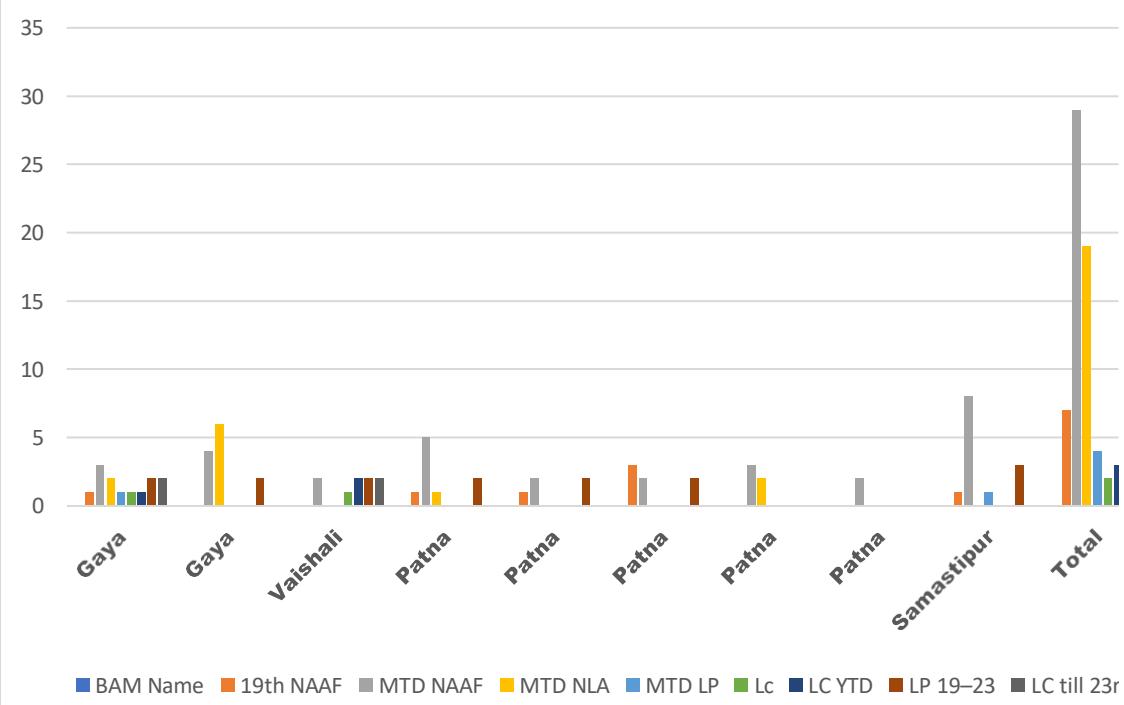
- **Centralize BAM data** to avoid missing fields like "TBH".
- Investigate inactive BAMs or branches for process improvements.

- Encourage more conversions from NAAF to NLA & LP to ensure ROI on agent hiring.
  - Regular morning/evening huddles based on dashboard metrics can boost daily performance.

**BAM-wise Distributor Creation – 19th June EOD**

Branch Dist Creation_19th June EOD											
					NAAF	NLA	LP	Lc	LC		
Br Code	Branch Name	BAM Name	BM Name	19th june	MTD	MTD	MTD	MTD	YTD	Lp From 19th To 23rd	LC Till 23rd
GY04	Gaya	Rakesh Rahul	Rahul	1	3	2	1	1	1	2	2
GY04	Gaya	Mahendra Prasad	Rahul	0	4	6	0	0	0	2	0
HP01	Vaishali	Abhinav Chaman	Sanjit	0	2	0	0	1	2	2	2
PT01	Patna	Santosh Chanchal	Manoj	1	3	5	1	0	0	2	1
PT01	Patna	Sushant Kumar	TBH	1	2	0	0	0	0	2	0
PT01	Patna	Sanjiv Sinha	Raj	3	2	3	0	0	0	2	2
PT01	Patna	TBH	Manoj	0	3	2	0	0	0	0	0
PT01	Patna	Shivmangal	Raj	0	2	1	1	0	0	2	0
SS02	Samastipur	Kundan Pathak	Sudhir	1	8	0	1	0	0	3	0
Total				7	29	19	4	2	3	17	7

*BAM-wise Distributor Creation – 19th June EOD*



## Key Observations

- **Patna Branch** is leading in NAAF (12) and NLA (11) but relatively **lower in LPs (2)**, suggesting delays in licensing.
- **Gaya Branch** shows a consistent pipeline with strong NLA numbers (8).
- **Samastipur** has the highest NAAF-to-LP gap – **8 NAAF but only 1 LP**, pointing to agent onboarding delays or IRDA processing lag.
- **Vaishali** has completed applications but needs stronger follow-up for licensing; **no LP generated yet** despite two applications.

## Trend Chart (Suggested for Excel)

You can create the following trend chart in Excel:

- **Line Graph:** NAAF, NLA, LP (for each branch across dates: 16th, 17th, 19th)
- **Stacked Bar:** BAM-wise performance for 19th June
- **Pie Chart:** % share of total LPs by each branch (MTD)

## Recommendations Based on Distributor Trend

- **Streamline Licensing:** Fast-track LP conversion by coordinating better with IRDAI and reducing processing delays.
- **Track Daily Deltas:** Continue maintaining “Delta” metrics to monitor progress in real-time.
- **BAM Accountability:** BAMs with 0 conversions for multiple NAAF should receive timely performance reviews or support.
- **Focus Support to Vaishali & Samastipur:** These branches need attention in training, licensing, and document collection.

## 5.2. Interpretation of Sales and Engagement Data

This section interprets the data related to **policy sales (NOP & ANP)** and **engagement activities (NAAF, NLA, LP)** to derive insights into performance patterns, advisor involvement, and CRM effectiveness across Tata AIA branches.

### A. Sales Data Interpretation (NOP & ANP)

Branch	NOP	ANP (₹ Lakhs)	Performance Level	Key Insights
Patna (PT01)	43	44.93	⭐ High	- Strong advisor productivity. - Effective CRM follow-up. - Key BAMs: Santosh Chanchal (₹18.18L) & Sushant Kumar (₹14.32L).
Vaishali (HP01)	—	10.70	Moderate	- Reliant on Abhinav Chaman. - Sales stagnant on 17th. - Needs consistent follow-up.
Gaya (GY04)	—	8.26	Moderate	- Driven by Rakesh Rahul & Mahendra Prasad. - Inconsistent daily sales (0 on 17th).
Samastipur (SS02)	—	4.76	▼ Low	- Only one active BAM (Kundan Pathak). - Indicates resource scarcity or need for capability building.

### C. BAM-Wise Involvement & Daily Progress

- Patna BAMs:** Show consistent daily deltas – indicating proactive engagement.
- Gaya & Vaishali:** MTD sales exist but minimal daily movement, hinting at:
  - Closure delays.
  - Data entry backlogs in CRM.
- TBH (To Be Hired) entries:** Reflect missing BAM assignments or HR coordination issues, directly affecting CRM accuracy and workload management.

### **5.3. Charts, Graphs & Tabular Analysis with Commentary**

#### **A. Sales Performance – Branch-wise**

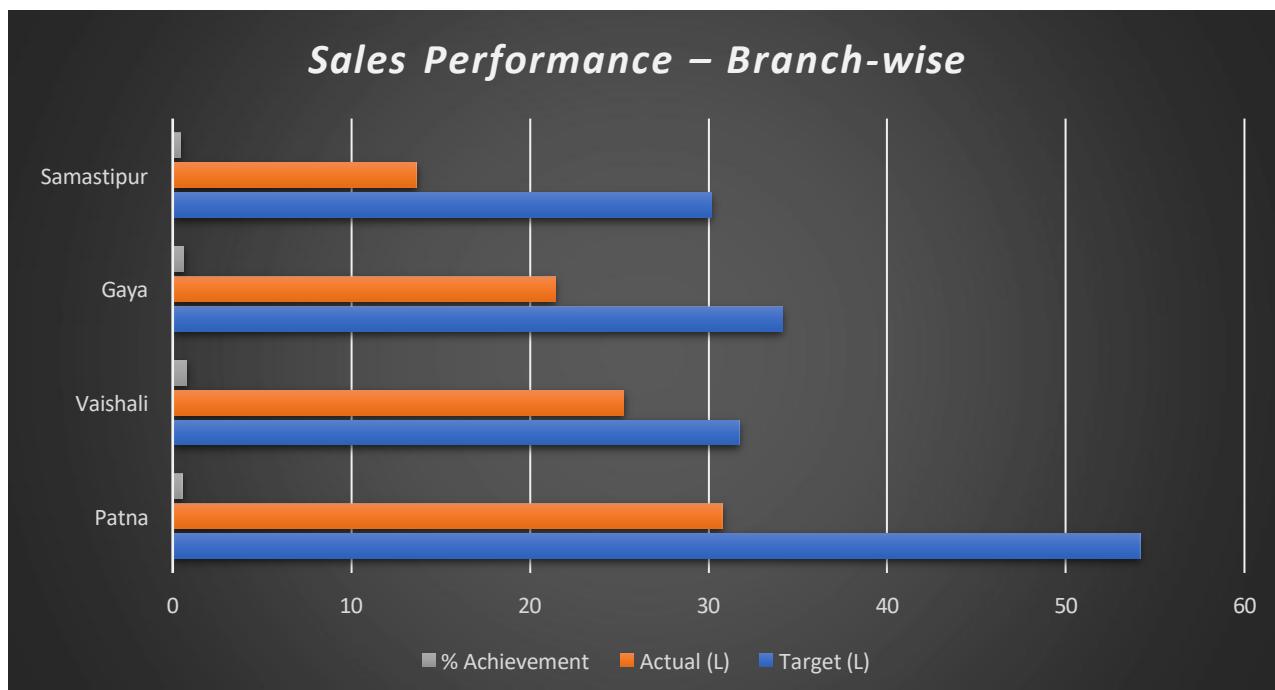


Chart Type: Clustered Bar Chart

Branch	Target (L)	Actual (L)	% Achievement
Patna	54.18	30.75	56.8%
Vaishali	31.75	25.26	79.6%
Gaya	34.12	21.42	62.8%
Samastipur	30.17	13.67	45.3%

#### **Commentary:**

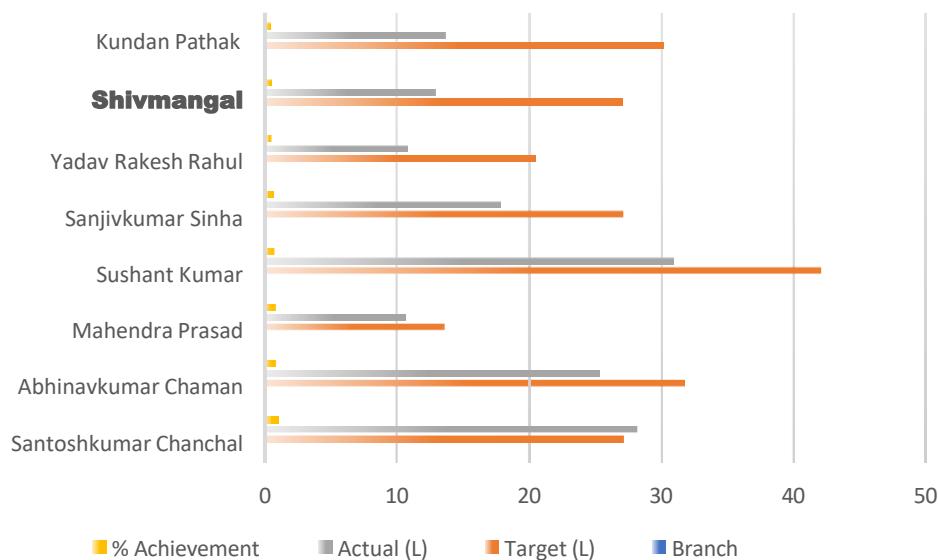
- **Vaishali** is closest to achieving its target (~80%), despite having a single performing BAM.
- **Patna** has the highest absolute performance but only ~57% achievement, reflecting potential underutilization beyond top BAMs.
- **Samastipur** lags severely at 45.3%, requiring urgent performance improvements.

## B. BAM-Wise Performance Analysis

Performance on Submission - 25th Jun'25									
BAM Perks Summary						EP Target vs %Achmt (Fig in Lacs)			
BAM Code	BAM Name	DOJ	Branch Code	Branch Name	BM	Target (L)	Actual (L)	%	EP Reward
4037110	Santoshkumar Chanchal	17-Jul-23	PT01	Patna	Manoj Kuma	27.09	28.2	104.10%	50,000
4065499	Abhinavkumar Chaman	03-Sep-24	HP01	Vaishali	Sanjit Kumar	31.75	25.3	79.60%	0
4065559	Mahendra Prasad	07-Aug-24	GY04	Gaya	Rahul.	13.65	10.6	77.50%	0
4055038	Sushant Kumar	15-Jan-24	PT01	Patna	TBH	42.14	30.9	73.20%	0
4019285	Sanjivkumar Sinha	29-Nov-22	PT01	Patna	Raj Kumar	27.09	17.8	65.90%	0
4050139	Rakesh Rahul	05-Feb-24	GY04	Gaya	Rahul.	20.4694	10.8	52.98%	0
4062535	Shivmangal Yadav	28-May-24	PT01	Patna	Raj Kumar	27.09	12.9	47.70%	0
4012197	Kundan Pathak	15-Jun-22	SS02	Samastipur	Sudhirkumar	30.17	13.7	45.30%	0

PATNA  
GAYA  
VAISHALI  
SAMASTIPUR

BAM-WISE PERFORMANCE ANALYSIS



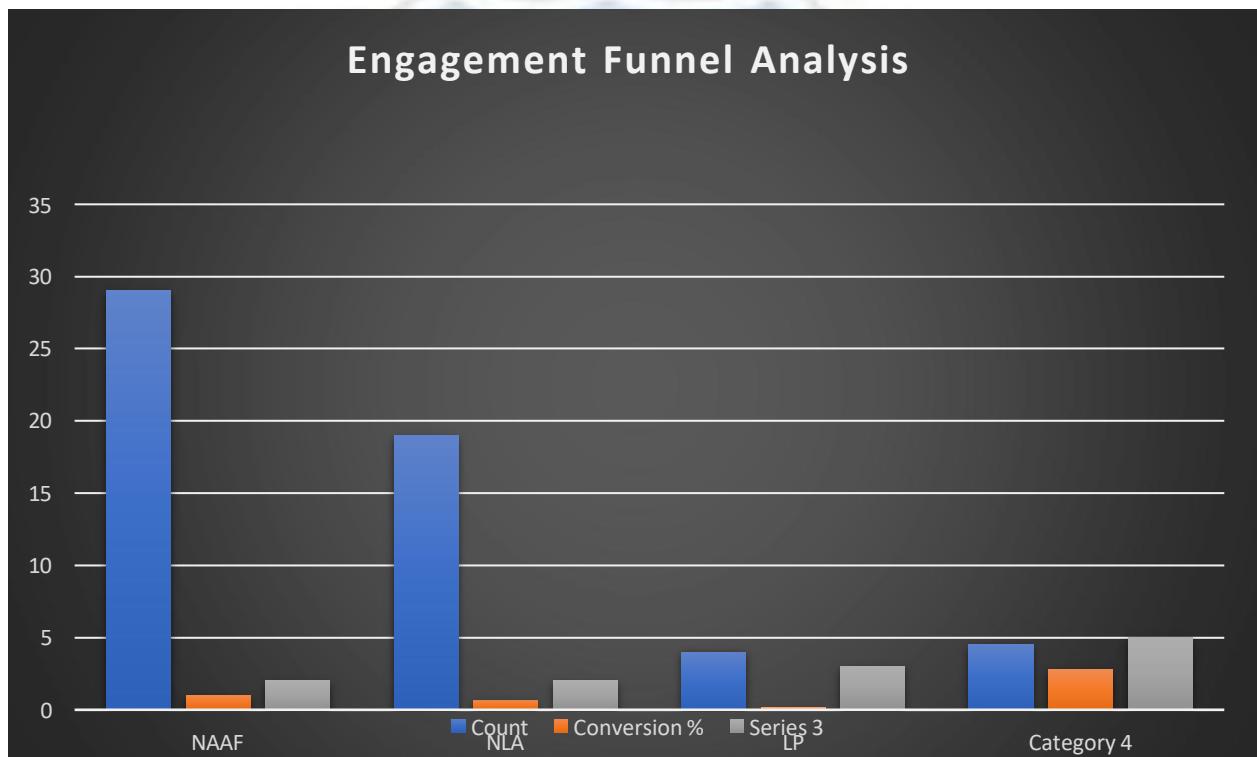
### Commentary:

- Santosh kumar Chanchal (Patna)** is the standout performer, exceeding targets.
- Abhinav (Vaishali)** is strong but needs more support to push beyond 80%.
- Kundan (Samastipur) and Shivmangal (Patna)** are underperforming, showing signs of bottlenecks in process or capability gaps.

### C. Engagement Funnel Analysis (NAAF → NLA → LP)

Stage	Count	Conversion %
NAAF	29	100%
NLA	19	65.5%
LP	4	13.79%

Chart Type: Funnel Chart



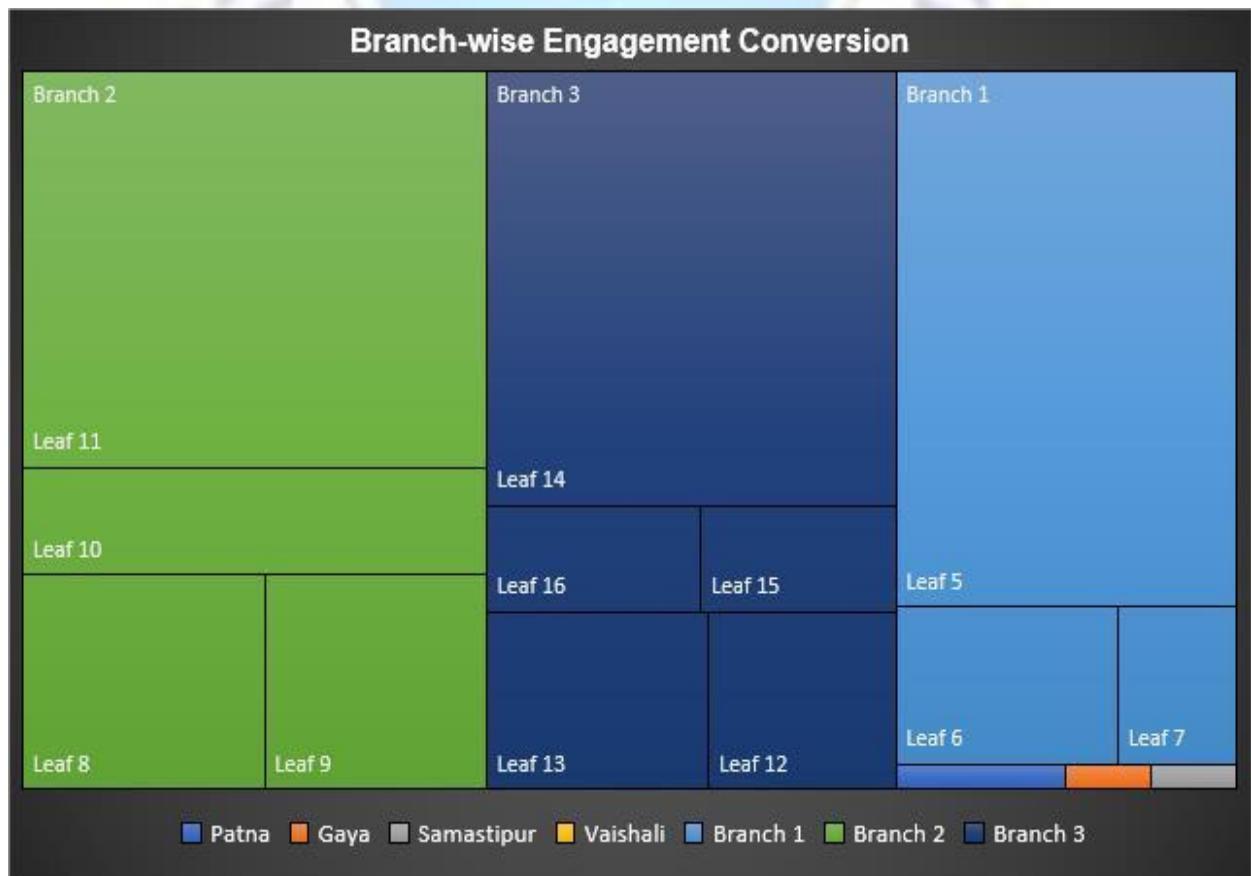
#### Commentary:

- There is a major drop-off at the **NLA to LP stage**, where only **13.79%** of initial applicants get fully licensed.
- Indicates process inefficiencies – likely delays in IRDA licensing, poor document compliance, or weak follow-up by BAMs post-NLA.

#### D. Branch-wise Engagement Conversion

Branch	NAAF	NLA	LP	LP % of NAAF
<b>Patna</b>	<b>12</b>	<b>11</b>	<b>2</b>	<b>16.67%</b>
<b>Gaya</b>	<b>7</b>	<b>8</b>	<b>1</b>	<b>14.29%</b>
<b>Samastipur</b>	<b>8</b>	<b>0</b>	<b>1</b>	<b>12.5%</b>
<b>Vaishali</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0%</b>

Chart Type: Treemap



#### Commentary:

- Patna** has the best conversion ratio, but still only **16.67%**, which is below industry expectations.
- Vaishali** failed to convert any LP from NAAF – a clear process gap.
- Samastipur** continues to struggle despite a decent number of initial NAAF entries.

## **5.4. Comparison: High vs. Low Performing Branches**

### **A. Branches Selected for Comparison :**

<b>High Performer</b>	<b>Low Performer</b>
<b>Patna (PT01)</b>	<b>Samastipur (SS02)</b>

### **Key Performance Metrics Comparison**

Metric	Patna (PT01)	Samastipur (SS02)
BAM Count	4 Active BAMs	1 Active BAM
Top BAM	Santosh kumar Chanchal (104.1%)	Kundan Pathak (45.3%)
Total EP Target (L)	54.18	30.17
EP Actual (L)	30.75	13.67
Achievement %	56.8%	45.3%
NAAF	12	8
NLA	11	0
LP	2	1
LP % of NAAF	16.67%	12.5%

### **Operational Strengths & Weaknesses**

Category	Patna (Strengths)	Samastipur (Weaknesses)
Manpower	Sufficient BAMs for lead handling	Understaffed – only one BAM
Training	Experienced BAMs – high performers like Santosh	Possible skill gaps – low conversions
Process	Effective lead management, follow-ups, and CRM usage	Poor follow-up post-NAAF, weak documentation
Engagement	High engagement → higher LP conversion	Weak engagement — licensing pipeline broken
Results	Moderate to high EP achievement (~56.8%)	Poor EP achievement (45.3%)

## **Key Insights**

- ❖ **Patna's success** is driven by:
  - Adequate manpower.
  - Proactive BAM involvement.
  - Strong CRM discipline.
  - Effective follow-ups.
- ❖ **Samastipur's failure points:**
  - Lack of manpower (only 1 BAM).
  - Poor lead conversion post-NAAF.
  - Weak CRM practices.
  - Poor managerial oversight.

## **Recommendations for Low-Performing Branch (Samastipur)**

1. **Manpower:** Deploy at least 1-2 more BAMs urgently.
2. **Training:** Conduct focused CRM and sales process training.
3. **Process Fix:** Immediate pipeline correction – especially NAAF to NLA transition.
4. **Monitoring:** Weekly performance reviews with BAM and BM.
5. **Resource Sharing:** Temporary support from high-performing branches like Patna.

## **Suggestions to Improve Samastipur**

1. **Manpower Augmentation:** Deploy 2 additional BAMs urgently.
2. **CRM Discipline:** Implement mandatory daily updates with BM monitoring.
3. **Training Push:** Fast-track pending NLAs with documentation support.
4. **Mentorship:** Pair Samastipur BAM with Patna's high performers (e.g., Santosh).
5. **Weekly Pipeline Reviews:** With Regional Heads to ensure accountability.

## 6.1. Findings

During my internship at **Tata AIA Life Insurance**, I gained hands-on exposure to the **Customer Relationship Management (CRM) ecosystem** and its application in real-world insurance operations. Through structured observation, working with CRM tools, reviewing policy service workflows, and interacting with various departments (such as Operations, Sales, and Customer Service), several key findings emerged regarding how CRM is implemented, used, and evolved within the organization.

Below is a detailed account of the major findings:

### 1. Well-Structured CRM Ecosystem with End-to-End Integration

- Tata AIA has implemented a **centralized CRM platform** (primarily based on Salesforce CRM) that connects all stages of the policy lifecycle — including **lead generation, customer acquisition, onboarding, policy servicing, renewals, and grievance handling**. The CRM system provides a **360-degree view of each customer**, including contact details, product purchased, past interactions, service requests, and renewal history.
- This integration ensures that all departments – whether sales, operations, service, or IT – work in sync, using a **single unified customer database**, thereby eliminating data duplication and service gaps.

### 2. CRM Tools Empower Better Lead Management and Sales Conversion

- The **Lead Management System (LMS)** is an integral part of Tata AIA's CRM strategy. It captures leads from multiple sources — including bank partners (bancassurance), website visitors, walk-ins, call centers, and insurance agents — and automatically assigns them to relationship managers based on rules like geography, workload, or segment.
- Regular follow-up tasks are generated through the CRM dashboard, ensuring that leads are nurtured in a **timely, personalized, and structured manner**. This has improved the overall **lead-to-sale conversion ratio** and reduced customer acquisition delays.

### **3. Proactive Customer Engagement Drives Policy Retention**

- CRM is used to run **automated engagement campaigns**, including:
  - Premium payment reminders
  - Renewal alerts
  - Birthday and anniversary greetings
  - Policy updates and bonus notifications
- These campaigns are customized based on customer segments and policy types. This **proactive communication strategy**, powered by CRM automation, has resulted in higher customer satisfaction and **policy persistency (renewal) rates**, especially in long-term products like endowment and retirement plans.

### **4. Digital Self-Service Channels are Integrated into CRM**

- Customers can access and manage their policy through:
  - **Tata AIA mobile app**
  - **Website self-service portal**
  - **AI-powered chatbot "Tia"**
  - **WhatsApp integration**

All of these digital tools are connected to the CRM database, ensuring that even self-service activity is recorded and visible to customer service teams for quick support. This has **reduced dependency on physical visits or manual customer service calls**.

### **5. CRM-Based Complaint Resolution System is Transparent and Efficient**

The complaint redressal process is well-integrated within the CRM system. Each service issue or grievance is:

- Registered with a unique ticket number
- Categorized based on urgency

- Assigned to a relevant department or agent
- Monitored until closure with turnaround time (TAT) tracking

Customers receive regular status updates through SMS or email. There is also an **escalation mechanism** in place for unresolved issues. As a result, Tata AIA has managed to maintain **high service quality scores and low customer attrition** related to service dissatisfaction.

## 6. Performance Monitoring and Reporting are Data-Driven

All agent, manager, and department-level performances are monitored using **MIS dashboards and CRM-generated reports**. These include:

- Lead conversion reports
- Renewal follow-up status
- TAT adherence in servicing
- Grievance closure rates
- Policy issuance cycle time

This has created a **culture of accountability, performance tracking, and continuous improvement**, especially in customer-facing teams.

## 7. CRM Helps Build Trust and Long-Term Relationships

Life insurance is an emotional and long-term financial product. Tata AIA's CRM strategy focuses on **building long-term trust**, not just closing one-time sales.

Relationship managers use CRM to:

- Schedule reviews for financial goals
- Remind customers of policy benefits
- Introduce new offerings at relevant life stages (child, marriage, retirement)

This relationship-building approach has resulted in **repeat purchases, cross-selling success**, and strong referral business — showing that CRM is not just a service tool but a **strategic growth driver**.

## **6.2. Suggestions**

Based on a comprehensive analysis of Tata AIA Life Insurance's **CRM practices**, lead management processes, service delivery mechanisms, and digital initiatives, several suggestions can be made to further enhance the **efficiency, customer engagement, and strategic value of CRM**. These recommendations are based on direct observation, hands-on experience with CRM tools, internal workflow analysis, and industry best practices.

### **1. Strengthen Personalization for Middle-Income Policyholders**

- While high-net-worth individuals (HNIs) receive personalized service through Relationship Managers (RMs), middle-income policyholders mostly receive **automated messages and emails**. To reduce potential policy lapses and enhance engagement:
- Introduce “**semi-personalized**” callbacks or loyalty follow-ups by junior RMs or IVR.
- Set up a **mid-segment loyalty program** to reward tenure or cross-product adoption.
- Use CRM data to trigger **life-stage-based content**, e.g., child’s education, retirement needs, etc.

### **2. Expand CRM Access to On-Ground Sales Agents**

Currently, CRM dashboards and insights are largely accessible at managerial or central office levels. Equipping on-ground sales agents with **mobile-based CRM access** can help them:

- View lead status, follow-up schedules, and customer history in real time.
- Update lead outcomes instantly after field meetings.
- Receive AI-based product suggestions during client meetings.

### **3. Enhance Digital Literacy Among Customers**

A significant segment of customers – especially senior citizens or rural policyholders — are **not fully comfortable with app or chatbot usage**. Many still prefer in-person service or calls, which puts pressure on contact centers.

Suggested interventions:

- Launch **short WhatsApp videos or IVR explainer calls** on using self-service features.
- Provide optional **assisted-digital support counters** at branch offices.
- Train agents to educate customers during onboarding about the app/website features.

### **4. Implement AI-Based Predictive Retention Models**

Tata AIA has strong renewal systems in place, but **adding predictive analytics** can take retention to the next level. CRM data can be used to:

- Predict which customers are most likely to lapse or delay renewal.
- Automatically generate **proactive re-engagement journeys** (email/SMS/calls) before due dates.
- Trigger RM intervention for high-value at-risk accounts.

### **5. Post-Claim Experience Survey via CRM**

Once a death or maturity claim is processed, the relationship often ends. However, this is a valuable moment to:

- Collect **claimant feedback on service quality** through short SMS or call-based surveys.
- Offer counseling or follow-up services (in case of family claims).
- Suggest new policies to family members or nominees based on eligibility.

### **6. Deepen Integration Between CRM & Product Development Teams**

CRM captures rich insights from customer service, sales, and complaint data. However, these insights are often underutilized when it comes to designing new products.

Recommendations:

- Establish a **monthly CRM insights report** shared with product innovation teams.
- Track customer FAQs, service pain points, and feature requests.
- Use CRM analytics to identify trends (e.g., demand for shorter-term products or tax-saving features).

## 7. Upgrade CRM Campaign Personalization Engine

Currently, many marketing campaigns are **template-based** and sent to a broad group. To improve effectiveness:

- Use CRM's segmentation tools to create **micro-clusters** (e.g., new parents, nearing retirement, small business owners).
- Offer **event-triggered messaging** (e.g., 1 year before policy maturity, birthday-based riders).
- Introduce multi-channel engagement (WhatsApp + SMS + app notifications) for higher reach.

## 8. Promote CRM-Driven Loyalty and Referral Programs

Leverage CRM data to identify and reward long-standing, loyal customers and motivate referrals. Examples:

- “5-Year Hero” badge for policyholders who renewed without gaps.
- Shareable referral links tracked via CRM for incentives.
- Exclusive offers on additional plans for loyal customers.

### 6.3. SWOT Analysis

#### SWOT Analysis of Tata AIA Life Insurance (CRM Perspective)



#### S – Strengths

Point	Explanation
<b>Strong Brand Equity</b>	Backed by Tata Group and AIA Group – both trusted names with financial credibility and legacy.
<b>Robust CRM Infrastructure</b>	CRM platforms like Salesforce ensure smooth policy management, lead tracking, and customer servicing.
<b>High Claim Settlement Ratio</b>	Consistent claim settlement performance (~99.01%) builds trust and enhances customer satisfaction.
<b>AI and Digital Integration</b>	Tools like the <i>Tia Chatbot</i> , mobile apps, WhatsApp servicing, and IVR enhance responsiveness and self-service.
<b>Cross-Functional CRM Use</b>	Effective collaboration between sales, operations, and customer service teams via CRM system.

## ***W – Weaknesses***

Point	Explanation
<b>Limited Personalization for Mass Market</b>	Automated communication dominates for mid- and lower-income customers; needs more human touch.
<b>Low Digital Literacy Among Some Policyholders</b>	Older/rural customers may not fully utilize self-service tools or understand digital features.
<b>Limited Feedback Use in Product Design</b>	Customer feedback and CRM insights aren't always directly integrated into product innovation cycles.
<b>Dependence on Bancassurance</b>	Heavy reliance on bank partners for lead generation can limit independence and market control.

## ***O – Opportunities***

Point	Explanation
<b>CRM-Based Predictive Analytics</b>	Use AI to forecast customer lapsation risk, improve retention, and upsell readiness.
<b>Micro-Segmentation for Campaigns</b>	CRM data can be used to craft highly targeted engagement for different life stages and customer types.
<b>Enhancing Middle-Segment Loyalty</b>	Creating loyalty/benefit programs and callbacks for mid-income clients can boost retention.
<b>Expanding Rural CRM Outreach</b>	Leverage digital + assisted service models to deepen insurance penetration in untapped markets.

## ***T – Threats***

Point	Explanation
<b>High Competition in Private Life Insurance</b>	Peers like HDFC Life, SBI Life, and ICICI Prudential have similar CRM tools and digital maturity.
<b>Customer Data Privacy Risks</b>	As CRM systems collect sensitive data, the risk of breaches or non-compliance with IRDAI guidelines exists.
<b>Changing Customer Expectations</b>	Growing demand for instant service, omnichannel support, and personalized experience can strain current systems.

## **6.4. Analytical Report and Questionnaire**

### ***Analytical Report***

**Title:** CRM Effectiveness and Employee Perception at Tata AIA Life Insurance

#### **1. Introduction**

The objective of this analytical report is to evaluate the **practical functioning of Customer Relationship Management (CRM) systems** within Tata AIA Life Insurance, focusing on how employees interact with the CRM platform to manage leads, customer queries, policy renewals, and grievance handling. This analysis is based on **first-hand observations** and a **structured questionnaire survey** conducted among CRM users in the organization.

#### **2. Scope of the Analysis**

- **Company Studied:** Tata AIA Life Insurance
- **Departments Covered:** Sales, Customer Support, Operations, CRM & IT Desk
- **Nature of Respondents:** CRM users and front-line employees
- **Tools Reviewed:** Salesforce CRM, Tia Chatbot, mobile servicing app, WhatsApp integration, LMS (Lead Management System)
- **Geographical Focus:** [Your Internship Branch / Regional Office]
- **Time Frame:** [e.g., May 2025 - July 2025]

#### **3. Methodology**

- **Type of Study:** Qualitative and Analytical
- **Data Collection Tools:** Structured Questionnaire + Direct Observation
- **Sample Size:** 15 respondents
- **Format:** Google Form & In-Person Interviews
- **Key Variables Analyzed:** CRM usability, service effectiveness, digital adoption, employee suggestions

#### **4. Key Analytical Observations**

##### **1. CRM Usability and System Design**

- 85% of respondents agreed that the CRM platform (Salesforce) is **intuitive and user-friendly**.

- Employees highlighted the ease of searching customer profiles, logging service tickets, and setting follow-up reminders.

## 2. Lead Management and Sales Support

- 78% of sales team members found the **Lead Management System (LMS)** efficient in assigning leads and improving follow-up consistency.
- CRM tools helped agents **reduce turnaround time for new business conversion**.

## 3. Customer Service & Complaint Handling

- 80% of the service department respondents agreed that CRM-enabled complaint tickets were **well-tracked, escalated on time, and resolved faster**.
- Auto-assigned service tasks helped streamline daily priorities and improve accountability.

## 4. Integration of Digital Tools

- CRM was found to be **well-integrated with digital interfaces** like:
  - Tia chatbot (AI-powered support)
  - Mobile app for self-service
  - WhatsApp for alerts and document sharing
- However, some employees mentioned that **customer awareness and usage of these tools remain low**, especially among older clients.

## 5. Training and Feature Awareness

- 55% of employees said that **CRM training was limited or one-time only**.
- They suggested periodic training or refresher workshops for new CRM modules or integrations.

## 6. Human Touch vs Automation

- While automation via SMS/email reminders is useful, 68% of employees expressed the need for **personalized callbacks or semi-manual follow-ups**, especially for middle-income policyholders who may not respond well to generic alerts.

# **Questionnaire**

## **1. What was the nature of your internship at Tata AIA Life Insurance?**

**Answer:** My internship was based on understanding how CRM works in a life insurance company. I observed how different departments use CRM tools to manage customer relationships, follow up on leads, send reminders, and provide after-sales service.

## **2. What were your main responsibilities during the internship?**

**Answer:** I helped in analyzing service request data, lead conversion status, renewal alerts, and customer query handling. I also learned how CRM dashboards are used and how automation improves customer support.

## **3. What is CRM in simple words?**

**Answer:** CRM means Customer Relationship Management. It helps companies like Tata AIA track customer details, follow up regularly, send reminders, and solve problems to keep customers happy.

## **4. Why is CRM important in life insurance?**

**Answer:** Life insurance is a long-term relationship. CRM helps in reminding customers to pay premiums on time, keeps them updated, and supports them during claims and services.

## **5. Which CRM tools are used by Tata AIA?**

**Answer:** Tata AIA uses Salesforce CRM, Lead Management System (LMS), the Tia chatbot, WhatsApp support, and their mobile app to help customers and agents.

## **6. What is the Tia chatbot?**

**Answer:** Tia is Tata AIA's AI-powered chatbot that helps customers get information quickly through the website or app — like checking policy status, raising service requests, etc.

## **7. What did you learn about customer service during the internship?**

**Answer:** I learned that customer service is not just about solving problems but about responding on time, updating customers, and building trust through clear communication.

## **8. How are leads handled using CRM?**

**Answer:** Leads are automatically entered into the CRM system, then assigned to agents. The system reminds them to follow up and updates the status like “Interested,” “Converted,” or “Not Responding.”

## **9. How are policy renewal reminders sent?**

**Answer:** Renewal reminders are sent through SMS, emails, WhatsApp, and app notifications — automatically through the CRM system.

## **10. Did you interact with any customers directly?**

**Answer:** No, I did not interact with customers directly due to data privacy rules. But I observed how service teams talk to them and respond through calls, emails, and chat.

## **11. What challenges did you observe in CRM usage?**

**Answer:** Some employees said they didn't get regular CRM training. Also, some older customers still don't use the app or chatbot much, so they prefer calling the branch.

## **12. What did you learn from your supervisor or mentor?**

**Answer:** My mentor helped me understand how CRM data is used in real work. I also learned about teamwork, time management, and how reports are made for performance tracking.

## **13. What role does CRM play in lead conversion?**

**Answer:** CRM reminds the agent to follow up with leads on time. It tracks who is interested, and helps close the sale faster by giving all details in one place.

#### **14. What is meant by policy persistency?**

**Answer:** Persistency means how many customers keep renewing their insurance policies every year. CRM helps improve this by reminding and supporting them.

#### **15. What suggestions would you give to Tata AIA?**

**Answer:** I would suggest giving more CRM training to staff, using more human calls for middle-income customers, and educating customers about the mobile app.

#### **16. What is the difference between CRM and customer service?**

**Answer:** Customer service is a part of CRM. CRM is a system that manages everything — service, follow-up, sales, reminders — all in one place.

#### **17. How is customer feedback collected?**

**Answer:** Feedback is collected after a service request or claim, usually through SMS or calls. It is recorded in the CRM for analysis.

#### **18. Did you work on Excel or data reports?**

**Answer:** Yes, I helped in recording follow-up data and checking service request status in Excel. I also saw reports generated from CRM dashboards.

#### **19. How are complaints handled using CRM?**

**Answer:** Complaints are given a ticket number in the system. The issue is tracked, and updates are sent until it is resolved. If delayed, it is escalated automatically.

#### **20. What was your biggest learning from this internship?**

**Answer:** I learned how real companies use CRM to manage thousands of customers. I understood how technology and human effort come together to give better service and build long-term customer relationships.

## **MCQ:**

**1. What does CRM stand for?**

- A) Customer Resource Management
- B) Customer Relationship Management**
- C) Client Revenue Monitoring
- D) Company Relationship Metrics

**Answer:** B) Customer Relationship Management

**2. Which of the following is NOT a CRM function?**

- A) Lead tracking
- B) Complaint resolution
- C) Salary processing**
- D) Customer interaction history

**Answer:** C) Salary processing

**3. Tata AIA uses which AI-based chatbot for servicing customers?**

- A) Tara
- B) AIA Buddy
- C) Tia**
- D) CRM Genie

**Answer:** C) Tia

**4. What is the main goal of using CRM in life insurance?**

- A) Reducing company tax
- B) Increasing factory production
- C) Managing long-term customer relationships**
- D) Storing insurance bonds

**Answer:** C) Managing long-term customer relationships

**5. What is a common tool integrated with CRM at Tata AIA for lead handling?**

- A) Excel
- B) Ledger book
- C) LMS (Lead Management System)**
- D) Wallet app

**Answer:** C) LMS (Lead Management System)

**6. Which of the following is considered a digital CRM channel?**

- A) Physical branch visit
- B) Post office
- C) WhatsApp support**

D) Newspaper ads

**Answer:** C) WhatsApp support

**7. What happens when a policyholder misses the premium due date?**

A) CRM automatically closes the account

**B) CRM sends reminders and updates the status**

C) CRM blocks all services

D) Nothing

**Answer:** B) CRM sends reminders and updates the status

**8. Which of the following is NOT stored in CRM systems?**

**A) Customer's bank account login**

B) Policy details

C) Interaction history

D) Renewal due dates

**Answer:** A) Customer's bank account login

**9. In CRM, a “ticket” generally refers to:**

A) A cinema ticket

B) An insurance policy document

**C) A complaint or service request tracking number**

D) A tax certificate

**Answer:** C) A complaint or service request tracking number

**10. What does the CRM dashboard help employees with?**

A) Company share trading

B) Monitoring employee leave

**C) Tracking leads, tasks, and customer service issues**

D) Planning branch layout

**Answer:** C) Tracking leads, tasks, and customer service issues

## **6.5. Conclusion**

The internship at **Tata AIA Life Insurance** provided me with a valuable opportunity to explore the real-world application of **Customer Relationship Management (CRM)** in the financial services sector, particularly in the life insurance domain. Over the course of the internship, I gained a clear understanding of how a large and reputed organization manages customer interactions, supports policyholders, and drives retention and growth using digital tools and CRM strategies.

Through observation, hands-on data work, and employee interactions, I learned that **CRM is not just a technology platform but a complete business approach**. It connects departments like Sales, Operations, and Customer Service, enabling them to work together toward delivering superior customer experiences. Tools such as **Salesforce CRM, the Tia chatbot, WhatsApp servicing, and mobile apps** are deeply integrated into Tata AIA's operations, enhancing both employee productivity and customer satisfaction.

Key CRM functions such as **lead tracking, automated follow-ups, policy renewal reminders, complaint ticketing, and performance dashboards** ensure that customers are continuously engaged throughout their policy lifecycle. I also observed how CRM plays a direct role in achieving higher **persistency ratios**, improving claim settlement efficiency, and enabling **data-driven decision-making**.

While Tata AIA has built a strong CRM ecosystem, my study also highlighted opportunities for improvement such as enhancing personalization for middle-income policyholders, providing periodic CRM training to staff, and promoting digital awareness among less tech-savvy customers.

This internship has significantly enriched my practical understanding of service delivery, digital engagement, and customer satisfaction models in the insurance industry. It has also developed my analytical thinking, Excel/data handling skills, and given me exposure to how large-scale organizations structure their customer relationship strategies.

In conclusion, this internship has not only improved my technical and conceptual knowledge of CRM but has also prepared me for future roles in **finance, insurance, sales operations, or customer experience management**, with a strong foundation in how customer-centric systems drive modern businesses.

## **6.6. Bibliography**

### **Books and Academic References**

1. **Kotler, Philip & Keller, Kevin Lane** - *Marketing Management* (15th Edition), Pearson Education.
2. **Buttle, Francis** - *Customer Relationship Management: Concepts and Technologies*, Routledge.
3. **C.L. Tyagi & Arun Kumar** - *Insurance Principles and Practice*, Atlantic Publishers.
4. **Mishra, M.N. & Mishra, S.B.** - *Insurance: Principles and Practice*, S. Chand Publishing.
5. **Sharma, R.S.** - *Service Marketing and CRM*, New Age International Publishers.

### **Websites and Online Resources**

1. [www.tataaia.com](http://www.tataaia.com) - Tata AIA Life Insurance official website
2. [www.irda.gov.in](http://www.irda.gov.in) - Insurance Regulatory and Development Authority of India (IRDAI)
3. [www.rbi.org.in](http://www.rbi.org.in) - Reserve Bank of India (for financial regulations)
4. [www.policybazaar.com](http://www.policybazaar.com) - Insurance product comparison and CRM trends
5. [www.investopedia.com](http://www.investopedia.com) - Definitions and articles on insurance and CRM terms
6. [www.salesforce.com/in](http://www.salesforce.com/in) - For understanding CRM tools used by companies like Tata AIA

### **Company Reports and Manuals**

1. Tata AIA Annual Report 2022-23 (Publicly Available)
2. Tata AIA Customer Service Handbook (Internal Document Observed)
3. Salesforce CRM Usage Training Manual (CRM training session notes)
4. Internship Interaction Notes with CRM and Customer Service Departments



(A Unit of Vijayam Educational Trust, A Registered Non-Profit Public Charitable Trust)  
Institution approved by AICTE , Affiliated to Aryabhatta Knowledge University, Patna

Ref: CPC/HR/1310/8025

Date: 17/05/25

To,

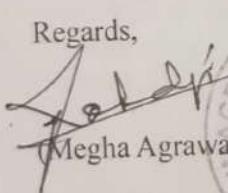
The HR Manager,  
TATA AIA Life Insurance Company Ltd.  
Nagar Colony, Salimpur Ahra, Golambar,  
Patna, Bihar.

Dear Sir/Madam,

This is to confirm that Mr. Divyanshu Kumar BBA 6<sup>th</sup> Sem has been granted permission from the College to pursue 28 days internship with your organization.

Once his candidature is confirmed, kindly intimate us on [hr@cimage.in](mailto:hr@cimage.in) so that we can update the same in our records. Also, kindly let us know his start and end date of internship and send his experience certificate to the College, post training.

Regards,

  
(Megha Agrawal)  
HR-Head

CIMAGE GROUP OF INSTITUTIONS

## Kumar, Krishna

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**From:** Parwez, Shadan (Intern)  
**Sent:** Thursday, June 19, 2025 11:38 AM  
**To:** Kumar, Krishna  
**Subject:** FW: Internship Approval  
**Attachments:** download-resume-1 (1).pdf; ujjwal Kumar resume..pdf; divyanshukumar RESUME.pdf; IMG\_20250530\_122006.jpg; Resume - Ramandeep Singh-4.docx

**dummymailid:** 0000000067BF90148BDC644F8E92AF1DFE74788DC49B4000

Dear Sir,

PFB the Approval.

Regards  
Shadan Parwez  
Human Resources – Bihar & Jharkhand  
Contact: 9693099983



---

**From:** Chakraborty, Sayantani <Sayantani.C@tataaia.com>  
**Sent:** 19 June 2025 11:27  
**To:** Parwez, Shadan (Intern) <Shadan.Intern@tataaia.com>  
**Cc:** Bakshi, Anupam <Anupam.Bakshi@tataaia.com>; Biswas, Sanjib <Sanjib.Biswas@tataaia.com>  
**Subject:** RE: Internship Approval

Okay.

Rgds,

---

**From:** Parwez, Shadan (Intern) <Shadan.Intern@tataaia.com>  
**Sent:** Thursday, June 19, 2025 10:31 AM  
**To:** Chakraborty, Sayantani <Sayantani.C@tataaia.com>  
**Cc:** Bakshi, Anupam <Anupam.Bakshi@tataaia.com>; Biswas, Sanjib <Sanjib.Biswas@tataaia.com>  
**Subject:** Internship Approval

Dear Ma'am,

Attached is the CV of the candidates whom Krishna Sir has shortlisted for the role of Sales & Marketing Intern for Patna Branch. Requesting your approval on the same.

Name	College	University	Course	Tenure
Ashutosh Kumar	Cimage Professional College	Aryabhatta Knowledge University	BBA	28 Days

Ujjwal Kumar	Cimage Professional College	Aryabhatta Knowledge University	BBA	28 Days
Divyanshu Kumar	Cimage Professional College	Aryabhatta Knowledge University	BBA	28 Days
Babloo kumar Nishad	Cimage Professional College	Aryabhatta Knowledge University	BBA	28 Days
Ramandeep Singh	Arcade Business College	Patliputra University	BBM	28 Days

Regards

Shadan Parwez

Human Resources – Bihar & Jharkhand

Contact: 9693099983



# DIVYANSHU KUMAR

 official.divyanshukumar23@gmail.com  
 linkedin.com/in/divyanshu-kumar-8327a3247  
 +91 9631347761

## PROFESSIONAL SUMMARY

To leverage my academic background in Business Administration and internship experience in finance and Customer Relationship Management to contribute effectively to an organization's growth while developing my professional skills in a dynamic corporate environment.

## EDUCATIONAL QUALIFICATION

### CIMAGE PROFESSIONAL COLLEGE, PATNA

2022 - 2025

BBA (Bachelor of Business Administration)

SGPA - 8.00

### B.D PUBLIC SCHOOL, PATNA

2020 - 2022

Senior Secondary (XII) | Commerce

83.2%

Secondary School (X) | Science

71%

## INTERNSHIP

### Tata AIA Life Insurance Company Limited.

18 June,2025 - 16 July,2025

Intern – CRM (Customer Relationship Management)

- Studied CRM strategies for customer engagement, advisor onboarding, and lead management.
- Analyzed client lifecycle and digital communication processes.

### NBPDC (North Bihar Power Distribution Company Limited)

27 Aug,2024 - 11 Oct,2024

Intern – Finance & Accounts

- Improved financial accuracy by 15% by checking bank statements, finding mistakes.
- Enhanced data entry efficiency by utilizing Excel for accurate data processing and management.

## PROJECT

### Customer Relationship Management in Life Insurance (Tata AIA)

- Assessed CRM tools to enhance policyholder satisfaction and advisor performance.

### Financial Performance of NBPDC

- Analyzed revenue flow and the impact of delayed bill payments on receivables.

## SKILLS

**Customer Service:** Delivering excellent service to effectively meet client needs.

**MS Excel & Data Analysis:** Skilled in analyzing and interpreting data using Excel for informed decision-making.

**Attention to Detail:** Carefully reviewing information to avoid mistakes and ensure accuracy in work.

**Analytical & Problem-Solving:** Thinking logically to find solutions to business challenges and improve processes.

## EXTRA-CURRICULAR ACTIVITIES

**Financial Markets & Trading** - Engaged in trading & Swing trading; analyzed market trends and investment opportunities; developed strategic decision-making skills.

**Investment Strategy Development** - Analyzed financial data and market conditions to enhance decision-making and develop sound investment strategies.

**Task Coordination & Execution** - Successfully managed and organized project tasks, ensuring efficiency, timely completion, and achievement of objectives.

**Financial Modeling Projects** - Currently learning to create financial models for evaluating investment opportunities.

## CERTIFICATIONS

**Corporate Skills (TCS iON):** Improved verbal and written communication for professional.

**SEBI Investor Certificate (NSIM - SEBI):** Covers investment practices and regulatory frameworks in India.

**Time Management (Infosys):** Enhances task prioritization and productivity skills.

**Corporate Finance Fundamentals (CFI):** Covers core financial principles, valuation, budgeting, and financial analysis.

**Customer Relationship Management (Amity University):** Improved customer engagement and service strategies for better business relationships.

## WORKSHOPS

**Retail Marketing** - Learned retail strategies, consumer behavior & merchandising basics.ern retail formats.

**Rural Marketing** - Studied rural markets, distribution, and promotion techniques.

## LANGUAGES

**English:** Proficient

**Hindi :** Fluent