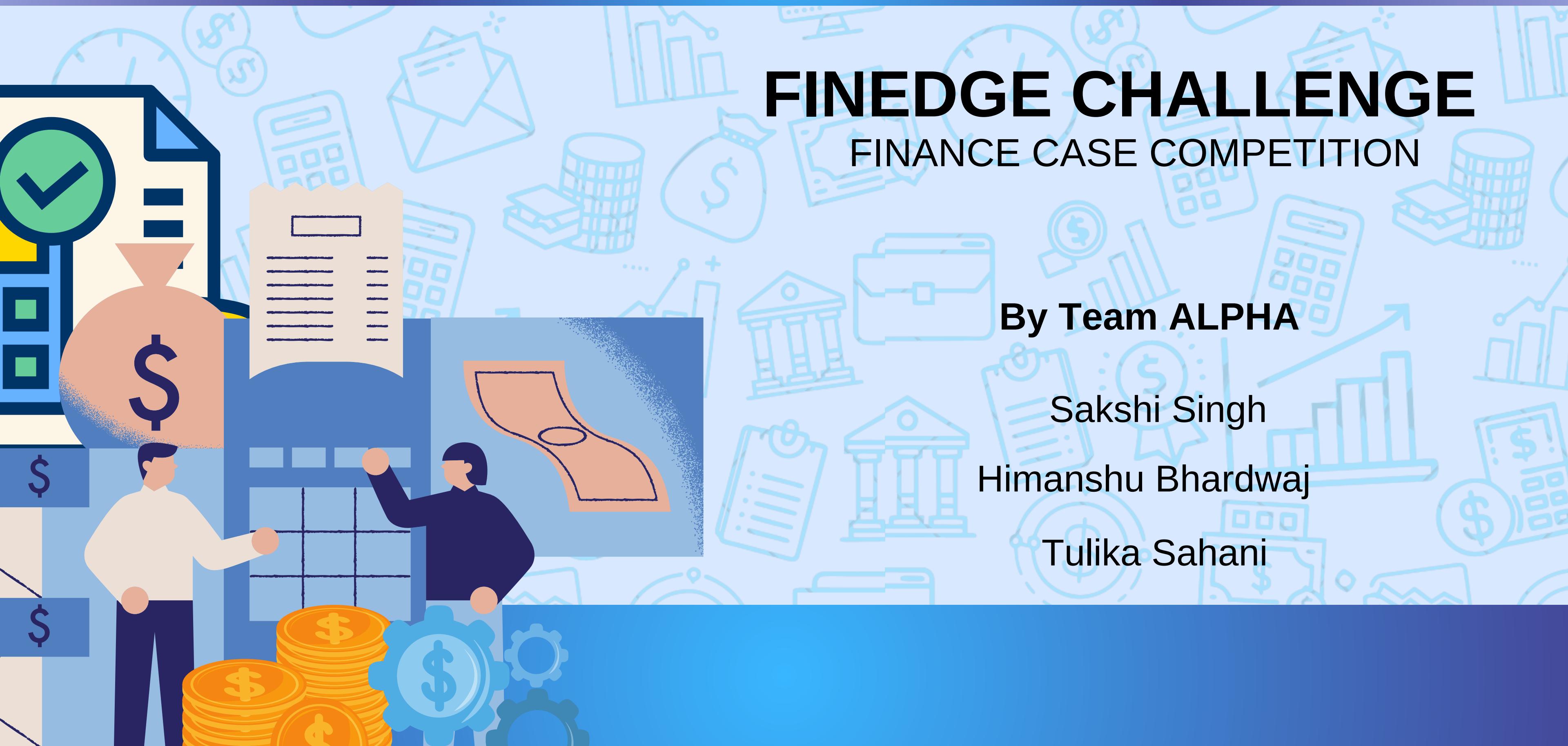




# Bizmark' @25



## FINEDGE CHALLENGE FINANCE CASE COMPETITION



By Team ALPHA

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**PROBLEM STATEMENT** - Leverage 100% FDI to transform Ditto into India's most trusted, tech-driven insurance advisor, capitalizing on foreign innovation while doubling down on hyper-localized trust and simplicity for millennials.

### Ditto at a Glance



- Founded in 2021 by Finshots, backed by Zerodha
- Focus on millennial-centric health and term insurance advisory
- Spam-free, Unbiased advisory via Whatsapp and calls

### Competitor



### 100% FDI Reform

- India's insurance market, valued at \$134.3 billion in premiums (2024), is on track to become the world's third-largest by 2030**
- Facilitates M&A activities, leading to consolidation and stronger market players.**
- Enhanced products, services, and use of advanced technology.**
- Higher capital infusion improves the solvency margins of insurance companies.**
- Expansion of online and offline distribution networks for wider reach.**
- Stronger insurance sector reduces economic risks**
- Smaller Indian insurers may struggle against global giants.**
- Foreign firms may take profits out of India instead of reinvesting.**

### Competitor Analysis

Players	Market Share	Revenue (Cr)	Valuation (\$)	CAC (Rs.)	LTV (Rs.)	Claims ratio	Strengths	Weaknesses
<b>ditto</b>	1.5%	50-70r	5-7 B	8000-10000	25000	85%	High Personalized advice	Limited product range
<b>pb</b>	65%	2400	2.5-3 B	3000-4000	18000	105%	Mass-market reach, 80% brand recall	Impersonal Service, complaints
<b>ACKO</b>	3%	800	1.2 B	2500-3000	20000	92%	Fast claims, millennial friendly	Niche focus, low rural penetration
<b>digit</b>	4%	6243	4 B	1500-2000	22000	75%	Seamless digital experience	Limited advisory support
<b>turtlemint</b>	2%	300	600 M	2500-3000	15000	62%	Agent network for Offline trust	Slow tech adoption in tier-3 cities

### Market Statistics

Indicator	2024 Value	2025 Projection
Life Premium Growth	4.8%	5%
Insurance Density	\$93.29 per capita	\$102
Penetration Rate	3.76%	4.1%

### STP Analysis

#### Segmentation & Positioning

	Young-Professional	Digital-enterpreneur	Newly married	Senior citizen
Age	18-24	25-40	20-40	35+
Income	6-12 LPA	10-20 LPA	8-10 LPA	5-10 LPA
Occupation	<ul style="list-style-type: none"> <li>Corporate Employee</li> <li>Competition Prep Student</li> </ul>	<ul style="list-style-type: none"> <li>Practical busy person</li> <li>Ex (Housewives - Sarla)</li> </ul>	<ul style="list-style-type: none"> <li>Housewives</li> <li>Workingwives</li> </ul>	<ul style="list-style-type: none"> <li>Pensioner</li> <li>Retired Professionals</li> </ul>
Pain Points & Needs	<ul style="list-style-type: none"> <li>Overwhelm</li> <li>Anxiety &amp; Burnout</li> <li>Lack of access to affordable mental health</li> </ul>	<ul style="list-style-type: none"> <li>Information overload</li> <li>Difficulty managing multiple health needs</li> <li>Lack of support for caregivers</li> </ul>	<ul style="list-style-type: none"> <li>Misinformation</li> <li>Lack of personalized support</li> <li>Anxiety about pregnancy</li> </ul>	<ul style="list-style-type: none"> <li>Difficulty managing their condition</li> <li>Lack of personalized support</li> <li>High cost of medication</li> </ul>
Positioning	<ul style="list-style-type: none"> <li>Whatsapp based advisory</li> <li>Influencer marketing campaign</li> </ul>	<ul style="list-style-type: none"> <li>Custom plans with cyber insurance add-on</li> <li>Digital financial literacy camps</li> </ul>	<ul style="list-style-type: none"> <li>Family oriented campaigns</li> <li>Story-telling based marketing</li> </ul>	<ul style="list-style-type: none"> <li>Dedicated senior citizen advisors</li> <li>Lifetime claim assistance camps</li> </ul>

### Targeting

<b>Urban Millennials</b>	Young adults living in urban areas.
<b>Freelancers</b>	Individuals working independently or remotely.
<b>Family Planners</b>	People organizing family-related activities and events.
<b>Retired Citizens</b>	Older adults who have stopped working.

## User Personas

**Seong Gi-hun**

- Age: 40-50 years
- Occupation: Unemployed or underemployed
- Income: Below poverty line or irregular income
- Location: Urban slum or low-income neighborhood

**Goals**

- Provide a better life for his daughter.
- Pay off debts and achieve financial stability.
- Secure his family's future in case of his absence.

**Key Challenges**

- Low-cost term insurance for life coverage.
- Micro-insurance for debt protection.
- Child education plans.

**Abdul Ali**

- Age: 25-35 years
- Occupation: Migrant laborer
- Income: Daily wages (₹500-1000 per day)
- Location: Lives in a shared dormitory or temporary housing

**Goals**

- Send money back home to support his family.
- Protect his family in case of an accident or death.
- Save enough to return to his village and start business.

**Key Challenges**

- Accident insurance for workplace injuries.
- Low-cost life insurance with a small sum assured.
- Health insurance for his family in the village.

**Oh Il-nam**

- Age: 70+ years
- Occupation: Retired (formerly a businessman or government employee)
- Income: Pension or savings
- Location: Urban area

**Goals**

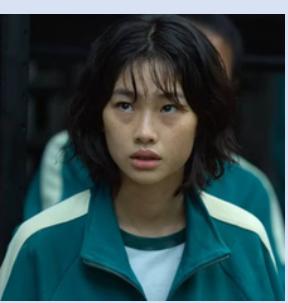
- Ensure his medical expenses are covered.
- Avoid being a financial burden on others.
- Leave a legacy or donation for a cause he cares about.

**Key Challenges**

- Senior citizen health insurance.
- Critical illness cover.
- Funeral or final expense insurance.

**Kang Sae-byeon**

- Age: 25-35 years
- Occupation: Informal sector worker (street vendor, domestic helper)
- Income: Irregular and low income
- Location: Urban slum or low-income neighborhood

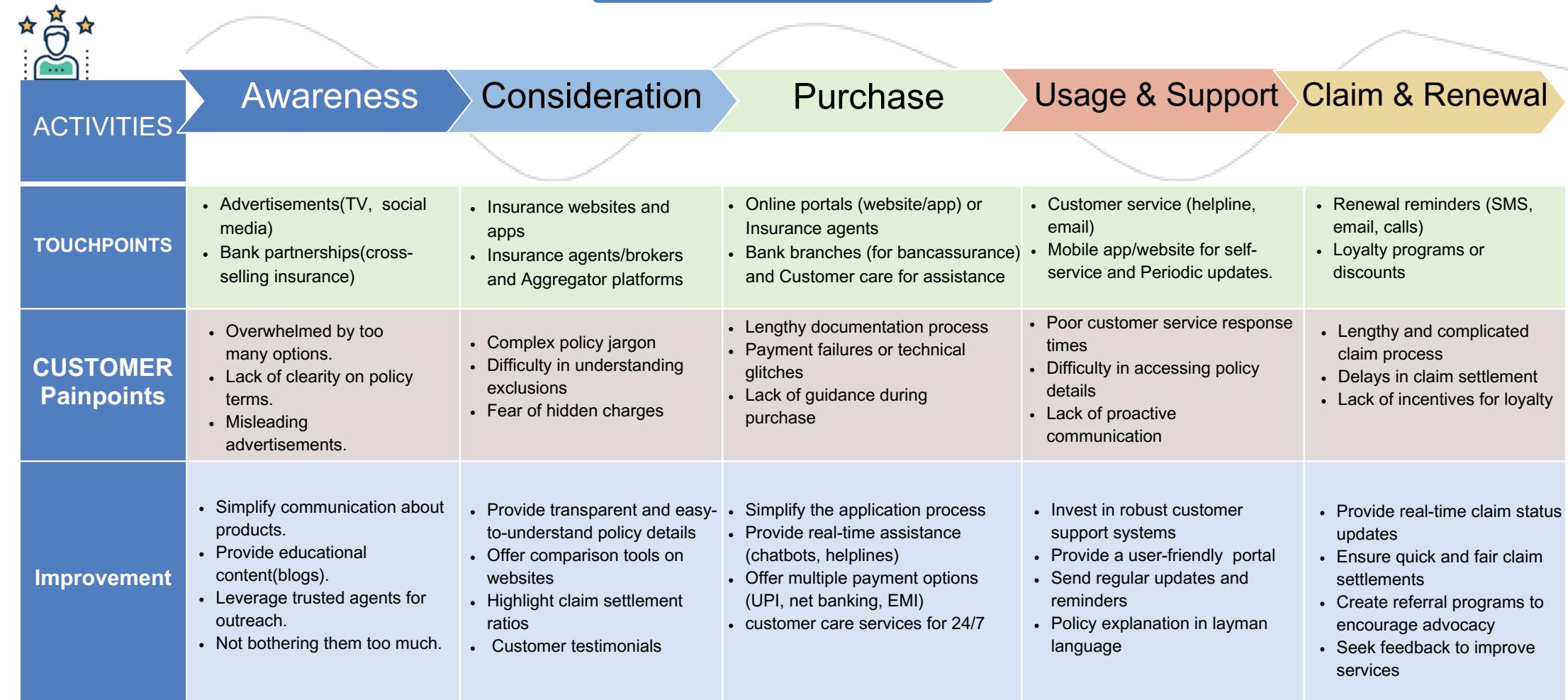
**Goals**

- Provide a better future for her child or sibling.
- Protect her family from financial shocks (e.g., accidents).
- Save enough to move out of poverty.

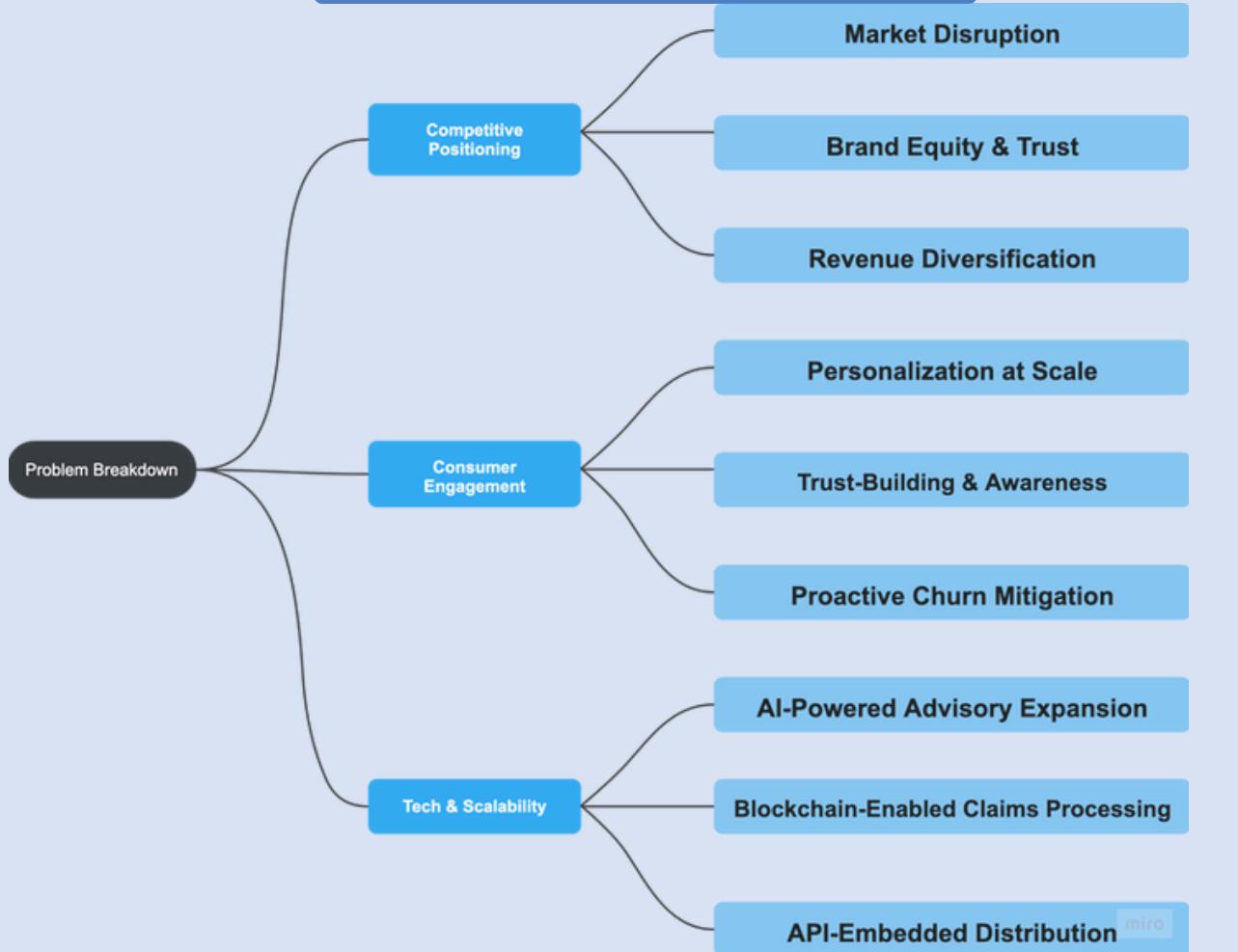
**Key Challenges**

- Micro-insurance for health and life coverage.
- Child education plans.
- Accident insurance for informal sector workers.

## Customer Journey Map

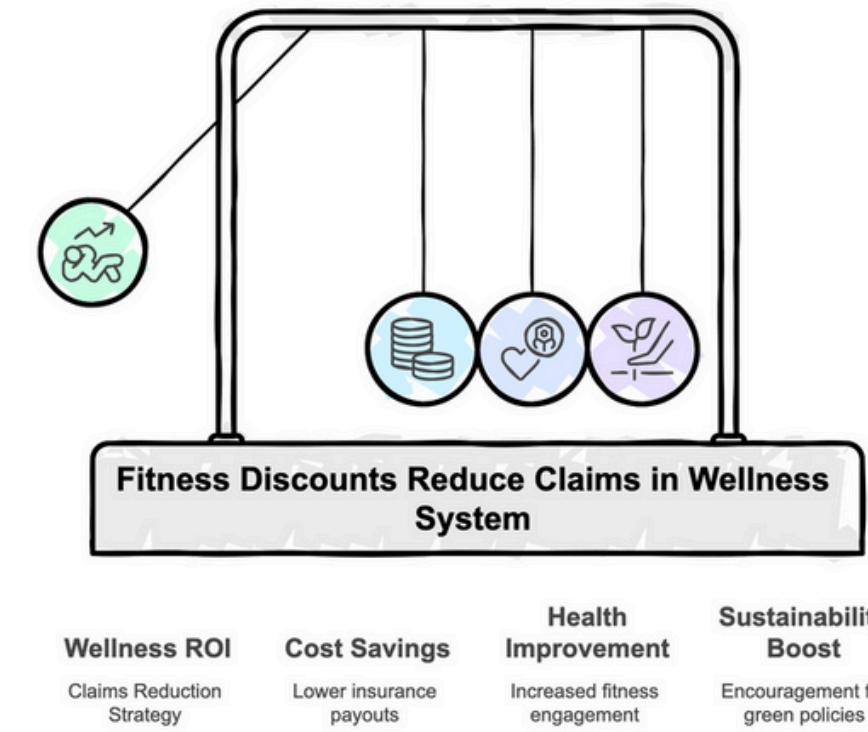
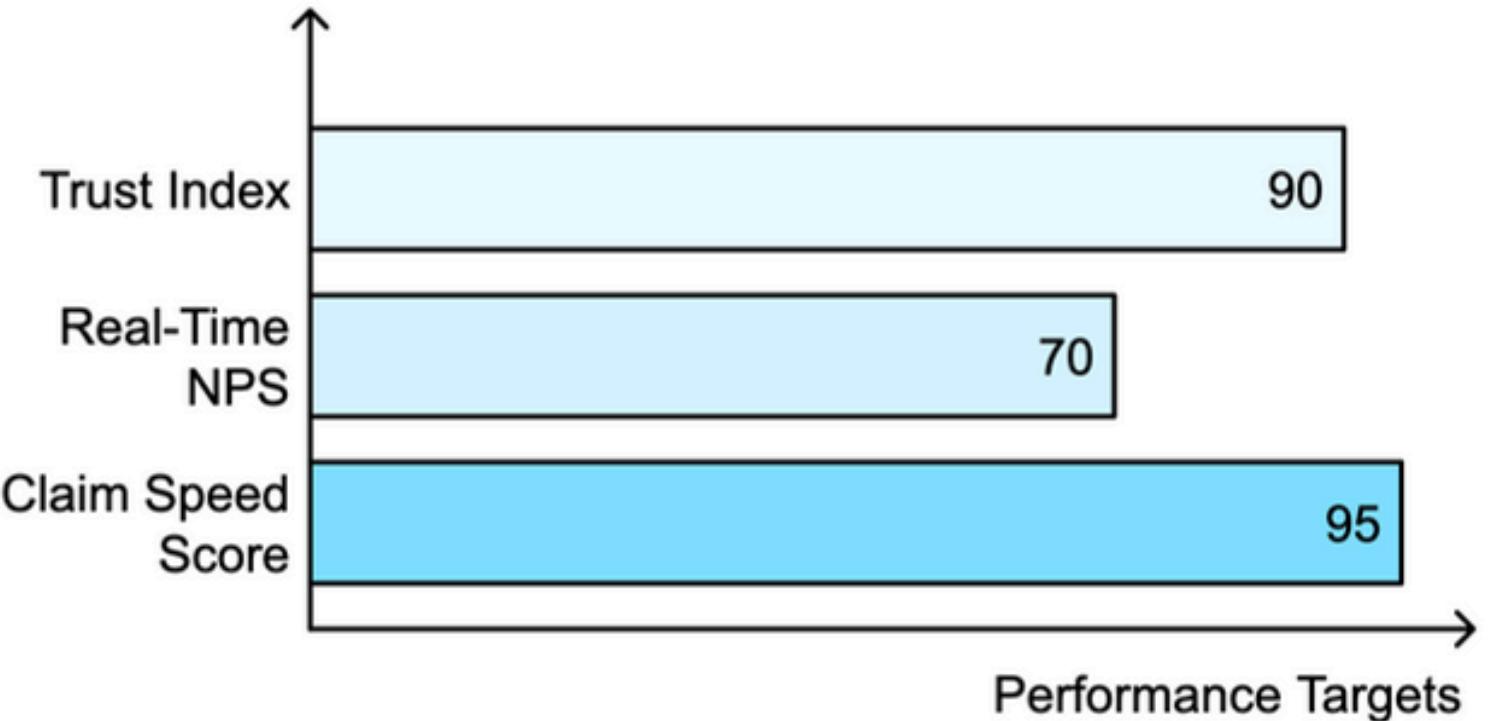


## Issue Tree

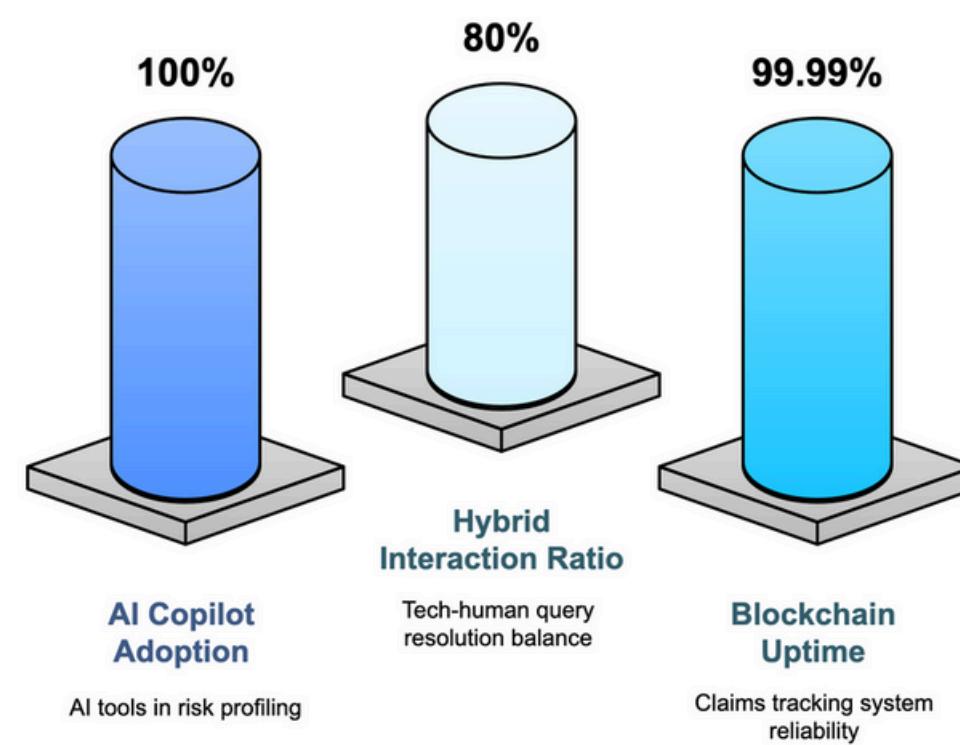


## KPI Insights

### KPI Metrics



### Tech-Driven Efficiency Target



## SWOT Analysis

### Strength

- Trust & Credibility-4.9/5 Google rating and backed by Zerodha and Finshots
- Hybrid Human-Tech Model-Combines human advisory with AI tools and 24/7 WhatsApp support
- Cost-efficiency-Low Customer acquisition cost and high lifetime value

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### Weakness

- Limited Product Range-Focuses primarily on health and term insurance
- Scalability Challenges-Reliance on human advisors may slow growth compare to fully digital rivals
- Market share gap-Current advisory market share(1.5%)

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### Threat

- FDI-Driven Partnerships-Collaborate with global insurers to co-create premium products
- Rural & Micro-insurance expansion-Tap 400M+ rural internet users via UPI sachet insurance
- Rising Insurance Awareness-4% insurance penetration leaves massive untapped potential

- Aggressive competition-PolicyBazaar's dominance (65% aggregate market share)
- Regulatory Risks-Evolving IRDAI compliance requirements and FDI policy adjustments
- Tech-Disruptions-Fully automated insurtech(eg. Acko's 5 min. claims) challenging Ditto hybrid model

## Business Model Canvas

Key Partnerships	Key Activities	Value Propositions	Customer Relationship	Customer Segments
<ul style="list-style-type: none"> <li>• Insurance providers like ICICI, HDFC, LIC etc.</li> <li>• Financial advisors</li> <li>• Tech &amp; data analytics firms</li> </ul>	<ul style="list-style-type: none"> <li>• Personalized insurance consultation</li> <li>• Customer education via content</li> </ul>	<ul style="list-style-type: none"> <li>• Simplified, unbiased insurance advice</li> <li>• No spam, No sales pressure</li> </ul>	<ul style="list-style-type: none"> <li>• 1:1 consultation(chat,call)</li> <li>• Trust based advisory model</li> </ul>	<ul style="list-style-type: none"> <li>• First-time insurance buyers</li> <li>• Small business owners</li> <li>• Working professionals and families</li> </ul>
Cost Structure			Revenue Streams	
<ul style="list-style-type: none"> <li>• Employee salaries(advisors, tech team)</li> <li>• Marketing &amp; advertising</li> <li>• Platform maintenance</li> </ul>			<ul style="list-style-type: none"> <li>• Commissions from insurance partners</li> <li>• Subscription-based premium advisory</li> </ul>	

### Opportunity

### Threat

### Healthtech & IoT Ecosystems

**Preventive Care Bundles:**

- Partner with HealthifyMe or Cult.fit to offer dynamic health insurance where premiums adjust based on fitness app data
- Gamification: Unlock rewards like free gym sessions for consistent health metrics

**Smart Home Partnerships:**

- Work with IoT providers like Syska to offer "HomeGuard Policies" where smart devices trigger instant claims for home damage.



### Hyper-Local Advisory Networks

**Ditto Didis:**

- Train women entrepreneurs in rural areas as certified insurance advisors, offering commissions and digital tools.

**Voice-Based Vernacular Chatbots:**

- Launch WhatsApp chatbots in 10+ regional languages for low-literacy users.

**Outcome:** Increase rural penetration by 25% in 2025.

### Content Creators & Hyper-Local Platforms

**Micro-Influencer Networks:**

- Partner with regional YouTube/Instagram creators to produce vernacular explainer videos on insurance.
- Reward creators with a share of premiums from their referrals.

**Hyper-Local Advisory Hubs:**

- Collaborate with KhataBook or PayNearby to set up Ditto kiosks in Tier 3/4 towns, offering free consultations via local kirana stores.

### AI-Driven Predictive

**Social Sentiment Analysis:**

- Deploy AI tools to analyze real-time social media conversations (Twitter, Reddit, vernacular platforms) to identify emerging risks, unmet needs, and competitor weaknesses.

**Partnership with Fintechs:**

- Collaborate with platforms like CRED or PhonePe to access anonymized spending data, correlating financial behaviors with insurance demand (e.g., high medical spends tends to health insurance gaps).

### Immersive Tech for Education

**Risk Visualizer :**

- Develop Instagram/Snapchat filters showing financial consequences of uninsured risks.

**VR Advisory Sessions:**

- Offer virtual reality consultations where advisors guide users through 3D simulations of insurance scenarios (e.g., home damage, critical illness).

**Outcome:** 40% higher insurance literacy rates, 25% boost in social media engagement.

### "Ditto Life Simulator" – A Gamified Journey to Insurance Literacy

**Interactive Life Simulation Game**

- Develop a game where users navigate virtual life stages and face real-world risks
- Players earn "Ditto Shields" by purchasing virtual insurance policies to mitigate risks & they can Convert Shields into discounts on actual Ditto policies or charity donations

**Viral "Insure Your Avatar" Challenge**

- Encourage users to share their in-game avatars and outcomes on social media with #DittoLifeSimulator.

### Gamified & IoT-Linked Products

**"Fit2Shield" Dynamic Health Insurance:**

- Partner with wearables (Fitbit, Apple Watch) to offer premium discounts for meeting fitness goals
- Unlock badges for consistent activity.

**Savings-Backed Micro-Insurance:**

- Launch a "PiggyBank Shield" feature where users save small amounts via UPI; Ditto matches 5% as a premium discount.

### Community-Driven Content & Education

**"My Ditto Story" User-Generated Campaign**

- Invite customers to share testimonials via short videos, explaining how Ditto simplified insurance for them.
- Reward top stories with features in Ditto's ads or exclusive policy upgrades.

**Bite-Sized Edutainment**

- Create animated comic strips and memes explaining insurance jargon (e.g., "Deductible Diaries" series).

### "Ditto Guardian" – AI-Powered Financial Health Ecosystem

**Digital Twin Concept:**

- Users create a virtual avatar that mirrors their financial/health profile.
- AI simulates future risks and recommends tailored insurance plans.
- Gamified with "life milestones" triggering proactive coverage updates.

**Rewards:**

Users earn "Guardian Points" for engaging with simulations, redeemable for premium discounts.

### Community-Driven Trust Building

**"Ditto Trust Circle":**

- Launch a peer-to-peer advisory platform where customers share insurance success stories

**Sustainability-Linked Insurance:**

- "Green Shield" Initiative: Offer carbon-neutral policies where Ditto plants a tree for every policy sold.
- Integrate with fitness apps (e.g., Fitbit) to reward healthy habits with premium discounts.

## Phase 1

## Enhance Advisory Quality

AI tool to suggest personalized plans during consultations

## Build Transparency

Real time claim status updates via whatsapp

## Strengthen Brand Trust

User testimonials & influencer partnerships

Vernacular content for tier 2/3 cities

## Phase 2

## Expand Product Portfolio

Partner with AXA/Allianz to launch "Global Health Plus"

## Boost Rural Penetration

Introduce gig-worker micro-insurance(99 Rs/month)

## Hybrid Engagement Model

Collaborate with NPCI for UPI-based sachet insurance (50 Rs/month)

Deploy "Ditto Vans" for on-ground financial literacy workshops

Launch Ditto community app:Gamified learning + peer-to-peer advice

Integrate wearable tech for wellness-linked discounts

## Phase 3

## Dominate Advisory Niche

Introduce Ditto Prime Subscription(499 Rs/month)

Certify advisors in global insurance standards

## AI-Driven Personalization

Deploy predictive Analytics Engine for proactive recommendations

AI chatbots for 24/7 multilingual support

## Sustainability Focus

Partner with Cult.fit/PharmEasy for "Healthy India" initiatives

Offset carbon footprints via tree-planting per policy sold

## Risk &amp; Mitigation

## Risks

## Subscription Fatigue



Offering exclusive FDI product discounts with prime bundles

## AI Errors in Recommendation



Maintaining human decision-making for high-value policies

## Over-reliance on AI



Positioning AI as a support tool to aid human decisions

## Tech Implementation Delays



Collaborating with established tech vendor to enhance capabilities

## Cannibalization of Existing Products



Focusing on distinct customer segments for effective marketing

## Low Digital Literacy in Rural Areas



Offering voice-assisted onboarding to simplify user experience

## Mitigation

## Product Bundling



## Tech Partnerships



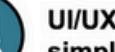
## AI Support



## Human Oversight



## UI/UX Simplification



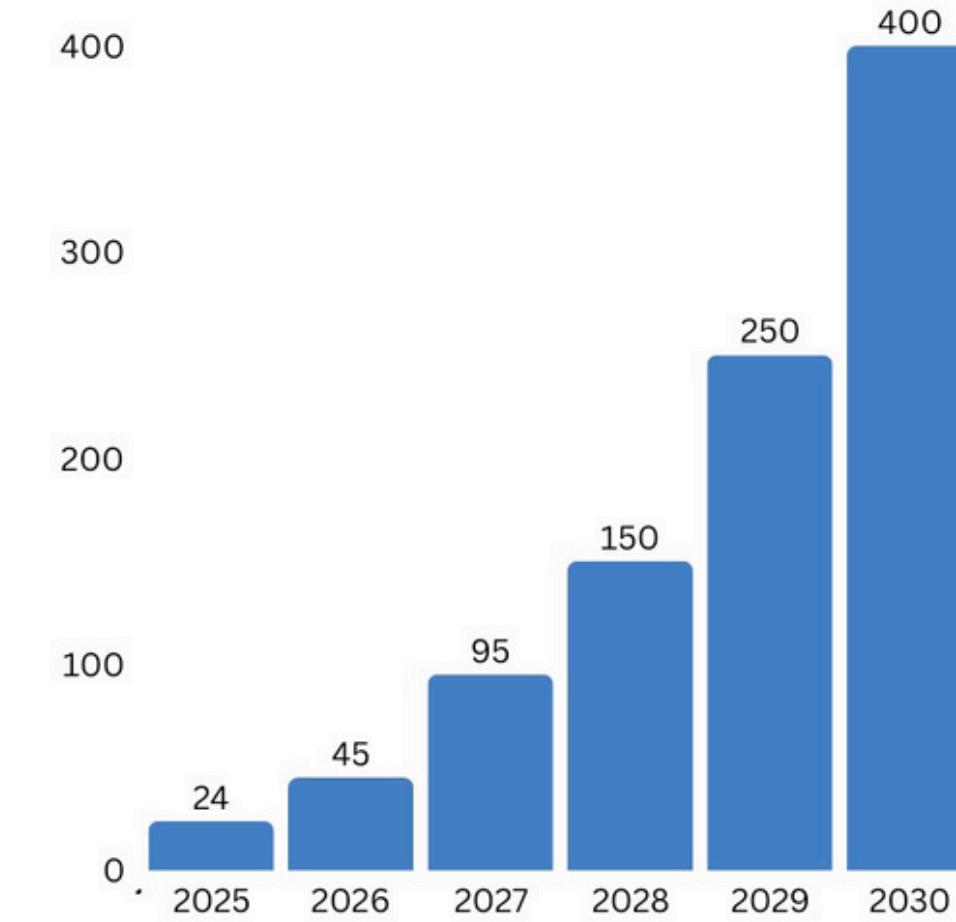
## Targeted Marketing



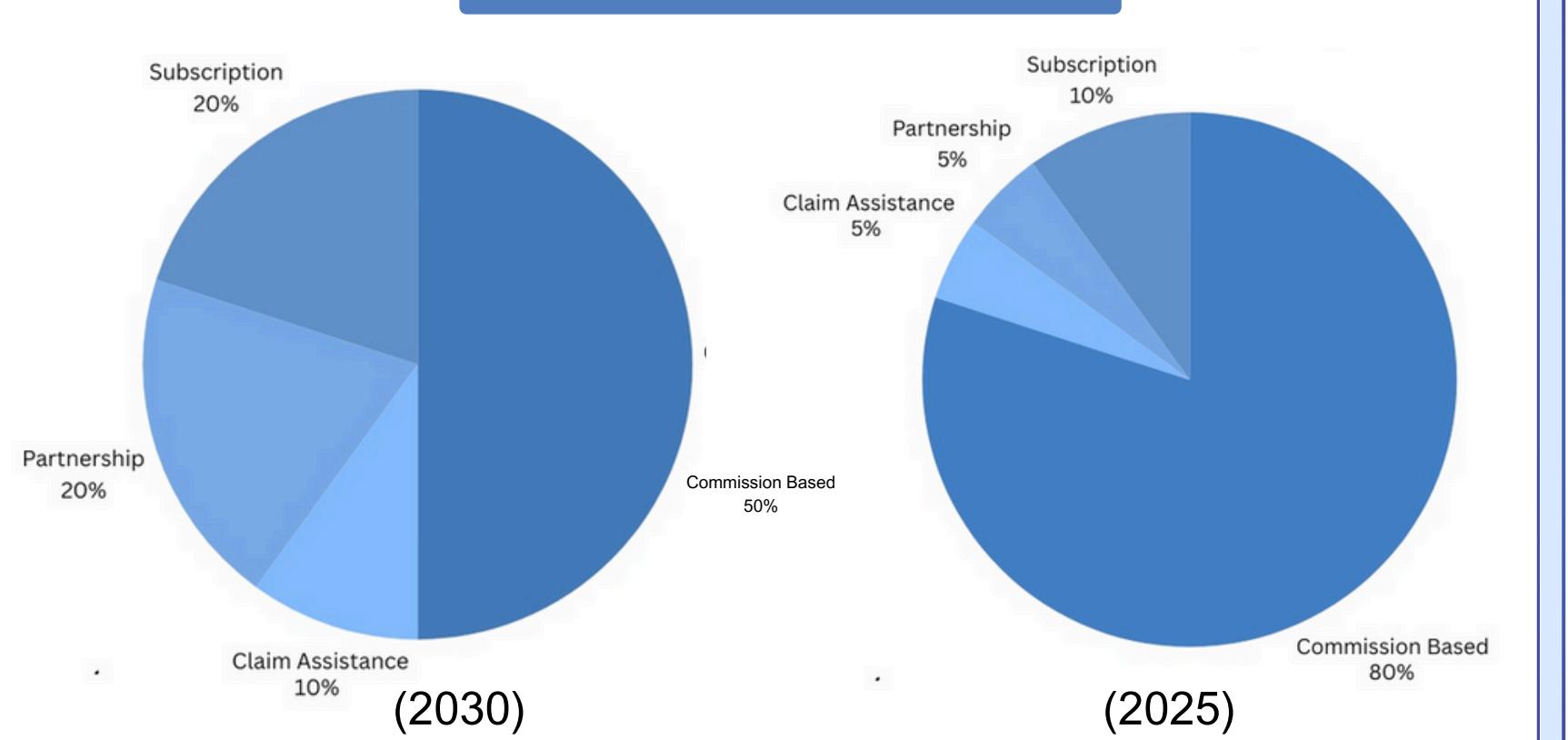
## Financial Projection Insights

Metric	2025	2026	2027	2028	2029	2030
Consultations (Million)	0.3	0.6	1	1.5	2	2.5
Policies Sold (Million)	0.05	0.12	0.25	0.4	0.6	0.85
Revenue (₹ Cr)	15	40	90	150	250	400
Total Costs (₹ Cr)	12	30	65	100	160	250
EBITDA (₹ Cr)	3	10	25	50	90	150
Net Profit (₹ Cr)	2	8		45	85	140
Net Profit Margin	13%	20%	24%	30%	34%	37%
Customer Retention Rate	60%	65%	72%	80%	85%	90%
Conversion Rate (Leads to Sales)	5%	7%	9%	10%	11%	12%
Customer Acquisition Cost (CAC) (₹)	1500	1200	1,000	900	750	600
Customer Lifetime Value (LTV) (₹)	8000	10000	12000	16,000	20,000	25,000

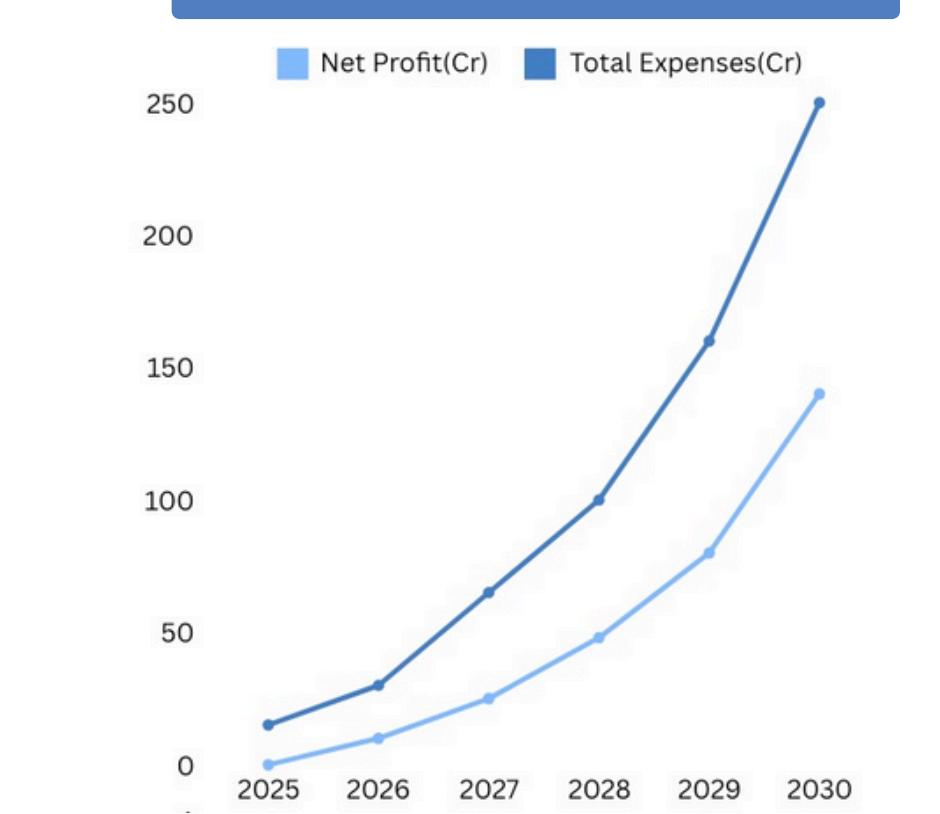
## Revenue Growth Projection



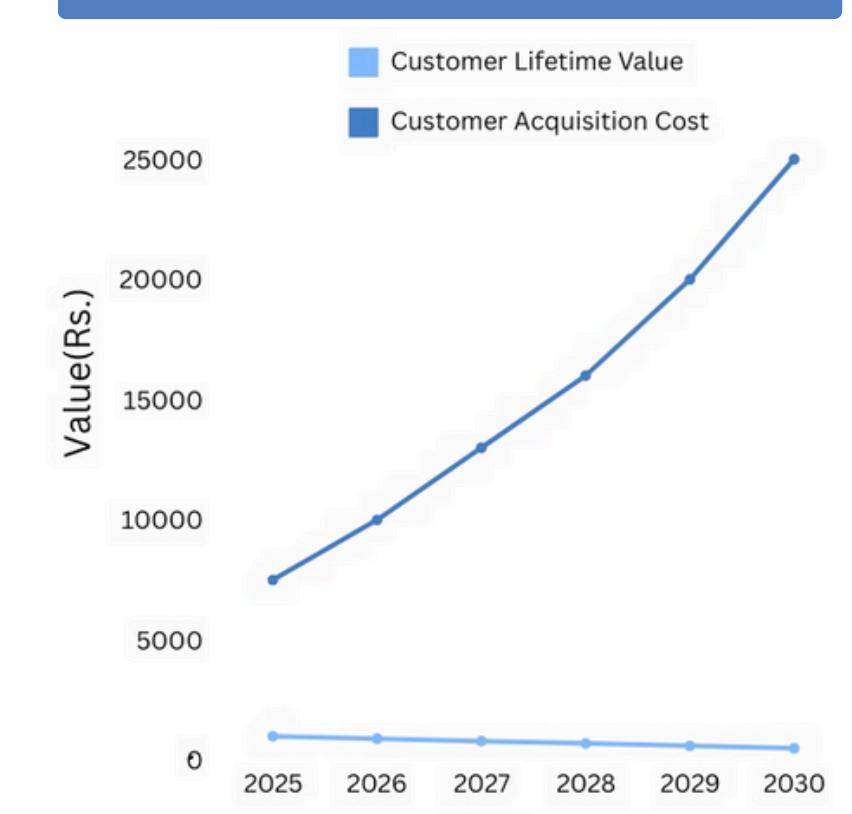
## Revenue Breakdown



## Profit vs Expense growth



## CAC Vs. LTV Growth Over Time



## Resources

- <http://www.tradeclub.stanbicbank.com/portal/en/market-potential/montenegro/investment?>
- <https://montenegrusiness.eu/montenegro-policies-towards-foreign-direct-investment/?>
- <https://emerging-europe.com/analysis/economy-in-focus-montenegro-2/?>
- <https://www.u-picardie.fr/eastwest/fichiers/art111.pdf?>
- <https://china-cee.eu/2025/01/13/montenegro-political-briefing-the-economic-challenges-of-montenegro/>
- <https://www.trade.gov/country-commercial-guides/montenegro-market-overview?>
- <https://www.ceicdata.com/en/indicator/montenegro/foreign-direct-investment>
- <https://www.ebrd.com/publications/transition-report-202425-montenegro>
- <https://investlithuania.com/news/foreign-direct-investment-in-lithuania>
- [https://en.wikipedia.org/wiki/Ditto\\_Insurance](https://en.wikipedia.org/wiki/Ditto_Insurance)
- <https://joinditto.freshteam.com/jobs/GHECyqpcFOu2/insurance-advisory-remote>
- <https://wellfound.com/jobs/2764808-insurance-advisor>
- <https://joinditto.in/>
- <https://in.linkedin.com/company/ditto-insurance>
- <https://lifeinsurance.adityabirlacapital.com/insurance-dictionary/i/insurance-advisor-meaning/>
- <https://www.nivabupa.com/health-insurance-articles/what-is-an-insurance-advisor-and-how-to-become-an-advisor-in-india.html>

- <https://www.bfsaulinsurance.com/everything-you-need-to-know-about-independent-insurance-advisors>
- <https://www.turtlemintpro.com/how-to-become-an-insurance-advisor/>
- <https://emerging-europe.com/analysis/economy-in-focus-montenegro-2/>
- <https://irdai.gov.in/list-of-brokers>
- <https://www.consultancy.in/rankings/top-consulting-firms-in-india-by-industry-expertise/insurance>
- <https://www.sbilife.co.in/en/about-us/careers/be-a-sbi-life-insurance-advisor>
- <https://6sense.com/tech/screen-sharing/ditto-market-share>
- <https://www.cbinsights.com/company/ditto-5/alternatives-competitors>
- <https://www.g2.com/products/squirrels-ditto/competitors/alternatives>
- <https://www.getapp.com/collaboration-software/a/ditto/alternatives/>
- <https://www.gartner.com/reviews/market/data-and-analytics-others/vendor/ditto-labs/product/ditto/alternatives>
- <https://www.trustradius.com/products/squirrels-ditto/competitors>
- [https://rocketreach.co/ditto-insurance-competitors\\_b7923e39c223ede7](https://rocketreach.co/ditto-insurance-competitors_b7923e39c223ede7)
- <https://www.musicbusinessworldwide.com/ditto-hails-extraordinary-growth-amid-global-expansion-as-firm-surpasses-2m-registered-artists/>
- <https://canvasbusinessmodel.com/blogs/target-market/ditto-target-market>

# THANK YOU