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Customer Acquisition, CRM and Operational Readiness in A Newly Established Motor Insurance Company: An Exploratory Case Study of Kiwi General Insurance Limited

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Abstract : *This paper analyses the business, customer acquisition and processes of the newly formed Indian insurance company – Kiwi General Insurance Limited. Internship data, together with applied knowledge and information from the industry are utilised in this analysis. An exploratory qualitative case study approach has been adopted given that there is no full company CRM, lead, issue, re-issue or audited accounts data available.*

Internship data highlights the areas of applied knowledge, motor insurance, car showrooms and dealerships, customer/investor engagement, CRM and telemarketing, re-issues, data gathering, Excel and VLOOKUP, system data entry, sales, comparison and brokers/ channels which were analysed. Again, this data does not constitute accurate data relating to the number of enquires, sales, policies or income. Information from within the industry has also been analysed and provides background information regarding the motor insurance industry. However, it does not reflect Kiwi's financial data.

The main innovation of this paper is an exploratory model linking customer acquisition, data quality, customer experience and customer retention. It demonstrates how customer sourcing, qualifying, quoting, data gathering, issue, service and re-issue can be interlinked. Further, it suggests that a coded customer acquisition list, uniform definitions for the customer acquisition funnel and exception management, alongside a CRM data visualisation, should be developed. These are again, future recommended management solutions and are not experimental or provenly effective.

It appears that a newly formed business should initially establish robust data and uniform definitions in order to analyse the effectiveness of its channels, customer retention and financial viability. Throughout this paper therefore, internship, industry and recommended management data have been separated. Keywords: motor insurance; customer acquisition; customer relationship management; data quality; customer journey; re-issue; exploratory case study; Kiwi General Insurance..

Keywords: *Kiwi General Insurance Limited.*

I. INTRODUCTION

1.1 Background

Insurance is both a product and a service. Customers pay a premium for defined cover, with exceptions, excess and rules. Customers frequently buy or register a car, apply for vehicle finance, re-inforce their motor insurance or have a query about a claim. Customers may engage with a dealership, broker, agent, aggregator, insurer web site and/or call centre or service representatives. The information provided at these engagement points can affect a customer's knowledge and service experience.

Whilst the volume of enquires is a metric for assessing the effectiveness of a motor insurance business, an enquiry needs to be logged, assessed, priced and then developed into a proposal. Policies need to be correctly produced and

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supported and re-inforced. Leads can be lost if customers cannot be contacted; if pricing is not favourable; if there are missing documents; if customers switch to another insurer; or if there is a time lag.

Kiwi General Insurance Limited was a new entrant to the Indian insurance market. As detailed within the project report, the business developed a customer facing strategy based on making insurance easier, along with utilising technology and providing claims services. This research explores the business functions needed to underpin such an early stage strategy. These include managing relationships with partners, controlling distribution channels, providing a good customer experience, managing information and ensuring high quality paper work. Additionally, sound financial control is important. It should be noted that access to private business performance and financial data has not been assumed.

1.2 Problem Statement

I need to analyse how the business processes that I have experienced on my internship (such as dealing with dealers, policy development, CRM and calling, renewal and gathering and verifying information and policy analysis) can be related to the business's customer acquisition and service provision. Information which is gathered is largely anecdotal. There is no confirmed information relating to leads and policies. Consequently, this research has to determine what can be deduced from the information and distinguish between what is actually experienced, generally available sector information and suggested business interventions.

1.3 Research Objectives

To: (i) Record and analyse the motor insurance areas that were worked on; (ii) Investigate how customers are obtained via the dealership, broker and direct and digital routes; (iii) Assess how CRM, re-engagement and data gathering and checking contributes to customer maintenance and service; (iv) Understand and analyse external information, such as sector statistics; (v) Recognise controllable areas within a business which can then be analysed in order to evaluate the effectiveness of different customer obtaining routes and marketing; and (vi) Construct a preliminary model that demonstrates how customer obtaining, data, customer service, re-engagement and financial viability interact.

1.4 Research Questions

Areas for investigation are:

- What can be learnt about the motor insurance business development and support process from the internship findings?
- How do the requirements for dealerships, brokers and digital platforms vary? What data is essential for a valid comparison?
- To what extent do customer and policy data integrity depend on CRM, re-engagement and verification?
- What does both ongoing and initial data suggest – and fail to suggest – regarding Kiwi's financial health?
- What quantifiable processes should be put in place by management to enable robust conclusions to be drawn about the effectiveness of different channels and the return on marketing expenditure?

1.5 Significance and Scope

This research is important as it relates employees' learning to the insurance business model. Areas studied include: motor insurance; customer generation; distribution; CRM, reinsurance and data and also reporting. This is therefore both descriptive and analytical based. It does not state which distribution channel has the best conversion ratio, nor does it conclude that a specific customer generation method is cost effective. Nor does it state that Kiwi attained a given level of retention. These would all need access to accurate data concerning customer and policy generation and costs together with reinsurance information. The research is based on the five week internship experience and secondary information detailed in the report.

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1.6 Research Contribution and Gap

Whilst there is existing knowledge on customer journey, brand trust, relationship management and evaluation, a manager within a new insurance business requires a 'translating mechanism' for these. Such mechanisms include: deciding what data should be obtained at each journey point; defining lead; determining responsibility for subsequent action; and identifying the criteria to be met for conversion or renews to be recognised. This paper introduces a novel exploratory structure which links journey points to data and experience. It is a contextual structuring tool and not a novel explanatory principle or tested evaluation instrument.

II. LITERATURE REVIEW

2.1 Customer Journey and Service Experience

A customer's experience can be viewed as an experience which includes pre-, during and post-sales (Lemon & Verhoef, 2016). This is particularly applicable within motor insurance as customers can engage with many areas of a business to obtain a policy including; a dealership, broker, website and call centre. Poor communication regarding policy details, delayed responses and/or uneven service can all detract from a good sales experience. Consequently, data needs to be analysed to assess a customer's overall experience. Within an insurance business, information should therefore be captured relating to where an enquiry originated, the customer's requirements, quotation, policy and then post-sales service.

2.2 Brand Equity, Trust and Insurance Decisions

Brand equity encompasses a brand's strengths and weaknesses and includes aspects such as awareness, quality and brand image and brand loyalty (Aaker 1991). Customers' knowledge and feelings towards a brand can also be used to define customer-based brand equity (Keller 1993). Within the insurance industry many people assess an insurance proposition in abstract form and do not then encounter a claim. Consequently, alongside effective communications, there is a need for clear information about policy features including deductibles, extras, own damage and third party claims along with knowledge of claim rules. Operational performance and communication are key in building trust.

2.3 Customer Relationship Management

CRM can be seen as an integrative function which encompasses customer strategy, value generation, distribution and information, and then appraisals (Payne and Frow 2005). Reinartz, Krafft and Hoyer (2004) analyse CRM and its impact on performance. It is vital that customer relationships are managed in a systematic manner. Such systems allow for clear customer information and define areas of responsibility, renews and coding. From my internship I was involved in various CRM and calling functions together with renews, information gathering and information verification. Failure to enter the results of a call could hinder the following person's work. Individuals may also fail to perform a renew if there is no set renewal date. In addition, inaccurate or duplicate information can affect performance. Ideally, as well as storing information about a customer, a good CRM should also show their current phase, previous and future actions and who is accountable for them.

2.4 Channel Performance and Evidence-Based Measurement

From the customer journey and CRM literature one can infer that there needs to be an agreed definition for the different distribution channels. Numbers of enquires do not demonstrate if the channel is delivering suitable customers, if these then go on to receive a quotation and if policies are then sold. Appropriate spending and accurate data is therefore essential in assessing distribution channels. A dealership can be high enquiry, but may also incur travel and collaboration costs. Digital channels may supply less motivated or even non obtainable leads. Brokers can deliver more suitable leads but will incur commission fees. These issues must be analysed in practice, not simply inferred based on distribution type.

2.5 Digital Insurance and Customer Satisfaction

Eckert, Neunsinger and Osterrieder (2022) highlight the increasing significance of digital within the insurance sector. Although digital can enhance an organisation's provision of information, interaction and processes, good customer experience is not solely dependent on digital resources. The data available, and the level of information provided about

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products, along with problem solving are all key areas. When developing a new insurance business, alongside examining whether digital is being utilised, performance criteria including the extent and quality of information held on customers, speed of service, quotation availability, document precision and policy production and problem solving should also be analysed.

2.6 Research Gap and Conceptual Positioning

There is existing literature defining key issues such as customer journey, trust and CRM and the importance of integration. This paper aims to address the application of these theories to a start-up motor insurer, despite high-level data being limited. It introduces a model showing how customer acquisition and lead quality determine policy qualification and production. Data precision is important for both back-office and customer facing functions. Customer service then impacts upon re-newal. Finally, customer acquisition cost, motor insurance premium and costs underpin financial viability. These are theoretical links which will be analysed using further data in the future. Internally generated conclusions about cause and effect do not arise from this internship.

III. COMPANY AND INDUSTRY CONTEXT

3.1 Kiwi General Insurance

Kiwi General Insurance Limited is an Indian general insurance company that has recently obtained a licence and commenced business in the motor sector in June 2026. It was incorporated in November 2024 and then issued with a certificate of registration in March 2026. As detailed in the SIP, the company promotes itself as a digital company which aims to make insurance easier to access. Technology is utilised both for underwriting and for claims. Furthermore, there are diverse routes to market including agents, brokers and aggregators alongside digital self distribution. Again, these are background details and do not themselves indicate the extent of, or financial results from, business activity.

3.2 Company timeline

The SIP report identified a number of initiation stage events for Kiwi. These included incorporation (November 2024), registration (March 2026), initiation of motor business (June 2026), initiation stage reporting (June 2026) and initiation stage distribution partners. These are taken from the SIP report and should be checked against both company and regulatory information prior to dissemination. Where information is provided in relation to an insurer's initiation stage premium and distribution partner aspirations, this should be viewed as aspirational information unless evidenced by audited information.

Table 3.1: Initiation stage events identified within the SIP report

Event	Evidence from SIP report	Comment
Incorporation	November 2024	Company formation event.
Registration	March 2026	Date of company registration as identified within the SIP report.
Motor business	Initiated – June 2026	Initiation stage business event.
Initiation stage GDPI	1.89 crore – June 2026	Point in time data. Please verify with original information.
Initiation stage aspirations	Premium and distribution partner aspirations	Aspirational information.

3.3 Indian non-life and motor insurance environment

As identified within the SIP report, the non-life industry's gross direct premium increased from c.₹2,56,984 crore in FY 2022-23 to c.₹2,89,673 crore in FY 2023-24 and then to c.₹3,07,611 crore in FY 2024-25. Motor premium rose to c.₹91,781 crore (FY 2023-24) and then to c.₹99,093 crore (FY 2024-25) over this period. It formed c.31.7% and then c.32.2% (for both FY 2023-24 and 2024-25) of the non-life industry's premium. Again, these are taken from the SIP

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report and should be checked against the original General Insurance Council and IRDAI publications prior to external use.

Table 3.2: Information identified within the SIP report (figures in crore of rupees unless otherwise stated)

Information (figures in crore of rupees unless otherwise stated)	FY 2022-23	FY 2023-24	FY 2024-25
Non-life GDPI	2,56,984	2,89,673	3,07,611
Motor premium	81,280	91,781	99,093
Percentage of non-life GDPI	31.7%	32.2%	32.2%
Claims incurred	1,49,267	-	1,88,593
Industry underwriting result	(33,350)	(28,555)	(30,276)

3.4 Interpretation

It appears that motor continues to be an important area within the non-life insurance industry. Premiums have also increased. However, increased premium does not automatically equate to an increase in profitability. Other factors, such as claims, acquisition costs, servicing costs, commission, operating costs, reinsurance and underwriting practices, will also influence profitability. As shown in the SIP report, the industry continued to have an underwriting deficit over the period covered. Please note that this is industry information and should not be attributed to Kiwi.

3.5 Distribution and customer experience

Motor can be distributed via a range of channels including dealers, brokers, aggregators, agents and referrals. Dealers can be a good distribution channel as people often seek motor insurance when buying or registering a vehicle. Brokers can assist with comparing products and can also exploit existing client relationships. Digital distribution can widen a company's market reach and provide a convenient method for customers to seek information. However, the volume of digital enquiries may contain both redundant and/or low quality and/or uncontactable leads. Channels should not be compared without first agreeing on lead progression, attribution and outcomes.

3.6 Motor as a service

Typically, a motor insurance service encompasses enquiry, contact, qualification, data capture (relating to both the vehicle and customer), quotation, explanation of cover, proposal, data validation, payment, policy production, service and renewal. Potential points of control exist at each of these stages. Data gaps may delay quotation. Incorrect identification can lead to data inaccuracies. Poor policy explanation may result in a disparity between a customer's expectations and their actual cover. Failure to own a renewal may result in a gap in cover. To ensure consistency, marketing, sales, operations, CRM and finance should all share a common terminology. An enquiry is not a policy. A policy is not a renewal. And a premium is not necessarily representative of someone's contribution.

IV. RESEARCH METHODOLOGY

4.1 Approach

This is a descriptive and exploratory case study. Primary sources used were the intern's weekly reports and personal notes. Secondary sources comprised data provided within the SIP report. This approach was suitable as the research aimed to describe and analyse an operation within an industry context. There was no hypothesis to be tested and the research was not designed to assess company performance. Furthermore, the case study approach enabled analysis to be undertaken to illustrate the link between a company's acquisition, data, CRM and renewal operations. Although there is some company data available, this is not extensive.

4.2 Information sources and research period

Five weekly reports were analysed. These related to induction, insurance, policy, dealership/showroom, customer/investor, CRM/contact, renewal, data capture, Excel and VLOOKUP, system data input, policy selling, policy comparison and broker/channel. Although the reports describe the nature of a weekly activity, they do not quantify the number of: contacts, leads, policies sold, renewals or data validation checks undertaken.

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4.3 Secondary sources

Other secondary sources mentioned within the SIP report are: statistics from the IRDAI and General Insurance Council; Kiwi's website and product information; publicly available company and initiation information; and media articles relating to a company's initiation stage. Industry data has been analysed within this paper. Publicly available product information has been analysed to provide background information. Where the relevant secondary source or table from which a figure had not been provided within the information available for this re-draft, this should be checked against the original source prior to external dissemination.

4.4 Information analysis

Internship information has been analysed thematically and organised by week. Each theme has been analysed to identify which stage of a service it relates to and the associated learning. It has also been analysed to recognise the extent of the information it provides. For example, whilst a CRM/contact report illustrates a person's experience of CRM, it does not quantify successful contacts or conversion rates. Similarly, although a data validation report reflects an individual's data validation experience, it does not quantify company-wide data validation inaccuracies. Likewise, whilst a dealership visit reflects an individual's experience of a distribution channel, it does not quantify a dealership's productivity or profitability.

4.5 Analysis

Information was analysed in four ways. Firstly, process information was analysed to link observed operations to the motor customer experience. Secondly, descriptive analysis was undertaken on the industry's published premium and claims data contained within the SIP report. Thirdly, comparative analysis was carried out to distinguish between a company's actual performance and its initiation stage aspirational information, as well as to differentiate between industry and company specific information. Finally, information analysis identified what information was available from the internship reports and what further information would be needed to measure company KPIs in the future. Recommendations were then formulated based on both the analysed risks and information requirements.

4.6 Operational terms

Enquiry – information expressing an interest, including a date and source.
Qualified lead – an enquiry that has been checked for basic suitability and contact information.
Quotation – a valid motor insurance proposal for a vehicle and customer.
Policy produced – a policy for which a proposal and payment have been processed and a policy document has been produced.
Renewal due – a policy which is nearing its end date, within a defined timescale.
Renewal outcome – a renewal, refusal, non-contact, cancellation or outstanding renewal.
Data anomaly – information which needs amendment, confirmation or further analysis.

4.7 Validity, ethics and constraints

A key strength of this research is the distinction which was made between primary, secondary and inaccessible information. Although the internship information enables analysis of operations and associated learning, it does not quantify company-wide data validation inaccuracies, marketing return on investment, claims forecasts or renewal performance. No customer identifying information has been included. Neither is private customer behaviour analysed or confidential information disclosed. Industry data has been analysed secondarily from the SIP report and should be verified against the original source. Furthermore, as the company is still in its early operational phase, a three year set of historically accurate financial ratios is not available. In addition, as neither a CRM data export nor attributable marketing expenditure information is accessible, it is not possible to analyse a channel's efficiency.

V. INFORMATION ANALYSIS AND RESULTS

5.1 Internship information

The internship information highlights how an individual's insurance knowledge was developed, followed by exposure to distribution, and then to data, renewal and operations. Activities undertaken included induction, insurance, product,

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motor insurance basics, policy, dealership/showroom, customer/investor, CRM/contact, renewal, data capture, Excel and VLOOKUP, system data input, policy selling, policy comparison and broker/channel. This sequentially demonstrates how a person's knowledge of products, together with their distribution and data skills, can all contribute to a customer experience. However, as the information is qualitative, it is not possible to reliably quantify the number of contacts, leads, policies sold, renewals or data validation checks undertaken on a daily basis.

Table 5.1: Summary of internship information

Week	Information from weekly reports	Comment
1.	Induction, insurance, product and motor insurance basics	Developed insurance and product knowledge.
2.	Policy, dealership/showroom and customer/investor	Analysed distribution and product explanation.
3.	Customer/investor, CRM/contact and follow-up	Analysed relationship management and contact methods.
4.	Renewal, data capture, Excel and VLOOKUP and system data input	Analysed data quality, data matching and operations.
5.	Policy selling, policy comparison and broker/channel	Analysed how policy comparison can relate to distribution and service.

5.2 Dealer distribution

Dealer distribution was also an important element of the internship. Customers may be both acquiring a vehicle and seeking motor insurance within the same environment. Furthermore, vehicle data may be readily available and the customer's requirement for motor insurance may be urgent. Thus, dealer distribution can be a relevant method. Nevertheless, without further information it is not possible to assess the commerciality of a dealer. Information relating to the number of leads, qualified leads, quotations, policies, acquisition expenditure, customer experience and renewals is also required. Ideally, analysis should be undertaken at a partner level, not just at a channel level.

5.3 CRM, renewal and data validation

CRM/contact, renewal, data capture, Excel and VLOOKUP and system data input are all referenced within the internship information. This illustrates how acquisition and retention are inter-linked. A customer's data can be used for quotation, policy production, service queries and pre-expiry contact. Data issues can therefore impact various areas. Although VLOOKUP can be used to match data between spreadsheets, a successful match does not necessarily mean that the underlying data is accurate. Incorrect identification, differing data formats and redundancies can still produce erroneous results. Good practice involves undertaking field validation, post-matching cross-checking of essential data and maintaining an anomalies list. Information should then be reviewed by an authorised owner.

5.4 Motor policy comparison and customer knowledge

Internship information also included policy comparison and motor insurance analysis. It is important that, in analysing insurance products, people do not simply compare them on the basis of premium. Third party motor liability, own damage, excess, exclusions, add-ons, claim notification and policy terms can also influence the value of a quotation. Customers should be aware of significant variations between products and should be able to query these. Ideally, a standardised policy comparison format should be used and should contain identical vehicle and cover information for each product being analysed. It should also distinguish between third party motor cover and own damage and display exclusions and/or excesses. The authorised policy terms should always be referred to for definitive information.

5.5 Industry financial information

As highlighted in the SIP report, the motor industry's premium rose to c.₹91,781 crore (FY 2023-24) and then to c.₹99,093 crore (FY 2024-25) from c.₹81,280 crore (FY 2022-23). Within India, motor represented c.31.7%, c.32.2% and c.32.2% respectively of non-life GWP. Industry claims incurred rose to c.₹1,88,593 crore (FY 2024-25) from c.₹1,49,267 crore (FY 2022-23). The industry continued to incur an underwriting deficit, with an underwriting loss of

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c.₹30,276 crore in FY 2024-25. Again, this is industry information and should not be attributed to Kiwi. It emphasises the importance of analysing premium information alongside claims, expenditure and underwriting performance.

5.6 Kiwi initiation stage information

According to the SIP report, in June 2026, Kiwi had an initiation stage gross direct premium income (GDPI) figure of ₹1.89 crore. It also mentions that initiation stage publicity stated that Kiwi aspired to write c.₹200-300 crore of gross premium in its first year of operation, to write c.₹5,000 crore gross premium over five years and to have c.1,000 distribution partners at initiation. The GDPI figure is monthly data. Aspiration premium information is aspirational. These should thus not be analysed or compared as if they are equivalent. As Kiwi only commenced operations in 2026, initiation stage information does not enable an assessment to be made of a consistent company claims, expense ratio, solvency or renewal performance. Rather, it is more appropriate to identify what information would be necessary to analyse in the future. This should include monthly and product-specific premium data, policies produced, earned premium, incurred claims, acquisition expenditure, operating expenditure, renewal groups, cancellations and solvency information.

5.7 Information summary

Information confirms that an individual was exposed to insurance, dealer and customer information, CRM/contact, renewal, data capture and policy comparison. Industry premium and claims data was also analysed to provide environmental information. However, no verified information is available on the number of leads, conversion rate, cost per lead, channel return on investment, customer retention rate, renewal rate or company underwriting result. Nor is there information on a company's financial trend. Such differentiation is key to ensuring the research is credible.

VI. DISCUSSION

6.1 Acquisition Volume versus Acquisition Quality

The analysis suggests that a motor insurer should distinguish the quantity of enquiries from the quality of business acquired. A channel may generate many enquiries but few qualified leads, or it may create quotes that do not proceed to issuance. A policy count alone also hides differences in premium, acquisition cost, customer understanding and future renewal. A balanced channel review therefore needs stage-by-stage conversion and a clear economic definition. For Kiwi, this is particularly important because the company is in a launch phase and its public positioning includes digital-first distribution and partner onboarding. Early activity may be affected by launch awareness, partner activation and operational learning. Management should avoid declaring one channel superior until comparable observations and a consistent source-to-policy attribution method are available.

6.2 Operational Control as Part of Customer Experience

The internship records show the presence of document collection, system checks, uploads and data matching alongside customer-facing activities. These tasks may appear administrative, but they influence whether a quote can progress, whether a policy record is accurate and whether a customer receives consistent information. Operational control is therefore not separate from customer experience. A slow or incorrect process can undermine the value promised during acquisition. A useful control system is practical rather than complicated: mandatory data fields, a checklist for documents, an exception queue, a named owner and a due date. The team should distinguish the number of exceptions created from the number resolved, and should track how long unresolved exceptions remain open.

6.3 Renewal and Customer Lifetime Perspective

Renewal is a continuation of the customer relationship, not merely a final stage in the sales funnel. A policy acquired at a high cost may be valuable if the customer renews and receives good service. Conversely, a low-cost lead may be less attractive if it frequently fails to convert or does not persist. The value of a channel should therefore be assessed over a defined customer cohort and time period. The current evidence does not include a verified renewal dataset, so no renewal rate or customer lifetime value is estimated. The recommended first step is to record the acquisition source and due date, then connect each policy to its renewal outcome. Once the cohort matures, the company can compare renewal by source, partner and customer segment, subject to authorised data access.

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6.4 Financial Sustainability and Evidence Discipline

The industry evidence provides a caution against treating premium growth as a complete measure of success. Premium is business volume; it is not equivalent to profit. Claims, acquisition payments, servicing and operating expenses, reinsurance and other items affect financial outcomes. A simplified contribution calculation may be useful in a future analysis, but it should not be described as underwriting profit unless all relevant components and definitions are included. Kiwi's launch-stage figures should be interpreted with the same discipline. A monthly GDPI value can be reported as a point-in-time figure, while a GWP target should be clearly labelled as a target. The report does not manufacture company-specific ratios where the underlying premium and expense data are not available.

6.5 Conceptual Synthesis

The study's conceptual contribution is to connect the customer journey with data quality and financial review. Acquisition creates the opportunity; qualification and explanation help determine whether the customer understands the offer; documentation and system checks support correct issuance; CRM and service create the basis for follow-up; and renewal and claims experience help reveal whether the relationship is sustainable. Financial indicators provide a broader view of whether the business model is working. The framework organises the operational questions raised by the internship evidence. It does not claim that these relationships were statistically tested in this case.

VII. RECOMMENDATIONS

7.1 Establish a Source-Coded Acquisition Register

Every enquiry should receive a unique non-personal identifier and mandatory fields for source, partner, date, vehicle category, contact status, qualification stage, quote status, policy status, next action and outcome. A controlled field dictionary should define what qualifies as an enquiry, qualified lead, quotation, proposal and issued policy. The register should be reviewed weekly for missing sources, duplicate-looking records and overdue next actions. Source attribution rules should be agreed before targets are compared.

7.2 Build a Renewal Control Dashboard

Renewal records should show the policy expiry date, contact status, date of each attempt, quote or offer status, customer response and final outcome. The dashboard should separate due-soon, contacted, quote sent, renewed, declined, unreachable and unresolved cases. A weekly review should prioritise overdue actions and identify whether losses are associated with contactability, price, cover, service or other known reasons. Unclassified outcomes should remain visible rather than being forced into an inaccurate category.

7.3 Formalise Data Validation and Exception Handling

The practical VLOOKUP experience can be converted into a repeatable control. Key identifiers should be matched; critical fields should be compared after a lookup; and unmatched, duplicate-looking or inconsistent records should be routed to an exception list. Each exception should have an owner, due date, status and resolution note. Important corrections should follow the company's approved access and audit procedures. The purpose is to prevent avoidable processing errors and improve record completeness, not to claim that a particular error rate has already been reduced.

7.4 Use a Standard Motor-Policy Comparison Sheet

Sales and operations should use a consistent comparison sheet showing third-party liability, own-damage scope, deductibles, exclusions, relevant add-ons and the basic claims process. The sheet should use equivalent vehicle details and coverage assumptions when comparing options. It should distinguish compulsory third-party cover from own-damage protection and identify where add-ons are actually available. The authorised policy wording should remain the final reference for contractual terms. The goal is to improve customer understanding, not to replace policy documents.

7.5 Separate Actual Results, Targets and Estimates

Management reporting should use separate fields for actual performance, target, forecast and simulation. Kiwi's reported June 2026 GDPI should not be merged with public premium ambitions. Every KPI should state its period, numerator, denominator, data source and accountable owner. This prevents targets from being mistaken for results and makes future comparisons more reliable.

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7.6 Proposed KPI Framework

The following framework is a managerial proposal for future use. It has not been implemented or tested as part of this study. Definitions should be approved by management before targets are assigned. Baselines should be established from complete and validated records; no target values are invented in this paper.

Table 7.1: Proposed KPI framework

Proposed KPI	Definition / Calculation	Suggested Owner	Review Frequency
Lead Response Time	Time from recorded enquiry to first documented contact attempt.	Sales / Channel Manager	Weekly
Qualification Rate	Qualified leads ÷ enquiries with known qualification outcome.	Sales Operations	Weekly
Quote Rate	Quotes generated ÷ qualified leads.	Sales Operations	Weekly
Policy Conversion	Policies issued ÷ selected eligible funnel stage; denominator must be fixed.	Sales / Channel Manager	Weekly
Data Completeness	Records with all mandatory fields ÷ records reviewed.	CRM / Operations	Weekly
Exception Closure Time	Time from exception creation to verified resolution.	Operations	Weekly
Renewal Rate	Renewed policies ÷ policies eligible for renewal in the defined cohort.	CRM / Operations	Monthly
Acquisition Cost	Attributable channel acquisition spend ÷ policies issued for the same cohort.	Finance / Channel Manager	Monthly
Financial Performance	Premium, claims and expenses using approved accounting definitions.	Finance / Underwriting	Quarterly

7.7 Proposed 30–60–90-Day Implementation Plan

Days 1–30: approve CRM field definitions, source codes, lead stages and renewal statuses; identify data owners; review access permissions; and create a basic exception register. Deliverable: approved field dictionary, lead register and renewal due list. Days 31–60: train relevant users, begin weekly data-quality reviews, standardise policy comparison and document follow-up procedures. Deliverable: operating dashboard with completeness and exception measures. Days 61–90: connect acquisition source with policy issuance and renewal due dates; review cohort definitions; and assess whether enough reliable data exists for channel comparisons. Deliverable: first management review based on actual records, with limitations documented. This plan is proposed and has not been evaluated in the case.

Table 7.2: Proposed 30–60–90-day implementation plan

Period	Priority Actions	Deliverable / Measure
Days 1–30	Approve CRM field definitions, source codes, lead stages and renewal statuses; identify data owners and access permissions.	Approved field dictionary, lead register and renewal due list.
Days 31–60	Train users; begin weekly data-quality reviews; standardise policy comparison and follow-up procedures.	Operating dashboard with completeness and exception measures.
Days 61–90	Connect acquisition source with issuance and renewal due dates; review cohort definitions and data sufficiency.	First management review based on actual records, with limitations documented.

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7.8 Implementation Risks and Safeguards

A dashboard can create a false impression of control if teams use different definitions. A shared spreadsheet can still produce misleading results if each channel uses a different meaning for a qualified lead or issued policy. The field dictionary and source rules should therefore be agreed before targets are set. Another risk is collecting more customer information than is necessary. The register should use authorised fields, role-based access and the company's data-handling requirements. A further risk is rewarding only volume. If channel incentives are tied only to policy count, teams may overlook documentation, customer understanding or follow-up quality. The KPI framework should combine commercial outcomes with process quality and, when data mature, renewal and financial indicators.

7.9 Practical Measurement Blueprint

A practical dashboard can be built in layers. The first layer is operational visibility: enquiry source, unique lead identifier, date, customer contact status, qualification result, quote status, policy status, next action and outcome. The second layer is an exception register: missing or inconsistent fields, duplicate-looking records, unresolved follow-up, document issues and overdue actions. The team should review each exception with a responsible owner, a due date, a current status and a resolution note. The third layer is performance measurement: stage-by-stage conversion for a clearly stated period, with a denominator that includes only eligible records. A fourth layer is financial interpretation: acquisition cost and contribution should be calculated only when attributable spend, premium, claims and relevant expenses are available and consistently defined.

Table 7.3: Example CRM fields and controls

Field	Purpose	Control / Definition
Lead ID	Track one enquiry through the process	Unique non-personal identifier; do not reuse.
Source / Partner	Attribute the enquiry	Use controlled source values and partner IDs.
Stage and Status Date	Measure funnel movement	Use agreed stage definitions and timestamp each change.
Next Action / Owner	Prevent missed follow-up	Every open record has an owner and due date.
Policy and Renewal	Relate sales to renewals	Associate issued policies with renewal eligibility and outcome.
Exception Code	Identify record and control failures	Use approved categories and record resolution notes.
Cost and Premium Fields	Undertake financial analysis	Extract data only from authorised financial sources.

7.10 KPI Definitions and Ownership

Lead response time should be measured from a recorded enquiry timestamp to the first documented attempt or successful contact, with the chosen definition stated consistently. Qualification rate should be qualified leads divided by enquiries with a known qualification outcome. Quote rate should be quotations generated divided by qualified leads. Policy conversion should be policies issued divided by qualified leads or quotations, with the denominator explicitly selected. Renewal rate should be renewed policies divided by policies eligible for renewal in the defined cohort, excluding only approved categories. Data completeness should be records with all mandatory fields divided by records reviewed. Exception closure time should be measured from exception creation to verified resolution. A sales or channel manager may own lead-stage measures; CRM/operations may own data quality and renewal status; finance and underwriting should validate cost and financial definitions.

7.11 Interpreting Core Insurance Measures

A future financial review should use a small set of stable measures rather than an expanding list of ratios. Premium measures describe the volume of business written or earned, but they should not be mixed. Claims measures should state the relevant accounting basis and development period. Expense measures should identify which acquisition and

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operating costs are included. A combined ratio generally brings claims and expenses into relation with earned premium, but the precise definition should follow the regulator or company reporting convention. Solvency is a regulatory measure and cannot be inferred from premium growth alone. Until audited company-level data become available, these measures are a framework for future review, not a complete financial-performance verdict.

VIII. CONCLUSION

Raj, Kiwi General Insurance, CRM, VLOOKUP, India, Kiwi, integrated, KPI.

Introduction

This research aimed to relate Raj's internship experience with the processes and financial requirements for a new vehicle insurer. Internship data demonstrates knowledge and awareness in relation to insurance, showrooms and dealerships, customer dealings, CRM and calling, re-insurance and data gathering. However, this does not include proven statistics in relation to lead volumes, conversion, reinsurance and financial position.

Supporting information highlights that vehicle insurance continued to provide significant non-life coverage in India and that premiums were rising. Again, although this is important, it should be analysed in conjunction with claims and under-writing data. Furthermore, this is background information which will not confirm whether Kiwi is profitable, what its claims experience is and whether it is sustainable. Information on company performance at the time of new product launch, together with stated company aspirations, should remain distinct from audited and realised data.

Ultimately, a joined up approach should be adopted to cover marketing, processes, customer knowledge, reinsurance and financial areas. Utilising source coded leads data, employing uniform criteria for defining the sales pipeline, implementing data verification procedures, and providing a generic comparator for policies, as well as a clear KPI display will enable further analysis to occur. As noted above, the suggested KPIs and 30-60-90 day plan represent advisory measures rather than those that have been. Further research could then utilise approved CRM data, policy issue data, channel (and therefore channel cost) and reinsurance data, together with financial statements in order to more accurately analyse channel quality and client ongoing commitment.

In common with much research, this paper has practical relevance. It determines what data and systems should be available in order for management to analyse marketing and financial sustainability. Crucially, it defines the evidential scope and transforms internship insights into quantifiable areas for business processes.

Conceptual Framework

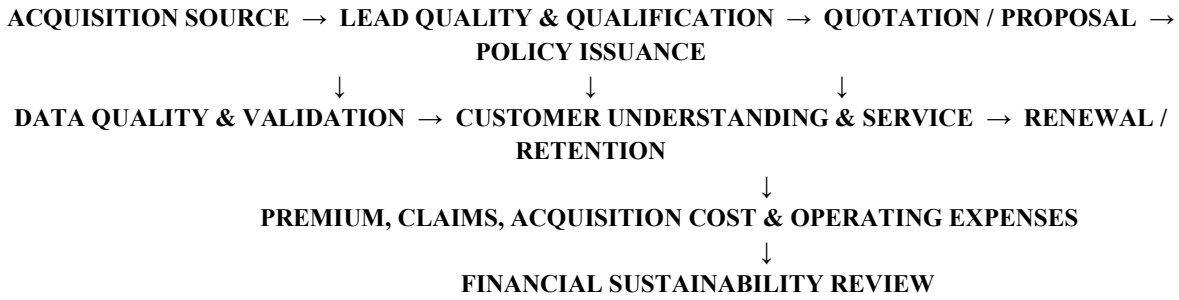


Figure 1: Exploratory acquisition–data quality–customer experience–retention framework. The arrows represent proposed process relationships for future evaluation; they do not represent causal effects tested in this study.

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