The Automated Insurer:

Next steps on the journey to intelligent automation

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> *"The design of any automation strategy must also anticipate and plan around the impacts to the human workforce. Early fears of massive job loss appear to be unfounded; however, companies must still anticipate and understand how automation efforts will affect roles throughout the organization."*
>
> – Gary Plotkin,
> Principal, Advisory and Leader,
> U.S. Management Consulting,
> Insurance Practice, KPMG LLP

KPMG

Executive summary

Insurers are facing a perfect storm

Today's insurers are facing mounting competitive pressures on multiple fronts.

New technologies and evolving customer expectations are driving change across the industry at an ever-faster rate. Shaped by interactions with brands such as Amazon, Uber and Airbnb, customers are increasingly looking for more choice, increased flexibility, and easy omni-channel interactions, especially for claims. However, insurers' ability to deliver on these expectations are hindered by familiar challenges such as legacy technology platforms and time-consuming manual, paper-based processes.

At the same time, market pressures and increasing competition make the need for transformation more pressing. Digital challengers are encroaching further on insurers' traditional lines of business, while technology giants and other emergent players make further inroads into the financial services sector. The low interest rate environment has made it difficult to achieve meaningful top-line revenue growth, while new regulations and a changing international regulatory environment add ever more cost and complexity. Insurers must respond.

IA is a business imperative

Intelligent automation (IA) technologies promise a radical shift to the insurance value chain, and the opportunity to revolutionize the way that insurers do business in light of these increasing business and market pressures. IA refers to the combination of multiple automation technologies, such as Robotic Process Automation (RPA), machine learning and cognitive technologies, used together to solve complex business issues in pursuit of organizational goals.

Trends are clear: IA is no longer optional. Insurers must begin their journey, actively pursue automation technologies and create a strategy for how and where IA will be implemented across the business in order to remain relevant in the market.

While automation is not new to the insurance industry, in the past 24 months there has been a shift in both the maturity of the technology and the availability of additional tools that insurers can use as part of their key processes. IA also delivers value far beyond cost savings. Not only can IA help insurers streamline and optimize current processes to improve customer wait times and enable skilled employees to focus on high-value tasks, but IA technologies can also improve quality, auditability, and employee satisfaction, while helping to unlock value from the vast stores of unstructured data within the organization.

Insurance CEOs must recognize that IA is transformational. Thus, it is critical to think about the journey to IA not as a technology implementation but as an end-to-end business transformation that will impact the business model, operating model and ecosystem. In order to achieve success, insurers must understand the technology and build the foundation for IA within the organization, then work through a process to identify, prioritize and select the IA use cases that will deliver the greatest return on investment.

Making the case for Intelligent Automation

Addressing the challenging pace of change

Many insurance CEOs feel daunted by the current rate of technology-driven change. Embracing IA, as well as managing the resulting impacts to workflows and workforce composition, adds layers of complexity to an already difficult business transformation process.

As a result, despite acknowledging that automation is mission critical, many insurers have taken a cautious approach to implementation. In KPMG's recent Global CEO Outlook survey, only 1 percent of responding insurance CEOs indicated that they had not implemented any artificial intelligence in the automation of the organization's processes; however, 86 percent of respondents indicated that they were only trialing automation or had embarked on a limited implementation for specific business processes.

While IA is clearly on the radar, few traditional insurers have embraced automation or its full potential, instead choosing limited implementations or small-scale pilot programs. In one-on-one conversations, most executives acknowledge that they have only experimented with RPA as applied to legacy applications and processes. More complex and impactful technologies, such as machine learning and cognitive automation, are pushed out to be considered in a three to five year timeframe.

While this caution may seem reasonable, it carries with it real risks. IA must be used to drive transformation of the business model in pursuit of the business agenda and long-term goals. Small-scale, siloed or piecemeal efforts will have limited impact and will fail to move the needle.

Benefits beyond cost savings

Most conversations about IA focus largely on cost savings—and, when implemented correctly, automation does offer significant financial return on investment. According to estimates, "a software robot is approximately one-third the price of an offshore full-time employee (FTE), and about one-fifth the cost of onshore FTE," with ongoing savings of up to ten times the cost of the original implementation.

However, insurers can become stuck in the mindset of thinking of IA as a pure cost play. This is a mistake. IA adoption can help insurers increase sophistication across their business functions while leveraging both structured and unstructured data to improve process efficiencies as well as total cost.

IA delivers five critical benefits beyond cost savings:

1. Productivity and performance. Software and algorithms are not subject to the same challenges as human employees. Unlike people, robots do not take vacations, become ill, or suffer from difficulties with work/life balance. Robots work 24/7, 365 days a year, without impacts to processing speed or accuracy, all while performing tasks at digital speeds. On average, insurers leveraging RPA can reduce operations handling time by 40 percent.

2. Employee Satisfaction. IA can change employees' lives for the better. By automating routine, manual and repetitive tasks, human employees can focus on more strategic, challenging and rewarding work. Not only does this increase employees' job satisfaction and worker retention, but it also means that each employee provides more value to the organization during their working hours.

3. Scalability. With IA, challenges associated with fluctuating workloads becomes a thing of the past. Software robots can instantly scale up or down to respond to current demand—and do not require overtime pay for top performance during peak times.

4. Quality and Reliability. When properly configured, software robots perform consistently and reliably, solving problems the same way every time. This reduces or eliminates the impact of human error on routine processes.

5. Auditability. Robots create the perfect audit trail. The software log created by the software records every action and corresponding outcomes in real time. This level of record-keeping is especially critical in light of the increasing regulatory burden, as well as national and international regulations surrounding data handling and customer privacy.

3 classes of automation

Automation spans a spectrum, with current technologies broadly classified into one of three categories. Intelligent automation (IA) refers to the combination of multiple automation technologies used together to solve complex business issues and achieve organizational goals.

Class 1: Robotic process automation (RPA)

The simplest form of automation, RPA automates repetitive rules-based tasks and processes by applying a consistent set of rules to structured data in order to deliver a consistent, efficient outcome. RPA is often used for structured, repetitive tasks in areas such as reconciliation, billing and policy updates. **Example: A large insurance company is using Robotic Process Automation (RPA) used to enter structured transaction data into administrative systems to initiate cash disbursements.**

KEY FEATURES				
Micro based	**Unstructured data**	Natural language processing	Knowledge based	Adaptive alteration
●	●			
Predictive analytics	Machine learning	Reasoning	Large-scale processing	Big data analytics

Class 2: Enhanced process automation

Enhanced automation technologies are able to work with unstructured data, recognize patterns to predict the desired course of action, and learn from interactions to improve performance over time (machine learning). **Example: A P&C insurance company is using bots enabled with natural language processing (text analytics) to identify and escalate transactions where the counterparty may be within an OFAC country.**

KEY FEATURES				
Micro based	**Unstructured data**	**Natural language processing**	**Knowledge based**	Adaptive alteration
	●	●	●	
Predictive analytics	**Machine learning**	Reasoning	**Large-scale processing**	Big data analytics
	●		●	

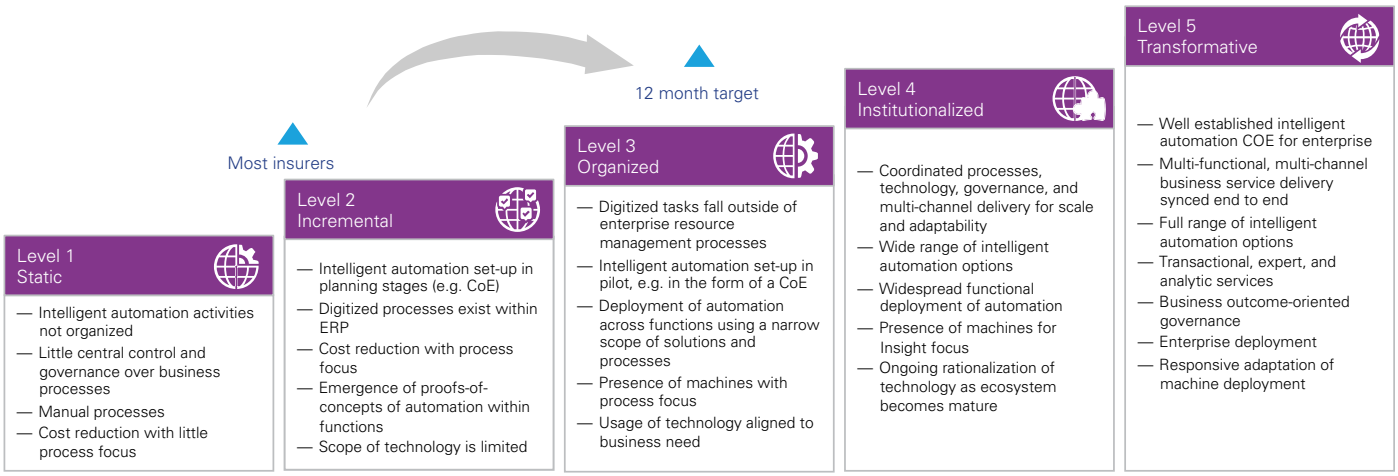
Class 3: Cognitive automation

Cognitive augmentation technology is the closest we currently come to true artificial intelligence. These systems are able to answer complex queries and perform tasks that have previously only been conducted by humans. Cognitive technologies can learn, self-optimize, process massive data sets in search of patterns, provide predictive analytics, and process natural language to enable interactions with humans. **Example: Artificial intelligence engines can be used to recommend treatment and return-to-work plans for injured employees.**

KEY FEATURES				
Micro based	**Unstructured data**	**Natural language processing**	**Knowledge based**	**Adaptive alteration**
	●	●	●	●
Predictive analytics	**Machine learning**	**Reasoning**	**Large-scale processing**	**Big data analytics**
●	●	●	●	●

KPMG's IA maturity model

KPMG organizes businesses' IA maturity into five levels, from static or "one-off" limited implementations or trials, through to transformative implementation at the organizational level designed to support business goals and objectives.

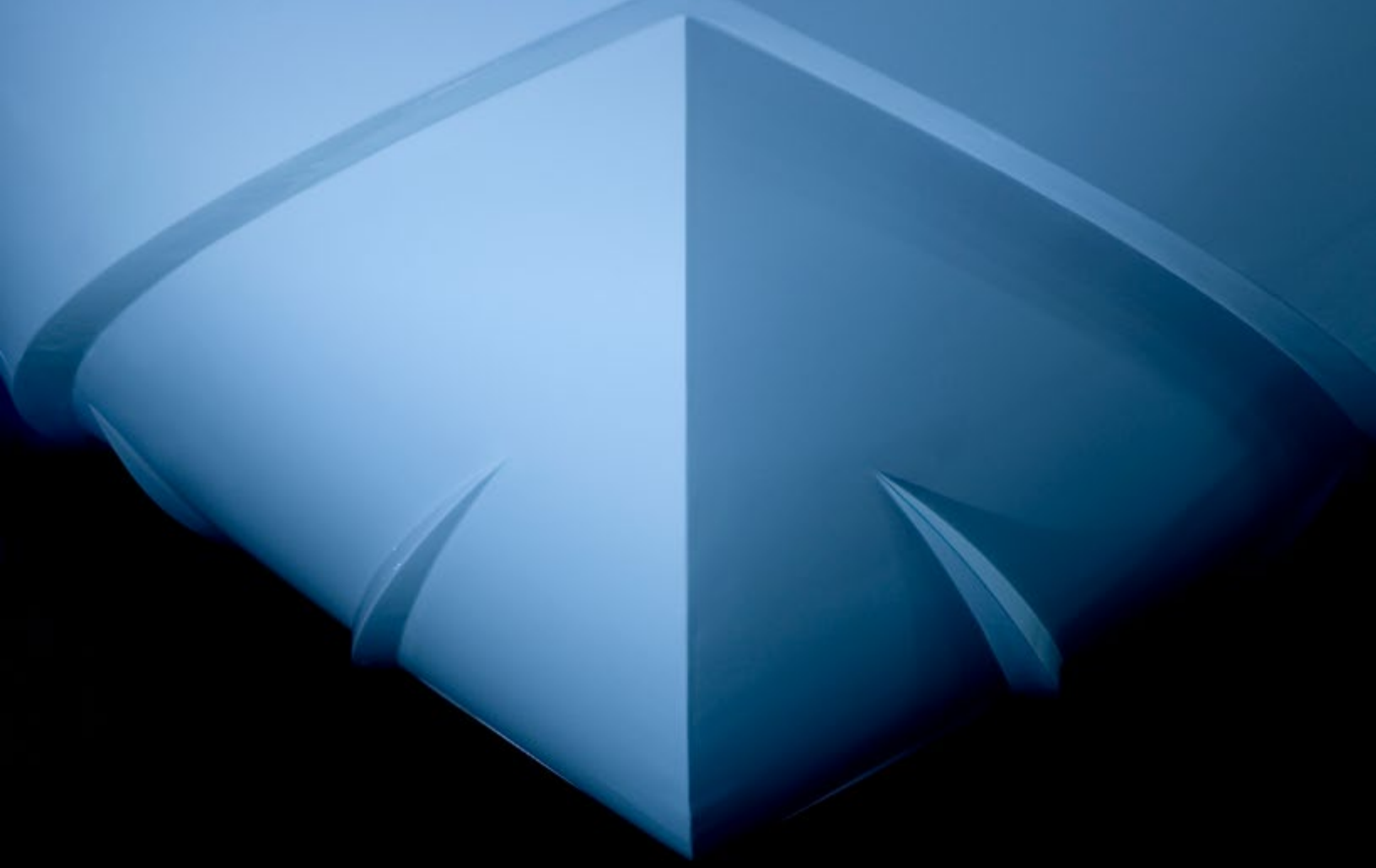


By these classifications, most insurers are currently at Level 2 – Incremental. At this level of maturity, IA implementations are generally limited or in the planning stage, perhaps with automation proof-of-concept (POC) projects ongoing within specific functions. It is common to see insurers "stuck" at Level 2, often failing to progress beyond RPA projects that have cost savings as the primary driver.

So how should insurers look to break this "glass ceiling" and progress to greater IA maturity levels? To move from the second to the third level of maturity, leaders need to think about IA differently and pursue a holistic approach to IA implementation. In our experience, one of the root causes for insurers stalling in their forward progress is due to a failure to see the forest for the trees: instead of looking at the business case connections to business strategy and ways to make cognitive automation scalable across the business, organizations get stuck staring myopically at specific repetitive processes. And, as in any legacy business, many of these manual processes have not yet been optimized, meaning that automation would simply be creating a digitally streamlined version of an inherently inefficient process.

> *"IA transformation needs to be an ongoing process, not a one-time project—especially as automation technologies continue to evolve. Insurers need to create and work within a framework that will create an ongoing process of use case identification, prioritization and implementation in pursuit of business goals."*
>
> – Mike Adler,
> Principal, Management Consulting,
> Insurance Practice, KPMG LLP

The key, then, is to step back and take a wider view. Insurance leaders need to first understand and build the foundation for IA within the organization, and determine the optimal operating model for IA implementation, then work through a process to identify, prioritize and select the IA use cases that will deliver the greatest return on investment for the organization. We examine these processes in more detail in the following pages.



Building the foundation for IA

The transformational power of automation

Many insurers come to IA with the wrong frame of reference. It can be easy to think of automation as new suite of tools that can reduce cost, improve efficiency and help deliver a better customer experience. With this mindset, executives will often push critical decisions to technology teams or siloed functions. This is a critical mistake.

CEOs must recognize that intelligent automation is transformational. Insurers need to think about IA not as a technology implementation, but as an end-to-end business transformation that will impact the business model, operating model and ecosystem. Thus, an insurer's IA strategy is a foundational step in the longer-term process of shifting to a digital-first operating model.

Choices made now with regard to what, when and how to automate will dictate the organization's path forward and shape its future competitive advantage. These choices become especially critical as digital challengers continue to encroach on the scene, shifting customer expectations and increasing competition.

In conversations with executives, many admit that the range of automation technologies can be overwhelming, with hundreds of options already on the market, new vendors competing for attention and technology continuing to evolve year over year. However, to make appropriate business decisions for the organization, the C-suite must have a clear working knowledge of current and developing automation technologies and their potential applications.

Create an IA vision for the organization

Transformation must begin with vision. Once seeing the "art of the possible" through IA education and research, executives must then create the picture of what IA will help the organization become. In this process, it is critical for leaders to maintain a broad focus so as to allow for the eventual scalability of cognitive automation across the enterprise.

To realize transformational benefits, the IA strategy must be directly aligned with business goals with the overall purpose of achieving competitive differentiation. While different approaches can be taken in individual functions, including in the automation of specific rules-based processes, any such efforts must be tied back to the larger strategy and direction. Automation should not be about achieving efficiencies for their own sake, but rather improving processes in order to gain competitive advantage over the long term.

In creating an IA vision, organizations need to ask three questions:

1. Who are we as an organization?
2. What is our business model and business strategy moving forward?
3. How can we best use the tools and technology of intelligent automation to support these goals?

This vision will act as the organization's "north star" as it steers toward future goals, enabling teams to prioritize and choose between specific opportunities for automation. The vision also supports the creation of more granular goals, targets and objectives for automation within specific functions such as claims and underwriting.

Maintain a broader focus

The natural tendency is for insurers to focus heavily on automating existing legacy processes and applications. It is important to look beyond the current paradigm to understand how IA could transform or replace the legacy systems altogether with a process fit for purpose in a digital environment. For example, cognitive technology provides exciting opportunities to enable insurance to play a deeper, more proactive role in customers' lives and businesses. By analyzing current customer data, identifying patterns and predicting future trends, cognitive technologies can help insurers better manage risk in serving underserved regions and populations, proactively protect against loss, and recommend custom service options to support customers during life changes.

While goals such as increasing efficiencies and deriving cost savings are an inherent part of the value that IA offers, leaders should also be cautious of making narrow operational targets the sole focus of transformation. In previous IA projects we have seen insurers pursue automation with the primary goal of reducing back office costs. In some instances these organizations were able to reach their cost savings targets, but programs implemented with such a focused target were not able to deliver larger organizational value. In essence, such implementations will become another technology dead end that will need to be replaced.

In contrast, insurers that are clear on the wider organizational challenges that they are looking to address can use IA to achieve greater and more lasting benefits: improved customer experience, better data governance, greater employee satisfaction, reduced risk from duplication and error, and more.

> *"Insurers that pursue IA to be innovative or only to achieve specific operational efficiencies will realize limited value. IA technologies are tools that must be used in direct pursuit of the organization's larger vision, goals, and business strategy."*

– Gary Plotkin,
Principal, Advisory and Leader, U.S. Management Consulting, Insurance Practice, KPMG LLP

CASE STUDY

IA in retirement forms fulfillment

KPMG helped an insurance client automate key elements of their retirement forms fulfillment process for customers requesting a roll-over or cash disbursement. The original process required a customer service representative (CSR) to validate customer information by phone or fax, record notes in the system, print customer forms and a cover sheet, and route form to the mail center before it was sent to the customer. This manual process not only required significant employee hours, but also resulted in slow processing times for customers.

Robotic Process Automation (RPA) now mimics CSRs' actions, completing, validating and routing forms automatically for both onshore and offshore call centers, freeing up CSRs to handle more difficult customer inquiries. With this end-to-end solution, KPMG helped automate more than 75% of the annual workflow volume, and delivered expected annual savings of $180k.

Building the foundation for IA (continued)

Optimize before moving forward

It is not uncommon for insurers to feel trapped by manual legacy processes and inefficient systems. Especially for those struggling to create efficiencies in processes that still require faxes, paper filing and deciphering clients' handwriting, IA technologies can seem like salvation. Yet intelligent automation is not a bandage for an un-optimized process.

In addition to the three classes of automation (see box), there is an additional technology layer to be considered: that of the existing systems. Before moving forward with an IA strategy or introducing new technologies, the organization must ensure that it is getting the most out of its existing systems prior to introducing automated process support.

This step is important even in situations where the end goal is to use IA to replace current systems and processes. For example, a machine learning process will be trained by following current process rules and monitoring the actions and decisions of employees. If there are inherent inefficiencies in these processes, these inefficiencies will be recreated and repeated by the new technology.

> *"There are three critical areas for insurers looking to break the "glass ceiling" and progress in their IA maturity: focusing efforts around the strongest business cases, creating the appropriate operating model for implementation, and determining the path forward to scale automation efforts across the enterprise."*

– Michael Adler,
Principal, Management Consulting,
Insurance Practice, KPMG LLP

CASE STUDY

IA in sanctions screening

With current economic sanctions laws, all customers need to be screened against the list of sanctioned countries and people. When this insurance company came to KPMG, they were running multiple sanctions screening centers globally, with human analysts responsible for screening more than 6 million transactions each year. Not only did the sanctions screening process require significant manual effort, but different analysts delivered inconsistent results, opening the client to increased regulatory risk.

KPMG implemented an end-to-end automation solution that integrated Robotic Process Automation (RPA) and Machine Learning (ML) with Natural Language Processing (NLP). The NLP module extracted information such as gender recognition from the customer name and country name extraction from the customer address, while the ML function performed entity type prediction. The RPA bot then took the adjudication results from the ML/NLP module and submitted results through the management system. This process automated more than 80% of the annual sanctions screening transactions while delivering more accurate and consistent results than human analysts. Annual cost savings are expected to exceed $310k.

Identifying and prioritizing IA opportunities

Start small, think big in piloting IA

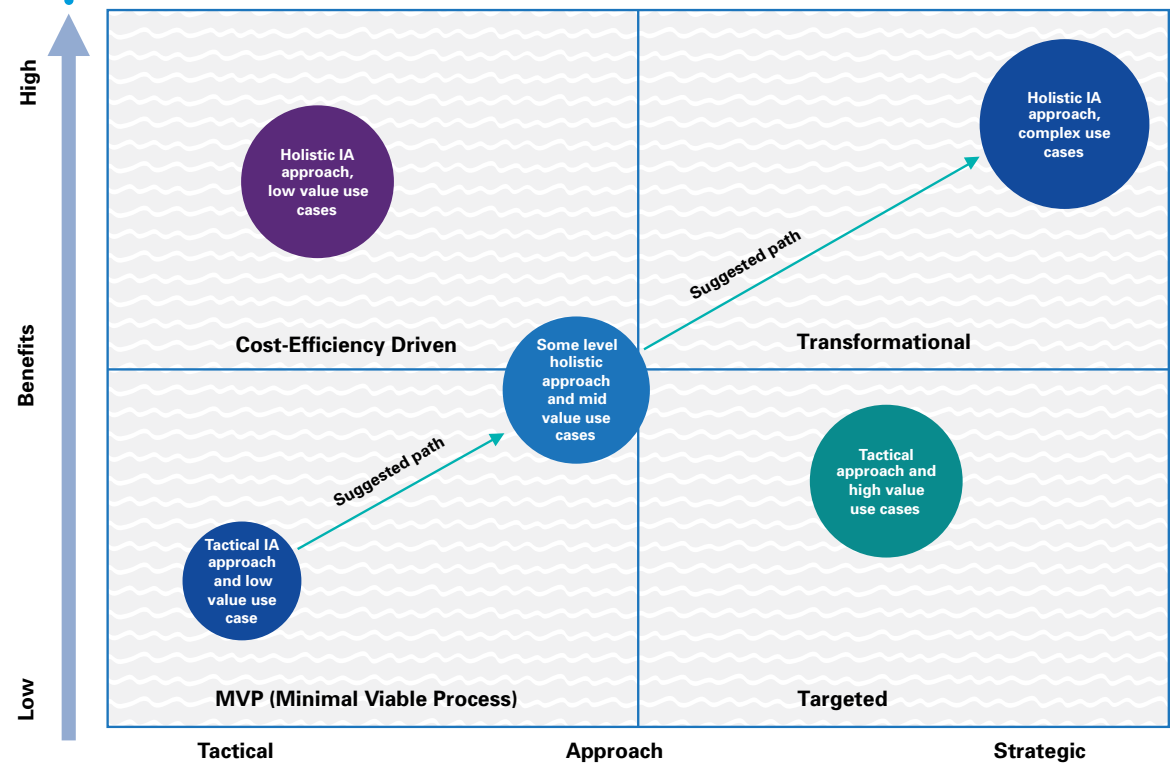
Piecemeal efforts focused on niche tasks will fail to move the needle over the long term. However, organizations need to pilot and test IA technologies without significant disruption to operations, customer service or organizational delivery. Where is the balance?

The key is to start small, but think big. Organizations need to plan early deployments strategically with scale in mind. For an IA pilot, the best choice is to identify a few repetitive tasks or single process that will not cause significant process disruptions, but that could later be scaled up to achieve a tangible benefit.

Proven return on investment, reduced operating costs or achievement of other measurable benefits are the keys to obtaining and maintaining stakeholder buy-in and confidence. It is critical to identify not only the specific goals or process efficiencies that are to be achieved through the automation pilot, but also the KPIs that can be tracked to demonstrate value.

> *"When identifying the right use cases for automation, it is critical to differentiate between repetitive tasks that may be tiresome for employees versus those that can deliver demonstrable benefit for the organization. Incremental process improvements will fail to move the needle."*
>
> – Prateek Saxena,
> Director, Management Consulting,
> KPMG LLP

IA organizational scale and benefit framework



Determine the size and scale of the IA program

While businesses need to "start small and think big" when it comes to piloting IA, it is also important to determine the desired end state of the IA program. The question thus becomes not only how big of an IA program creates the best fit for the organization, but also the demands imposed by the expected program outcomes and business objectives. These factors will determine a targeted approach.

The organizational appetite for change will be a critical determining factor for both key program characteristics and the speed of adoption. For some organizations, greater emphasis will need to be placed on demonstrating a clear ROI to obtain stakeholder buy-in; for other organizations, the corporate culture will create ideal conditions for enthusiastic stakeholder engagement.

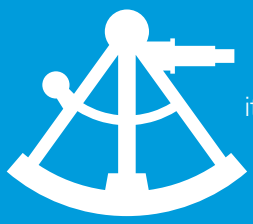
In general, the most transformational approach is derived from a strategic implementation of a holistic IA approach that manages complex use cases. To achieve this end state, organizations are recommended to start from the MVP with a tactical IA approach to specific lower-value use cases, and progress toward a more holistic approach and higher-value use cases with organizational buy-in.

Determine the operating model

When it comes to IA implementation, many organizations do not put in place the necessary structures for their IA strategy to succeed. While some organizations may task a Program Management Office with overseeing the transformation, more often each individual function or line of business has its own team making decisions about the processes, technology, vendors and timelines. Even if teams are making smart decisions on behalf of their function in service of the larger organizational goals, this approach results not only in duplication of effort but can also produce conflicting or counter-productive results.

Proper governance structures are required to manage the end-to-end process of strategic transformation in order to generate full value. Governance may take different forms depending on the organization, IA strategy and goals; however, in our experience, implementation of most IA programs succeed best through use of a Center of Excellence, a "Hub and Spoke" model, or increased program governance.

Assess longer-term impacts to people and processes



When creating an IA program, it is also critical to consider the impacts of automation and IA program design on the broader company. In particular, insurers must carefully consider how automation will affect employees' roles throughout the organization, as well as employees' understandable fears surrounding job loss.

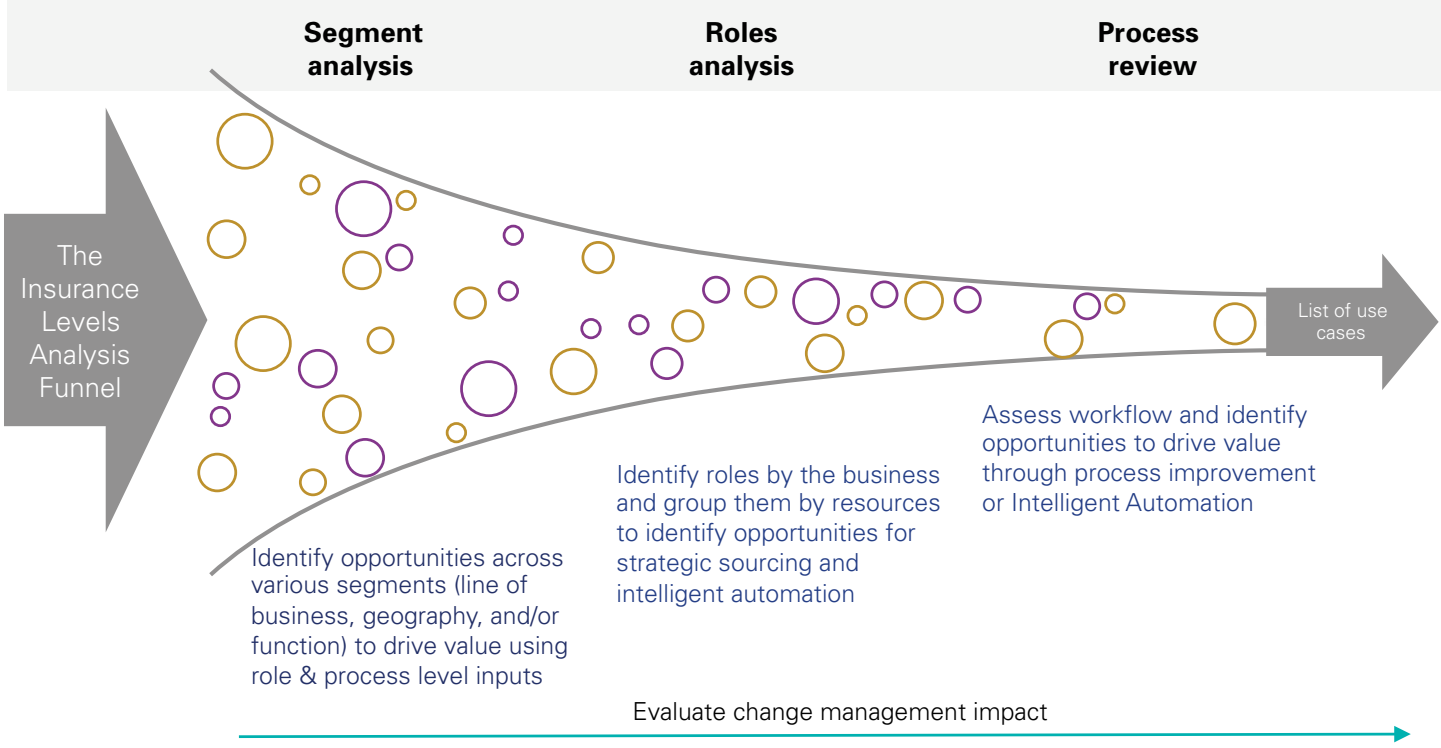
For each use case, implementation teams to look at how employees' day-to-day lives will be affected—and, in many cases, these changes may be for the better. Instead of being mired in repetitive manual tasks, automation can help employees focus on higher-value tasks and opportunities, which may in turn improve employee engagement. In the immediate term, communication and making employees feel at ease with the coming change, will be especially critical to gain employee buy-in and excitement. Over the longer term, training and re-training the workforce will become increasingly necessary in order to support an automated, digital-first model.

KPMG's approach to IA implementation

In any organization, there are hundreds of processes that could be streamlined or addressed through automation. Identifying these processes, selecting the highest-value opportunities, and then prioritizing the order of implementation is a critical task.

KPMG's approach to IA implementation (continued)

In order to select the right IA use cases, organizations should use a funnel concept: first capturing the breadth of potential opportunities across the organization, and then undergoing a process to narrow down to the use cases that deliver the greatest impact to the business strategy, corporate capabilities, and customer experience. KPMG has a three-pronged approach that helps organizations go through this process to identify IA opportunities, the right use cases for automation, and the activities that must be completed to maximize value and optimize cost.



Step one: Segment analysis

The first step is to identify the majority of automation opportunities that exist across the organization. The strategy should be to analyze both top-down and bottom-up to effectively identify intelligent automation use cases across various segments, including line of business, geography and/or function.

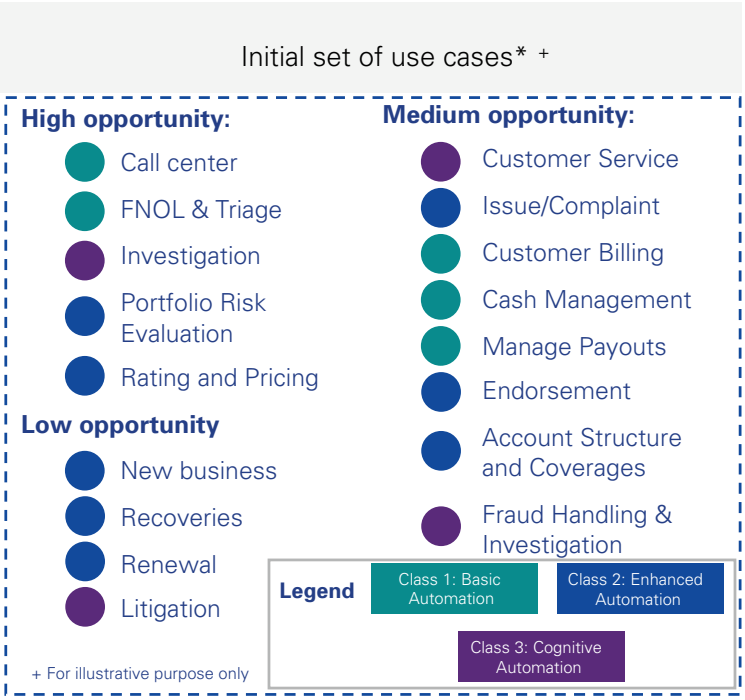
The active participation of individuals from each function, business unit or geography is critical to hone in on the areas of large manual efforts or technology gaps in current processes. Areas identified could include situations where: manual hand-off is required to move information between systems, skilled employees must spend considerable time on repetitive tasks, the same customer information must be entered repeatedly in the same or disparate systems, and more. The potential opportunities can then be organized by level of impact (high, medium and low) as well as the class of automation required to address identified tasks or processes.

When identifying opportunities, it is also important to identify areas where gaps exist between the current process and the process needed for the desired end state, such as in replacement of legacy processes with a digital-first approach.

Step two: Roles analysis

The next step is to identify and group roles affected by specific automation opportunities. Using data from HR, conduct a deeper dive to understand where and how an individual spends time in completing the identified process, and thus a significant source of potential value in automation.

At this stage, most organizations should also conduct automation feasibility assessments or workshops. Here, the team needs to assess factors including the level of complexity, the data complexity, downstream process impacts, risks, the degree of human intervention, possible roadblocks to automation and readiness for change. Upgrades to technology and data handling capabilities may also be required to support the optimal approach to automation.



Step three: Process review

The third step is to assess workflows and identify the right opportunities to drive value through either process improvement or Intelligent Automation. One way to support this decision-making process is to complete a prioritization matrix for automation across the insurance value chain.

On average, about 20% of potential use cases will be deemed potential automation targets in pursuit of the organization's IA vision and business strategy. These use cases should then be assessed by risk, disruption and potential value to select the ones most suited for a pilot program.

What's next?

Business leaders need to reframe their thinking around IA. Across the sector, insurers are facing significant challenges associated with manual and paper-based processes, long customer wait times, and skilled workers completing low-value repetitive tasks. At the same time, external pressure is mounting as digital challengers encroach on traditional lines of business and tech giants make inroads into the financial services sector.

These converging factors mean that intelligent automation is no longer an optional, "nice to have" addition for insurance firms, nor can IA be treated as purely a cost play. Insurers must actively pursue IA opportunities across the business, connected to the company's strategic direction and goals, in order to remain competitive in the market. Over time, insurers can move from the type of incremental change that can help gain an edge over market peers, to the sort of disruptive and transformative change required to gain competitive advantage and differentiation in a digital future.

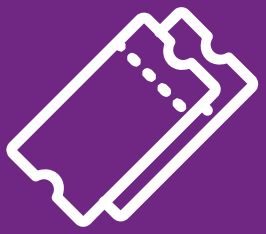
Yet even for insurers committed to IA transformation, and that have selected the right, high-value use cases, the road ahead is not always smooth. In our next paper, we will look at common challenges and pitfalls that cause IA projects to fail, and how to approach and execute an IA implementation for long-term success.

> *"A common misconception is to consider the categories of IA stages through which an organization must progress. While the categories indicate levels of complexity, any IA strategy will use a combination of multiple automation technologies in pursuit of organizational goals."*

– Prateek Saxena
Director, Management Consulting,
KPMG LLP

CASE STUDY

IA in HR ticket gatekeeping



When this global insurance client came to KPMG, their HR department was using a manual process to route more than 50,000 internal and external HR tickets through SalesForce.com each year. Human "gatekeepers" were required to read and categorize emails based on priority, functional category, region, and other criteria, requiring both significant employee time and creating potential errors due to human judgment.

KPMG implemented and end-to-end automation solution. Under the new process, an RPA bot accesses the HR tickets in the SalesForce queue, extracts relevant information, and passes the information to a Machine Learning/Natural Language Processing module. This module ingests and processes the unstructured text, predicts the required priorities and categories, and returns the result to the RPA bot, which then selects the relevant values based on the prediction.

This automated process now handles 85% of annual HR ticket volume, routing tickets more quickly and accurately while freeing up the HR team for higher-value activities. Annual cost savings are expected to be $290k.

Support on the journey ahead

Because no two insurers will approach IA in the same way, KPMG has developed a holistic, customer-centric approach that supports insurance clients at every stage of their unique IA journey. KPMG provides wide-ranging IA program support, including:

— Innovation discovery

— Vendor insight and selection

— Strategy and roadmap development

— Use case identification

— Pilot program design

— Implementation

— Solution architecture

— Program management and governance

— Risk and change management

— Managed Services

Together, we can align your IA strategy to the needs of your business, unlock the transformational potential of automation technologies, and help your firm gain competitive advantage.

KPMG's automation capabilities put the future in clients' hands. KPMG has a holistic approach to intelligent automation that addresses end-to-end processes using a methodology and framework designed to enhance efficiency, productivity, customer satisfaction, and employee experience. A recognized leader in automation, KPMG provides more than 2,500 specialized IA professionals worldwide, a dedicated QA/testing organization specialized in automation and robotics implementations, a cognitive automation lab that tests leading edge technologies, and an annual IA symposium that brings together automation experts from across the globe.

About the authors

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Gary is a principal at KPMG and leads KPMG's Management Consulting Insurance practice. Gary has 27 years of financial services experience specializing in business and IT transformation work. Gary has split his career between Advisory Services management and the roles of CIO and CTO for large and small insurance carriers. He has a strong background across the full life cycle of strategy and project delivery with several $100M+ program management experience including software development, implementations and transformation initiatives. Gary's past clients include leading entities in the financial services industry.

"Intelligent automation has tremendous potential within the insurance industry. We are already seeing exciting implementations, such as automation to support a digital claims process in real time, technologies that can read, digitize and process handwritten forms, and AI that can identify and escalate potential cases of fraud."

– Gary Plotkin, KPMG LLP

Michael Adler
Principal, Advisory and Leader, U.S. Intelligent Automation Lead, Insurance

Michael Adler is a Principal and leader in KPMG's Insurance Advisory practice. Michael works closely with leading insurance companies to drive transformation, leveraging digital, data, analytics, technology and best operational practices. Michael has a proven track record of delivering business value on large, complex transformation programs leveraging leading and innovative technologies in conjunction with an insurers existing capabilities. At KPMG he has recently led significant operational transformation programs leveraging intelligent automation capabilities such as RPA and AI.

"There are three critical areas for insurers looking to break the "glass ceiling" and progress in their IA maturity: focusing efforts around the strongest business cases, creating the appropriate operating model for implementation, and determining the path forward to scale automation efforts across the enterprise."

– Michael Adler, KPMG LLP

Prateek Saxena
Director, Management Consulting

Prateek is a director in insurance customer and operations practice, and focus on disruptive technologies and its impact on business and operating model. Prateek specialized in core insurance functions such as underwriting, policy servicing, and claims and brings in over 18 years of insurance experience. He has authored white papers and point of views on insurance industry topics relevant to C-level agenda around growth, cost, customer, and protection.

"Insurers pursuing IA need to properly prepare the organization for the journey. As with any transformation, there must be a vision focused around business goals, proper governance, and planning around the inevitable transformations to both the business model and the company culture that will result."

– Prateek Saxena, KPMG LLP

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