



# The automation transformation

**Successfully charting  
the course ahead with  
intelligent automation**

[kpmg.com/us/insurance](http://kpmg.com/us/insurance)



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**In today's competitive and increasingly challenging markets, intelligent automation (IA) is a business imperative for insurers looking to maintain and gain market share. IA refers to the combination of multiple automation technologies used in combination to solve complex business issues.**



# Are you ready to transform?

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## **Successful IA initiatives depend on more than IA. They depend on operational and business change.**

Pressures are mounting from traditional competitors as well as digital-first challengers. At the same time, customers are looking for greater choice and flexibility. In response to these and other market forces, IA technologies promise a radical shift in the insurance value chain. Many insurers recognize this, and the value that IA can potentially deliver, yet are hampered by legacy technology platforms and time-consuming manual, paper-based processes.

Even so, the evidence is clear: insurers are well advised to chart a course now for when and how automation technologies will be implemented across the business in order to remain competitive.

Best-in-class insurers are focusing their time on two areas in order to achieve long-term success and competitive advantage through automation:

- Creation of a vision for a scalable, enterprise-wide IA program
- Development of an implementation process, including proper governance, that will enable an effective IA transformation.

In our previous paper, [The Automated Insurer: Next steps on the journey to intelligent automation](#), we looked at the first of these two areas and discussed how to approach IA and the critical early steps in developing an effective, scalable IA program. We also discussed how to identify, prioritize, and select the best use cases for automation.

In our view, key to the success of any IA program is understanding that IA is not a technology initiative but rather an end-to-end business transformation driven by technology, with impacts to the business model, operating model, supply chain, and more. For this reason, top insurers make IA investment decisions strategically and at the C-level.

In this paper, we look at how insurers can get the most value from their IA investments through effective implementation and transformation processes. We discuss four key implementation components.

### **IA: benefits beyond cost-savings**

To date, much of the conversation around IA has focused on cost savings. And it is true that a properly implemented automation strategy can deliver significant returns on investment and reduce operations handling time by an average of 40 percent. Even so, IA is not a pure cost play. A properly designed IA strategy can deliver many benefits, such as:

- Increased quality and reliability of data and processes across the organization
- Greater traceability of controls and auditability in real time
- Enhanced customer experience due to shorter wait times
- Minimized data entry requirements and fewer redundant processes
- Better employee satisfaction and retention by enabling human workers to focus on more rewarding, higher-value tasks.

## **Where some insurers are struggling**

Yet, despite the clear value that IA can provide, few insurers have embraced IA in a meaningful way. In a survey of ten leading large insurers in the U.S., KPMG found that only two had an enterprise-wide strategy for the use of IA in their business. The rest demonstrated a low level of automation maturity, with only early stage or proof-of-concept projects underway. In fact, six of the insurers reviewed had fewer than 50 automation bots in production.<sup>1</sup>

Further, of those that have started on their journey to IA, many are experiencing challenges. Some IA projects are floundering, failing to deliver promised value, or becoming stuck midway through the development process. Why?

**Part of the challenge is that misunderstandings about the nature of IA abound.** Too many insurers still think that IA is synonymous with robotic process automation (RPA) or “bots.” While RPA will likely be a key component in any successful IA strategy, basic process automation alone will not be sufficient to drive insurers forward in a digital future. True IA requires deep operational and business change.

<sup>1</sup> ACORD/KPMG, “Cost take-out and efficiency in insurance,” 2018.

# Are you ready to transform? (Continued)

Further, insurers that take a hesitant approach, attempt siloed or limited implementations, or select the wrong use cases for automation are setting their IA programs up for failure. A bottom-up approach to automation will not only proceed slowly, but will not effectively transform the business or its operating model, resulting in an inability to compete with digital-first challengers and encroaching technology giants.<sup>2</sup>

## Four critical components to implementation and transformation



There are four components to a successful IA implementation:

- 1 **Using the right approach to implementation**
- 2 **Establishing the proper governance structure needed to run an IA transformation program**
- 3 **Choosing the right IA operating model**
- 4 **Effectively managing change in order to smooth the transition**

We look at each of these areas, as well as associated success factors, in the pages that follow.

**See how AIG Life & Retirement redefined the customer experience with AI.**



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*In today's fast paced business growth, it is imperative that we have automation. We are going through a transformation and we take automation very seriously — and it's a strong leverage for us. It definitely helps us, our customers, our stakeholders, our producers, our agents, and everyone.*”

— Sabby Ray, COO, AIG Life & Retirement

2 KPMG Research, "Ready, Set, Fail? Avoiding Setbacks in the Intelligent Automation Race," 2018.

<https://advisory.kpmg.us/content/dam/advisory/en/pdfs/ready-set-fail-avoiding-setbacks-in-the-intelligent-automation-race.pdf>



# Implementation: Finding the right starting point

**There are two general approaches that insurers can follow when implementing an IA strategy: the process approach or the transformational approach.**

## **The process approach**

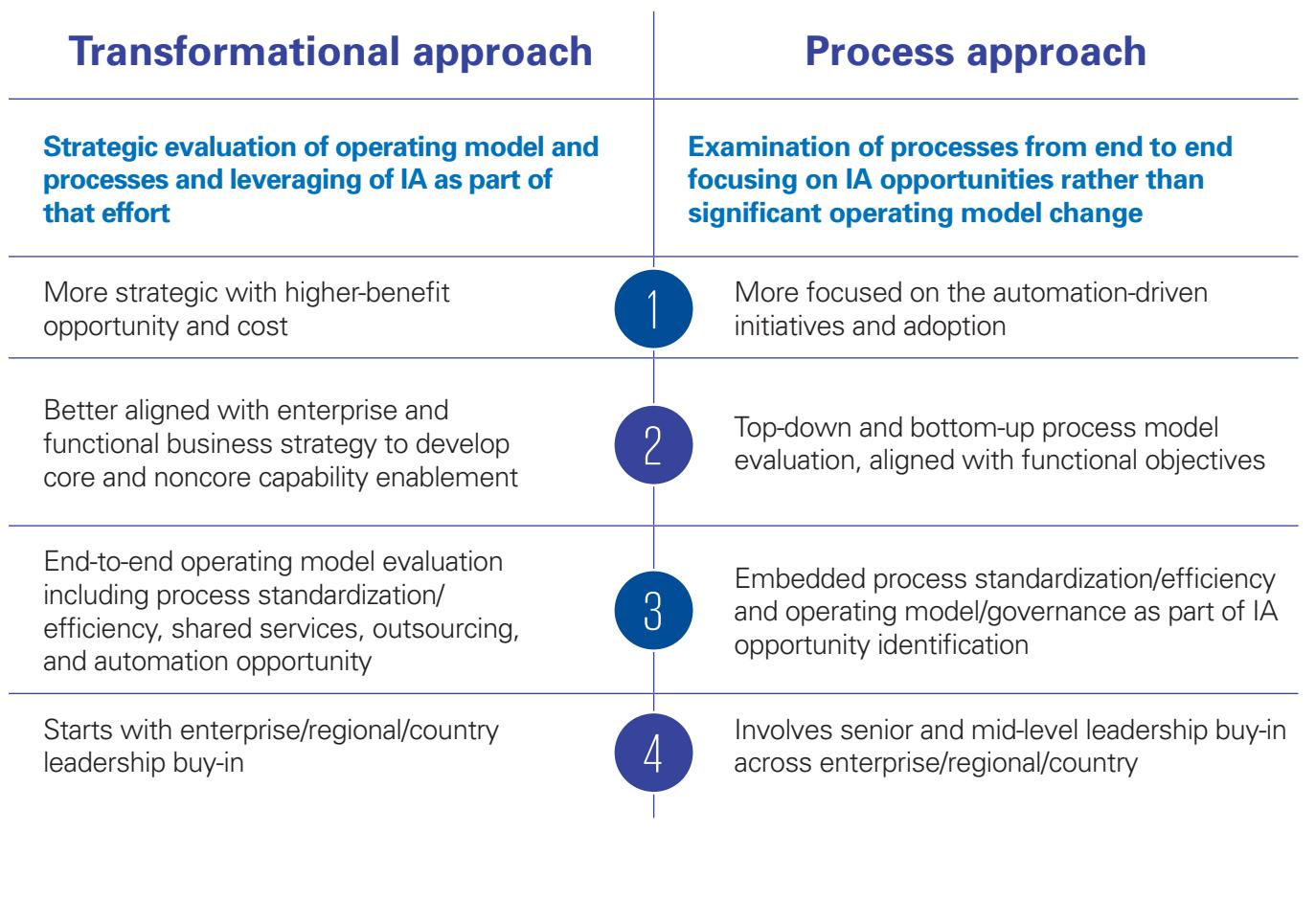
When approaching an IA implementation, many insurers focus on identifying and pursuing IA opportunities among their end-to-end business processes. This approach requires the buy-in of leadership throughout the organization, and generally involves both top-down and bottom-up process evaluation. The focus here is on embedding greater standardization and efficiency within current structures to achieve defined business goals and objectives. While this approach can be effective, it puts piecemeal short-term benefits before substantial long-term ones – specific IA efficiencies over changes to the business model and operating model that can boost overall competitiveness.

## **The transformational approach**

Under the approach, insurers focus their energy on transforming the operating model and use IA to help achieve their business goals. Using this approach, IA is used as an enabler of a wider operating model transformation, with opportunities prioritized based on their scalability. Achieving this requires the insurer to step out of the organizational comfort zone and, instead of pursuing quick wins without a clear business case, assess what changes will deliver the greatest long-term benefit. This strategic approach delivers significant returns.

As with the process approach, the transformational approach requires the buy-in of enterprise, country, or regional leadership. But under this approach, automation technologies become, not the purpose of the transformation, but rather the tools and methods by which the transformation can be achieved. The end-to-end operating model is evaluated in detail, with an eye to modernization. Insurers look to identify opportunities to standardize or create more efficient processes, shift the operating model, integrate automation technologies, and pursue outsourcing opportunities.

# Implementation: Finding the right starting point (Continued)



## The barriers to automation

In a recent survey of [global insurers](#), KPMG and ACORD asked respondents about the biggest obstacles to achieving their desired efficiency gains through operational automation. Responses fell into five general categories:

**1. Cost.** The upfront cost of the technologies, and associated costs of implementation and transformation, pose a challenge for many insurers. Some also noted the risks associated with the length of time required for implementation in order to achieve sought-after efficiencies relative to the cost of investment.

**2. Size and scope of the transformation.** Many insurers become daunted by the size of the necessary changes and their associated impacts on the work process. The organization's ability to manage a swift and controlled transformation was also repeatedly mentioned.



**3. Legacy challenges.** As with many initiatives, legacy processes and technologies can create barriers. One area of notable concern is the time and investment necessary to capture the details of manual processes so that they may be automated.

**4. Choosing the right technologies.** Given the pace of innovation, many insurers were concerned about which technologies or service providers to pursue in order to achieve specific efficiency goals.

**5. Regulation.** While the rate of regulatory change may be slowing, many insurers are still adjusting to the requirements of new regulatory regimes. The time, resources, and investments required for regulatory compliance and reporting can detract from longer-term transformational initiatives.

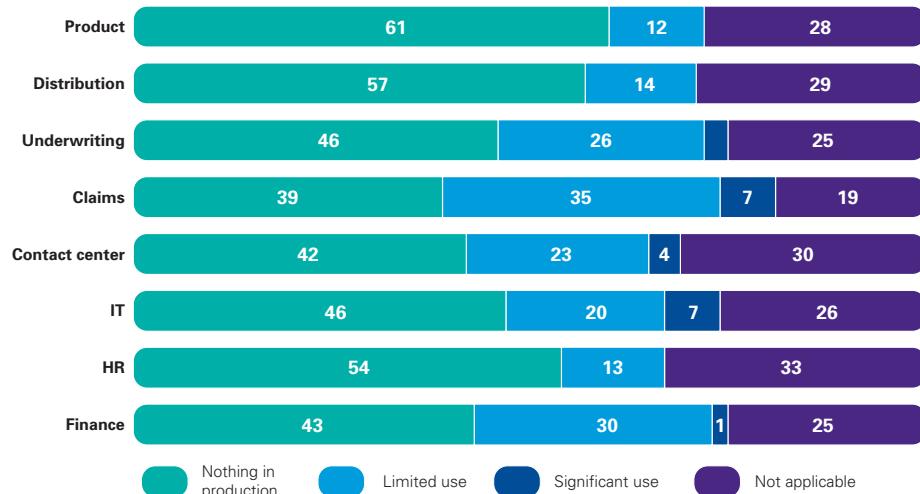
# What are insurers' functional priorities for automation?

Insurers have increasingly begun to investigate the applicability of basic automation, usually in the form of RPA, within their organization. Our recent survey also found that, by functional area, claims and IT currently have the greatest levels of RPA penetration. Seven percent of organizations indicated that they already had “significant use” of RPA in these two areas, with a further 35 percent reporting “limited use” of RPA in claims and 20 percent indicating “limited use” in IT. Underwriting and the contact center were two other areas where “significant use” of RPA was reported; respectively, 3 percent and 4 percent of insurers surveyed.

While these totals remain low, change may be on the horizon. When respondents were asked about their future plans for automation, claims was a clear functional priority area, with 77 percent planning an increase in use of automation in claims in the next 12 to 24 months and 45 percent planning a “significant increase” in usage. Underwriting and IT were other key areas, with, respectively, 66 percent and 68 percent of respondents indicating an increasing role for automation within the same timeframe for these areas. Other priorities for automation within the next 12 to 24 months included finance (66 percent of respondents expecting an increased role for automation) and the contact center (64 percent).<sup>3</sup>

## To what extent does your organization have basic robotic processing automation capabilities currently in production across each function?

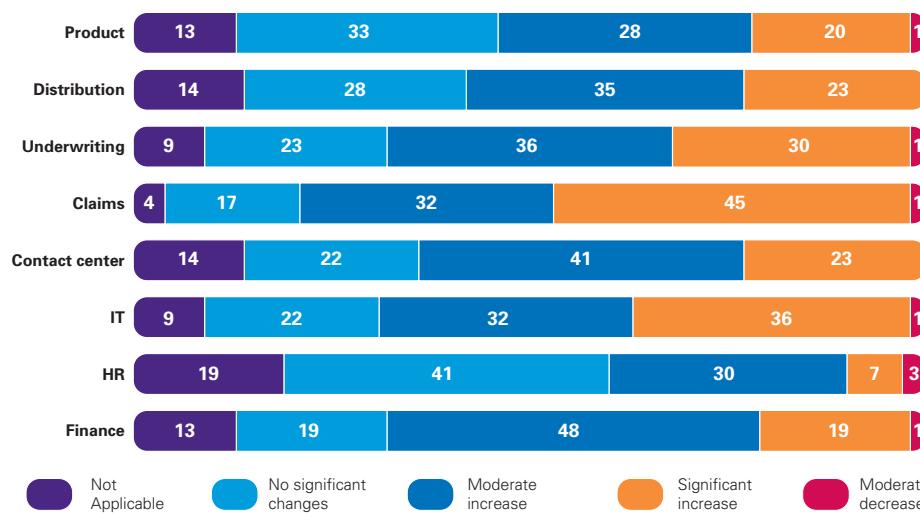
Percent of respondents



May not equal 100% due to rounding

## How will automation play a role in your organization in the next 12 to 24 months?

Percent of respondents



May not equal 100% due to rounding

3 ACORD/KPMG, “Cost take-out and efficiency in insurance,” 2018.

# Guiding implementation with proper governance

Many organizations fail to put in place the structures necessary for their IA strategy to succeed. Some may task a program management office (PMO) to oversee the transformation. More often, each individual function or line of business has its own team making decisions about processes, technology, vendors, and timelines. Yet, even if teams make smart decisions on behalf of their function in service of the larger organizational goals, these approaches result in a duplication of effort as well as conflicting or counter-productive results.

An IA transformation management office (IA-TMO) is one of the most effective ways to achieve a successful transformation. An IA-TMO helps ensure that strong governance structures are in place to manage the end-to-end process of strategic transformation and generate full value.

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*The IA-TMO is all but indispensable for a large-scale transformation project. Strong planning, governance, and oversight underpin the entire transformation lifecycle.*

—Mike Adler, U.S. Intelligent Automation Lead, KPMG LLP



## The role of the IA-TMO

The IA-TMO provides governance and administers services at an enterprise level and delivers oversight and advice for smaller implementation processes across the organization. Services can include process assurance, monitoring, reporting, financial management, change management, and more.

Based on our experience with insurance clients, the most effective way to structure the IA-TMO is to have it report directly to the executive steering committee and give it direct oversight of both an enterprise project management

office (EPMO) and change management office (CMO). In this structure, the IA-TMO itself is essentially an overarching entity that operates with an integrated view of IA implementation across the organization and focuses on long-term results. Organizations that already have an established EPMO and CMO thus have an advantage when designing and implementing IA transformation programs, but any organization can use this structure effectively to realize the desired results.

## How the IA-TMO delivers value

The IA-TMO has two core roles: one, providing support, guidance, and input around strategic automation considerations; and, two, steering the execution of the transformation program to achieve seamless delivery. Responsibilities under the two roles should include:

- Identifying and prioritizing which processes could and should be automated
- Selecting the tools, methodologies, and strategies that the organization requires to achieve a holistic, consistent, and effective transformation process
- Identifying the specific KPIs needed to measure the effectiveness of the transformation program, both throughout the transformation and in the future, and avoid double counting

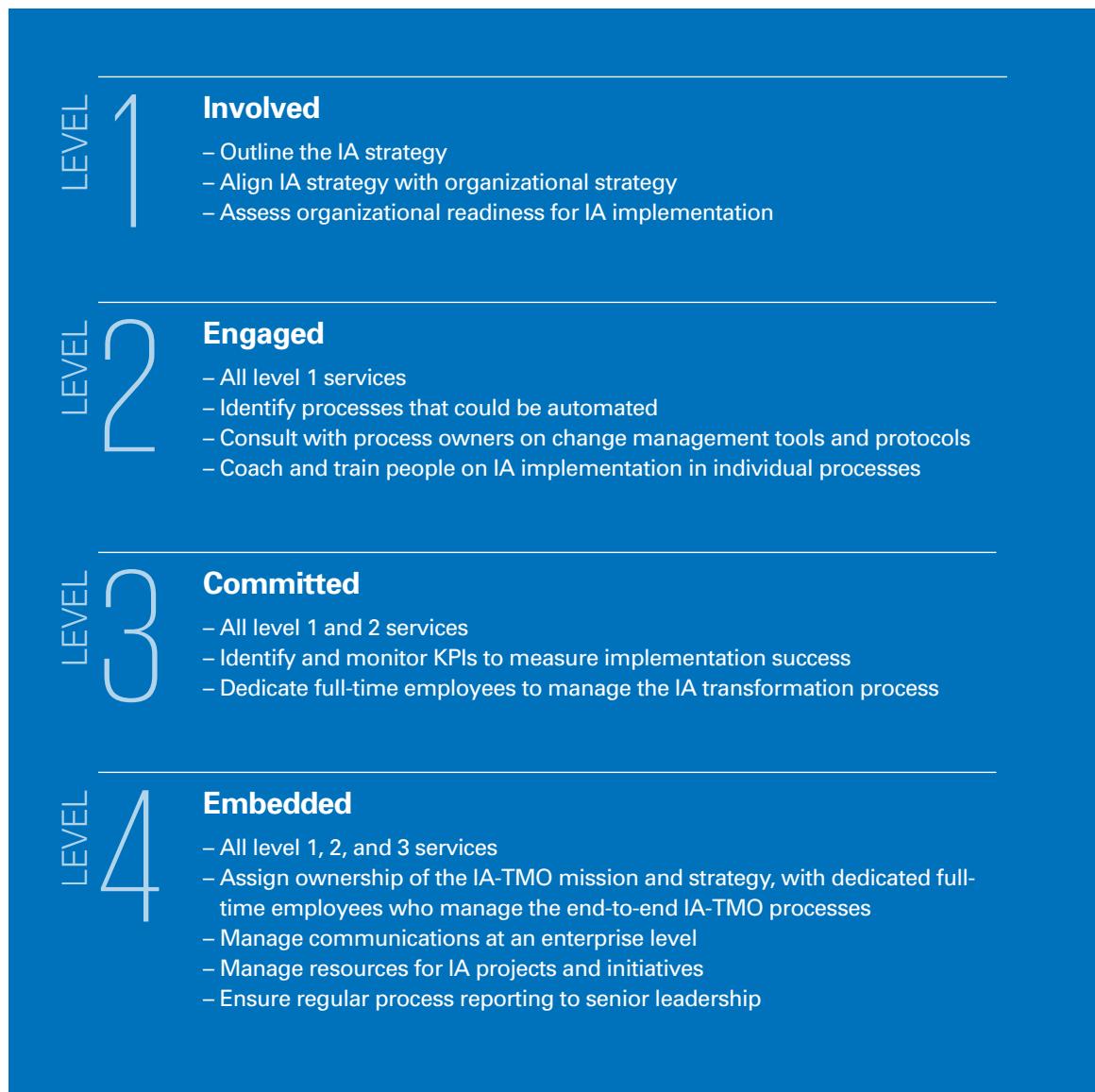
- Identifying and validating the right processes, projects, and use cases for IA deployment
- Winding down old processes and systems and transferring employees to the other roles or tasks and retraining them, as required
- Tracking progress to ensure that the organization is automating the right processes at the right time using the right technologies
- Monitoring advanced IA trends in the market and across other industries.

# Guiding implementation with proper governance (Continued)

## The IA-TMO solutions continuum

The organizational structures of the IA-TMO and associated service levels it provides can vary depending on individual needs. The following continuum outlines the levels of service that

an IA-TMO can provide as relevant to the organization's IA vision, size, functional areas, geographies, and other areas.



# Choosing the right IA operating model

**Decisions regarding how IA will be overseen, managed, and delivered are as important as which use cases to pursue. In this regard, three distinct IA operating models are available. Each has its own advantages and drawbacks. The best one for your organization will depend on business environment, IA vision, guiding principles, size, and geographies.**

## CASE STUDY:

### Leveraging IA to unleash business value

The client, an international insurer, operates multiple sanctions screening centers globally, handling more than 6 million transactions a year. The fuzzy nature of input data presented a key challenge for the sanctions team because it introduced a level of inconsistency across human analysts and created the potential for increased regulatory risk.

To address the challenge, KPMG worked with the client automation team to implement an end-to-end automation solution. Machine learning and natural language processing modules were utilized to facilitate the clarification of raw entity type data and allow fuzzy/token matching for critical data fields, while robotics process automation was leveraged to automate and streamline the workflow. As a result of this collaboration, the client is expected to achieve automation of over 70 percent of annual transaction value along with increased consistency and accuracy, increased cost-efficiency, and decreased regulatory risk in the overall process.



# Choosing the right IA operating model

(Continued)

## Center of excellence model

**Under the center of excellence (CoE) model, elements such as governance, standards, best practices, and IT are centralized**, while business units leverage local digital labor capabilities to perform their own business services. This means greater local activity and decision making with regard to needs assessment, build choices, timelines, and other areas.

The CoE model offers a number of significant advantages. Opportunities are identified, and technology deployed, faster. Organizations can implement IA at the largest scale possible, yet avoid challenges and obstacles they might encounter otherwise. As the service capability also ultimately resides in the business, individual business units can move as quickly as desired.

However, this approach requires the greatest ongoing effort, governance, and support from the CoE in order to maintain an enterprise-wide alignment of the automation strategy. The CoE also needs to engage continuously with business units to ensure that local automation decisions do not conflict with the enterprise IA strategy or other initiatives. In some situations, this more dispersed approach to implementation and operation can result in higher costs and duplication of effort across different lines of business.

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*For insurers seeking scale, the key is to identify transformative use cases. These cannot be simple cost plays, but rather more complex processes with interdependencies and multiple stakeholders. Success in these use cases will gain stakeholder confidence and pave the way for wider deployment.*

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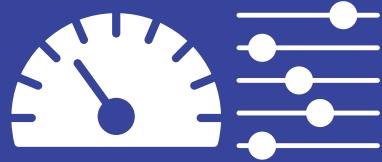
—Gary Plotkin  
U.S. Management Consulting Lead, Insurance, KPMG LLP



## Shared services model

**Under the shared services model, all digital labor capabilities are centrally delivered.** Business units request or purchase digital labor services from the shared services organization, as they might through a service catalog.

Digital labor is highly standardized across the organization, with quicker updates to technologies and a lower overall cost of delivery. Training, toolkits, and methodologies are also easier to manage. However, the model requires strong demand management, and there is competition across the organization for key automation resources, which can lead to shortages and friction points. Consider paying special attention to ensuring clarity in both the business model and supporting financial model.



Embracing IA can enable incumbent insurers to compete effectively with digital-first challengers—if approached with the goal of transforming the operating and business models. Efforts that focus on narrow aspects of the business, such as reducing headcount or automating specific legacy processes, will not move the needle.

## Hybrid model

**The hybrid model attempts to deliver the advantages of both the CoE and shared services approaches** while mitigating some of the risks inherent in each. The model can take a number of forms, depending on the need. Generally, the hybrid model has a COE with responsibility for governance, standards, and best practices. Digital labor business services are usually delivered both as a centralized service and by business units with their own local capabilities.

The business gains the advantages inherent to the CoE of centralized standards and a faster identification of opportunities, while each business unit is able to mature at its own pace. However, for this approach to work, the organization must have very strong delivery and governance models and robust demand management for shared services resources. In some organizations, a hybrid approach can also lead to confusion around responsibilities, which can create delays, friction, and duplication of effort.

**Selecting the right use cases for automation is critical, not least because success can go far in building stakeholder support and momentum for additional IA investment. The following are among those criteria key to selection. Use cases that can:**

- Deliver the greatest ROI and long-term benefit for the insurer**
- Liberate workers from repetitive, tiresome tasks in order to focus on more rewarding, value-generating ones**
- Involve single processes that, in the course of automation, will not cause significant disruption for the organization**
- Be scaled up to deliver broader and greater benefits**

# Effective change management smooths the transition

## It begins with one question: Is your organization ready for IA adoption?



When it comes to IA, many insurers can focus on the technology and related challenges to the exclusion of other

business impacts. Any enterprise-wide IA strategy will affect all aspects of the organization, from day-to-day tasks and processes to employee morale, office culture, and retention. While the net effect of these changes will be hugely positive, the transition period can often be difficult.

This is why, as with any other transformation program, it is critical to do a full internal analysis of the organization's readiness for IA. Effective readiness assessments include, at a minimum:

**– Cultural readiness.** It is common in the insurance industry to have a more traditional, risk-adverse office culture. This can entail significant resistance to change. Consider the specific behaviors that the future-state business requires and assess whether there are sufficient motivators, rewards, and feedback mechanisms in place to encourage those behaviors.

**– Impacts to job roles.** Where, how, and when will jobs be affected by the rollout of IA? Assess not only the negative changes, such as potential job loss, but also the positives such as reduced time spent on repetitive tasks. What will these jobs look like in a year, two years, or five years from now—and are the structures in

place to help employees evolve into these changed roles?

**– Technology impacts.** Consider the wider technology implications and those of day-to-day employees. How will individuals engage with automation robots or cognitive systems? Do individuals have the technology, tools, and training to engage fully with IA?

**– Communication.** How has the organization communicated IA plans, identified priorities, and made the case for change? Take the pulse of the organization's current feelings on IA and then create a targeted communication strategy to address concerns and create enthusiastic buy-in.

## Addressing fear through clear communications



Nothing breeds fear and resistance like ignorance. When it comes to IA, employees are understandably afraid.

News articles in recent years have made automation seem like the enemy of the human worker, with increasing use of bots heralding significant job loss. Lack of communication from their employer exacerbates these fears.

In reality, while some roles will be reduced or eliminated, more will simply change—and new roles will be created. IA can transform the work experience by reducing time spent on boring, repetitive tasks,

enabling employees to work on more fulfilling responsibilities. Technology has already led to enhanced roles for data scientists in underwriting and actuaries in assessing risk throughout the organization, helping to drive innovation.

Effective change management and communications are critical to create a swift transformation to the new IA-enabled business operating model. More immediately, clear communication is critical to putting employees at ease. In creating your communication plan, consider that you not only want to convey information to your human workforce, but you also want to obtain their buy-in and

generate excitement. Demonstrate a clear case for change, and articulate the benefits and opportunities not only for the organization but also for employees themselves. Also ensure that the workforce understands they have the organization's continued support.

Over the longer term, workforce training and retraining becomes more critical. Human workers may need to adapt to changed job responsibilities and learn to work with automation robots day to day. Training programs—and, if necessary, outplacement support mechanisms—will help to mitigate the risks and negative outcomes of coming changes.

## The bot as employee



Many insurers overlook bot management during the initial implementation phase. As the organization moves towards a model supported by IA, questions of how to manage and oversee the work performed by digital labor become increasingly relevant.

In our view, the most effective way to manage bots is to consider them as a different kind of employee—complete with an employee number. Develop a clear role for each bot, including well-articulated responsibilities and, just as with human employees, have a performance review process in place to assess current delivery and identify areas for improvement. While feedback to the “employee” is not required, a regular scheduled process for refinement and bot retraining will help ensure peak performance.

As we can see, change management is of central importance to any IA transformation or enterprise-wide IA program, as these can have profound impacts on processes and personnel, morale, and retention. To avoid unforeseen (and potentially costly) challenges and difficulties, start by conducting a full analysis of the organization’s IA readiness. Be sure to place as much emphasis on communications during implementation as on the implementation itself.

**49%** expect to use cognitive automation technology or AI at scale within the next three years

## High expectations for automation

IA is poised to transform companies across industries and geographies. In a recent KPMG study, nearly two thirds of responding organizations indicated plans to fully implement RPA within three years, with a further 18 percent indicating selective implementation in the same period. Thirty-seven percent of respondents were currently examining cognitive automation technology or AI, with nearly half (49 percent) reporting an expectation to use these technologies at scale within the next three years.<sup>4</sup>

## Change management: Next steps



**When conducting a readiness assessment, consider such questions as:**

- How will the change impact organizational structure?
- How ready is the organization to embrace change?
- What will be the effect on job roles? On technology systems?

**To generate excitement and, ultimately, enterprise-wide adoption of new ways of working, develop a communications plan to:**

- Communicate why the change can benefit not only the organization, but the human workforce.
- Highlight opportunities for organizational and personal growth.
- Emphasize a potential reduction in repetitive, low-value tasks in favor of higher-value work.
- Demonstrate a commitment to strong, ongoing organizational support for affected employees.

Finally, consider what new training and onboarding materials need to be put in place, and how measurement criteria (KPIs) will need to be refined—not only for the human workforce, but for the bot workforce as well.

<sup>4</sup> KPMG Research, “Ready, Set, Fail? Avoiding Setbacks in the Intelligent Automation Race,” 2018. <https://advisory.kpmg.us/content/dam/advisory/en/pdfs/ready-set-fail-avoiding-setbacks-in-the-intelligent-automation-race.pdf>

# Conclusion

## Moving beyond RPA

Organizations will have to break through the barriers in embracing automation at the enterprise level, but on the other side lies the prospect of significantly greater efficiencies and competitive advantage.

Many insurers have investigated the use of RPA and simple bots, failed to achieve the desired returns, and have had their automation programs stall. To achieve true value, IA is best approached as a transformational initiative, with impacts to the business and operating models, company culture, employee base, and more.

Even for insurers committed to IA transformation, the road is not always smooth. However, with an effective approach to implementation, the proper governance and operating model, and a robust change management component, insurers can realize the true benefits of their IA strategy and reap the benefits for years to come. And, as we have seen, organizations have a tremendous opportunity in optimizing processes in the course of automating them.

## 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 comprehensive IA program support, including:

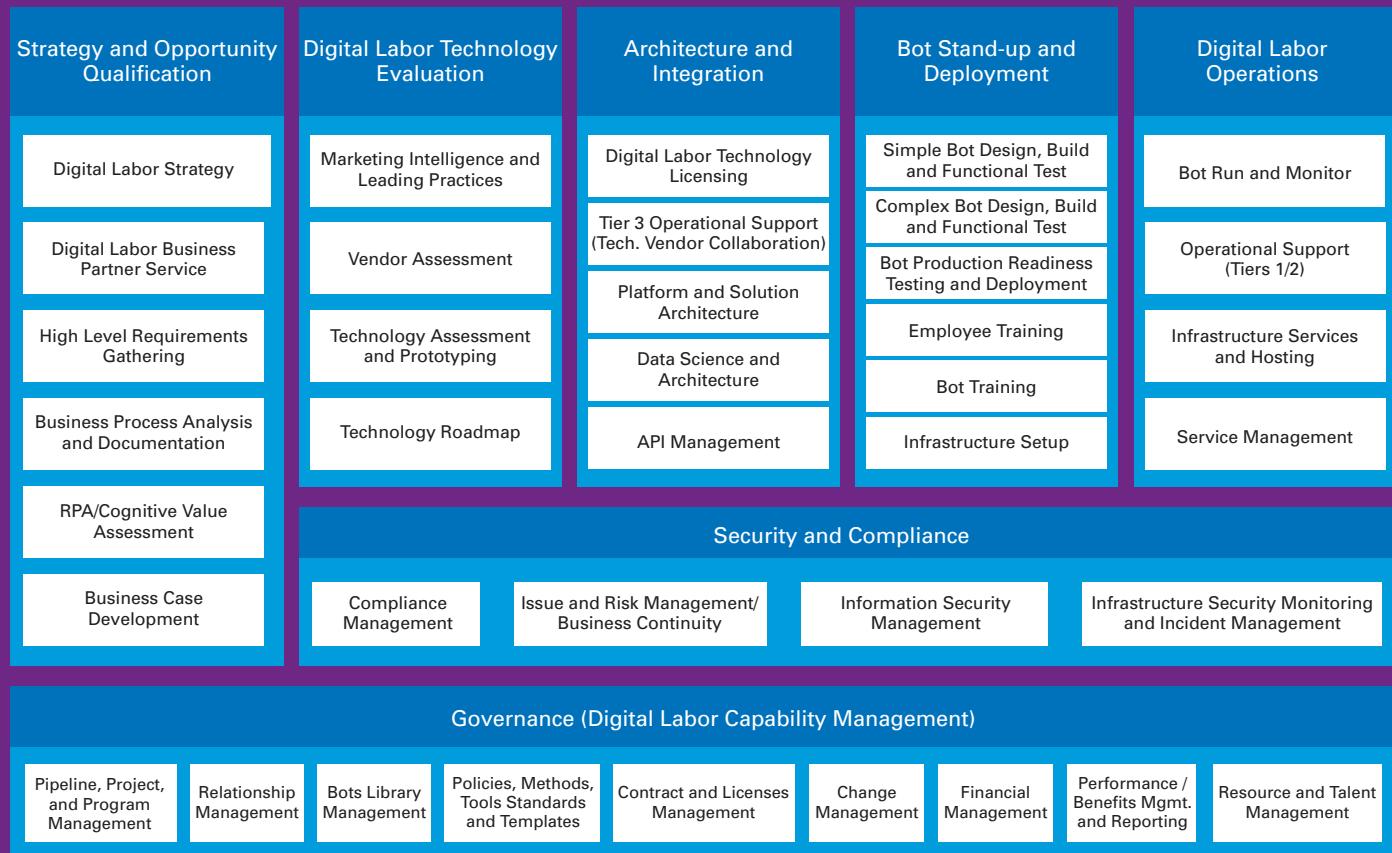
- Innovation discovery
- Vendor insight and selection
- Strategy and roadmap development
- Use case identification
- Pilot program design
- Implementation support
- Operating model assessment
- Solution architecture
- Program management and governance
- Risk and change management

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*Since the beginning of our journey, AIG and KPMG came together, not only to start looking at automation solutions but to come up with a game plan. So we came to the table, met with our business partners, together to understand the business needs. We look at the processes they were doing today before automation to understand how do we implement it, what is the priority from the business standpoint, and then of course KPMG was vital in executing those solutions.*”

– Jermaine Everett, AIG,  
Robotic Process Automation COE Manager

**KPMG's IA framework further helps guide insurers to transformational success by helping to build a clear vision for a scalable enterprise approach to automation, including defining specific goals and desired efficiencies.**



**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.**

## **Assessment opportunity: Where are you in the process?**

If you would like tailored feedback from KPMG, tell us where you are in your organization's IA transformation journey. Here's all you need to do:

1. Cross out the areas you have completed or have under control.
2. Circle the areas where there are business needs to address or more questions to answer.
3. Snap a picture of your thinking and send it in to: [gplotkin@kpmg.com](mailto:gplotkin@kpmg.com).

We'll be in touch shortly with a brief assessment of your progress!

# About the authors



**Gary Plotkin**  
**Principal, Advisory, and Leader,**  
**U.S. Management Consulting, Insurance Practice**

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 lifecycle 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, 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 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 insurer's existing capabilities. At KPMG he has recently led significant operational transformation programs leveraging IA capabilities such as RPA and AI.

**“**  
*There are three critical areas for insurers looking to break through organizational and technical barriers 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



**Melanie Henderson**  
**Principal,**  
**Advisory, Corporate Strategy**

Melanie helps financial services companies with their enterprise-wide business transformation and innovative growth strategies, as part of the KPMG Corporate Strategy group. She has more than 20 years' experience and helps clients develop and execute on competitive business, digital, and customer engagement strategies, define new products and services, and build future state operating models. Her clients have included some of the world's largest banks and insurance companies.



**Prateek Saxena**  
**Director,**  
**Management Consulting**

Prateek is a director in the Insurance Customer and Operations practice, with a focus on disruptive technologies and their impact on business and operating models. Prateek specializes 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 agendas around growth, cost, customer, and protection.

**“**  
*Intelligent automation can drive real near-term benefits, while carriers develop and manage their longer-term business transformation journey. It's important, though, to have a clearly defined desired end state, as today's IA decisions impact technology, processes, operating models, and human resources. **”***

—Melanie Henderson, KPMG LLP

**“**  
*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

## Contact us

**Michael Adler**  
michaeladler@kpmg.com  
212-954-1795

**Melanie Henderson**  
melaniehenderson@kpmg.com  
516-434-1826

**Gary Plotkin**  
gplotkin@kpmg.com  
860-209-3720

**Prateek Saxena**  
prateeksaxena@kpmg.com  
212-954-1983

[kpmg.com/us/insurance](http://kpmg.com/us/insurance)



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