

FRENCH SPECIALIST INSURER



Automation Focus → -30% Handling Time in Year 1

A tier-2 specialist insurer competing against far larger players — without comparable IT muscle. The reflex was to shop vendors. The real answer was internal: clarity at the top, then execution.

<p>01 SITUATION Out-gunned on IT</p> <ul style="list-style-type: none"> ▪ Tier-2 player needing to compete with significantly larger incumbents. ▪ Modest internal IT and data capability — and limited tolerance for risk. ▪ Multiple vendor proposals on the table; pressure to pick one fast. 	<p>02 WHAT WE FOUND The vendor reflex</p> <ul style="list-style-type: none"> ▪ Vendors were being shortlisted before the problem was framed. ▪ No shared view at the top on which processes mattered most, or why. ▪ Governance was a consequence of buying, not the other way around. 	<p>03 WHAT WE DID Top-down clarity first</p> <ul style="list-style-type: none"> ▪ Stopped the vendor process. Ran a focused top-team alignment on what to win on. ▪ Sequenced 2 automation initiatives tied directly to the priority customer journeys. ▪ Built internal governance with a translator layer between business and IT — and only then engaged vendors.
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METHOD ELEMENTS APPLIED

- Top-Management Alignment
- Process Prioritisation
- Translator Layer
- Governance-First
- Internal Capability Build
- Disciplined Vendor Engagement

OUTCOME

30% reduction in handling time on the priority customer journeys in year 1 — delivered with internally-owned capability and governance, not vendor dependency.

-30%

handling time on priority journeys, in year 1

OUR GUIDING PRINCIPLES IN THIS ENGAGEMENT

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| <p>▪ CLARITY BEFORE VENDORS</p> <p>Decide what to win on, then shop. Not the reverse.</p> | <p>▪ GOVERNANCE THAT STICKS</p> <p>Designed to survive contact with reality, not the slide.</p> | <p>▪ BUILD THE TRANSLATOR LAYER</p> <p>The scarcest, highest-ROI role in any AI program.</p> | <p>▪ COMPETE ON CHOICES, NOT BUDGET</p> <p>Tier-2 players win by being sharper, not bigger.</p> |
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