

Insurance

Case Study

**Insurer embraces digital transformation to deliver employer sponsored benefits growth and world-class customer experiences**





# Project Overview

Siloed applications were causing significant challenges for a national insurer, impacting customer experiences, limiting growth opportunities, and reducing operational agility. By integrating these disparate systems and assigning a highly responsive and consultative partner, they successfully streamlined operations, enhanced workflow efficiency, and enabled real-time data sharing. As a result, the insurer is setting new standards in customer satisfaction, accelerating product launches, and attracting new customers with unprecedented success.

# From legacy and siloed to fully integrated ecosystem

Our client made growth through their employer sponsored benefits business a top priority and committed the financial and technical resources to support their aggressive growth plans. They were met with mixed results initially, hampered by increasing response times for customer queries and launching new products, as well as becoming bottle-necked by too many manual independent steps to process claims, generate bills, reach new clients, or provide highly responsive broker support. These challenges were due in large part to the mix of legacy and modern web or cloud enabled applications and the siloed nature of their overall IT application estate. Recognizing the need to transform further and faster, the client made the strategic decision to invest in a digital insurance platform to further accelerate their transformation efforts. This provided a foundation for information sharing, automating some workflows, and the start of streamlined operations. They still faced scale, speed, and knowledge challenges however with over 35 legacy and mission critical applications that remained siloed and unable to digitally share or integrate their valuable data and insights across the organization. Seeking to maximize the value of their new insurance platform and the significant investments



made across their 35+ application estate, the client chose Previset to help them identify and deliver innovative and cost-effective solutions that would quickly achieve a fully integrated digital insurance platform ecosystem. Key to their success would be the creation of a managed services capability for real-time issue detection and resolution, a robust API-led integration strategy, a highly automated test methodology, and an agile CI/CD-centric application build and deploy approach. With the approach now clearly identified, achieving their aggressive employee sponsored benefits growth and market share goals came down to an ability to thoughtfully plan and skillfully execute.

# Previs Initial Discovery

Upon engagement, Previs completed a 360-degree review and discovery, identifying the following elements that would form the basis of our strategy and shape goal, objective, and key KPI measurements created in partnership with the client.

## Challenges at a Glance

- On-going customization and development work across the insurance platform was required.
- App suite varied greatly in API supportability.
- Inconsistent Tier I,II, and III App support.
- Little test automation approaches were in place.
- Sprints were too long and payloads were too small

## Key Success Recommendations

- Consolidate to one consistent App support model.
- Create a detailed and prioritized integration roadmap with a focus on reusable components.
- Prioritize cross team collaboration with a strong PM to deliver both build and integration in parallel.
- Adopt Agile Scrum methodologies necessary to speed deliverables and time to results.



# Previs Approach and Deliverables

- Previs assembled a team of experienced Application Support, DevOps, QA (automated & manual), and Integration engineers, along with platform application Architect SMEs to assess the current technologies and approaches in place.
- The team developed an ambitious managed services and integration plan and timeline, making the decision to create several Agile SCRUM teams and deliver integration in 3-week sprint increments against a prioritized list of mission-critical applications.
- Separating tier I and Tier II monitoring and application support was critical to ensuring current operations continued with no downtime or business disruption. A strategic decision was made to migrate all Service Management operations from the current platform to ServiceNow to eliminate swivel chair support, provide greater analytical insights, and standardize on one system for improved collaboration across build and run environments.

- Leveraging our experience with insurance platform and complex application network environments, we collaborated closely with the client to define the integration model and architecture and selected MuleSoft for automation and API-led integrations.
- With an efficient managed services model established to ensure current operations continued and application issues were addressed quickly, the team set about establishing comprehensive SLAs, improving escalation processes, and creating repeatable Application Support best practices that would ultimately extend company wide.
- Agile Scrum teams took the plan and the integration model and delivered immediate results in the first sprint, bringing 3 newly integrated applications online and operational for Sales, Policy Admin, and Underwriting.
- Within 7 months, the ecosystem had 31 applications fully integrated and seamlessly sharing data and supporting all functional areas and lines of business, including enabling the launch of 2 new products 5× faster in the first year.



# Business Outcomes and Benefits

Our collaborative efforts enabled the client to capitalize on their technology investments more fully, significantly enhance overall operational efficiency, and successfully meet their aggressive growth targets – ahead of schedule and under planned budget.

- **Accelerated New Product Launches:** Shortened average new product launch timelines by an average of 70%.
- **Growth in Customer Retention Rates:** Improved customer satisfaction and retention rates quarter over quarter for 3 straight quarters since initial project phase completion.
- **Reduction in Opex & Cost-to-Serve:** Delivered opex savings both during build phases and during on-going run/maintenance stages that propelled accelerated investments in new Alenabled customer service capabilities.
- **Faster & More Informed Decision Making:** Business and strategy operations are happening within more aggressive time frames, with a 4-fold increase in data driven decision-making being reported.

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