LM Forums

Business Architecture Leaders Practise Group

EPAM London Office

18th January 2024

AGENDA

01   Background, Agenda, & Warm Up

02   Initial Survey Poll

03   Background Context for Today's Discussion

04   Topic 1 – Business Architecture – Agile ate my lunch

05   Topic 2 – Generative AI Shaping the Future of Placement

06   Summary, Survey Results, & Close

07   Networking drinks

Background, Agenda, & Warm Up

Roger Oldham
LMF Founder & CEO

OPENING SURVEY POLL …

Please Click on the QR Code to Join the Survey

OPENING SURVEY POLL …

Which of the following statements broadly resonate when looking at your organisation and experience?

A/ The world continues to evolve and in recent years, Large Transform Programmes, Waterfall Deliveries, and Enterprise Architecture have all seen a decline or even demise to some extent or another. Agile methods, the promise of delivery velocity, and greater local/team/scrum decision-making and have risen and become the popular standard.

(0) Not At All (1) Somewhat (2) Relevant (3) Largely

B/ Whilst agile brings an array of delivery advantages (delivery velocity, iterative steps, regular business feedback, enables fast fail, etc), the way in which it can often be adopted it is not without its disadvantages (adoption maturity is low, focus favours velocity over strategy, newly empowered POs need to keep their backlog busy to demo value, architects that operate across the enterprise are under pressure NOT to slow things down, tech/org debt increases quickly as too many things get determined within a sprint, ...)

(0) Not At All (1) Somewhat (2) Relevant (3) Largely

C/ The enterprise view across departments, teams, and platforms, marries nicely with the governance, decision-making cadence, and autonomy within the agile delivery teams, and there is good alignment of strategic objectives and delivery of aligned value up and down the organisation.

(0) Not At All (1) Somewhat (2) Relevant (3) Largely

D/ The impact of these recent delivery and organisational changes and the way in which we design, govern, prioritise and deliver business and technology projects is now smooth and efficient, and generally operating well, without friction, and delivering clear and optimal value.

(0) Largely negative (1) Not ideal (2) Neutral (3) An improvement (4) Largely positive

EPAM PROFILES

Steve Holdstock
Insurance CTO

- London Market focussed
- CTO Lloyd's of London
- Global Programme Director QBE
- Actively working across tier 1 brokers, & global top 6 carriers.

Antonio Di Marzo
Insurance CPO

- Commercial Insurance focussed
- CPO at B3i
- International Programs and Digital Platforms Manager @ Generali
- Engineering, Property Underwriter @ Generali

James Pargeter
Head of EPAM's Agile Competency Centre

- Led numerous global Agile transformations
- Hands-on pragmatic Agilist (not Text Book!)
- Can provide an outside in perspective

Betaja Dovao
Insurance Business Development Director

- London Market focussed
- Business Development Director
- Previously Mindtree, Syntel, & Northdoor
- Working across tier 1 brokers & carriers.

Ann-Louise Hughes
Insurance BA Lead

- London Market focused
- Lead BA for UW workbench project
- SME & Pre-sales Advisor at DXC
- Previous BA / Consultancy roles at Northdoor, Ad Go

INTRODUCTION & CONTEXT

There's a lot that's changed in recent years and many things that are still evolving …

| Business Processes | Data | Technology | People & Culture | Organisational Design | → |
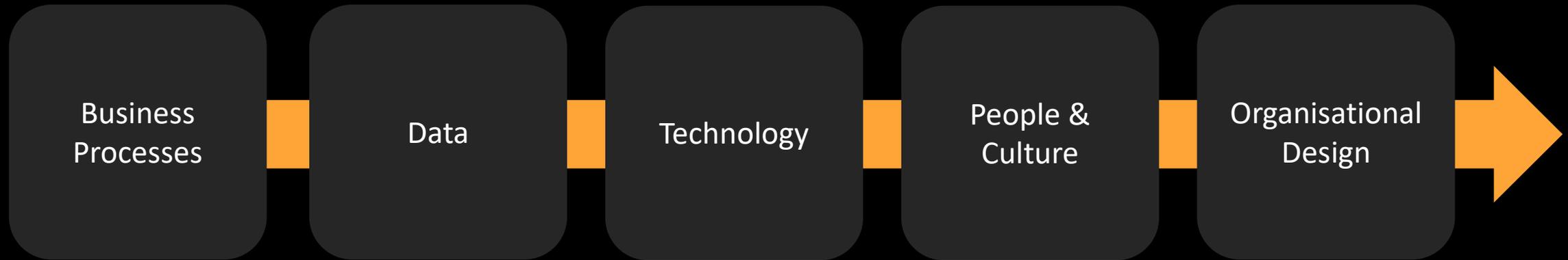
Yet the change isn't happening in the same way or at the same pace as before – this cycle feels different …

We need to zoom-out a little to be able to see the trend …

INTRODUCTION & CONTEXT – GENERAL TRENDS

Traditional Models

Focus: Internet & Personal Computing

Technology Push: R&D-driven innovation, often lacking a market orientation

Model: Waterfall, linear and sequential approach to tech

Insurance: Transition from paper to digital databases, early adoption of Customer Relationship Management (CRM) systems

Introducing Agile

Focus: Internet 2.0, Mobility

Technology Push: Open Innovation: Leveraging both internal and external ideas and paths to market

Model: Agile and Scrum frameworks, Lean Startup, Design Thinking, Six Sigma

Insurance: Growing use of data analytics for risk assessment, adoption of SaaS solutions, basic AI models for fraud detection

Lean & User Centric

Focus: Social Media, Cloud Computing

Technology Push: Lean Startup, Design Thinking, Six Sigma

Model: Continuous Deployment, DevOps, Jobs-To-Be-Done Framework

Insurance: Telematics for personalized underwriting, advanced AI for risk modelling

Rapid Deployment & Scale

Focus: IoT, AI, Autonomous Systems, cyber-physical systems, digital twins

Technology Push: EthicsOps, ecosystem development, sustainability

Model: Continues learning systems, self-healing architecture, augmented development

Insurance: Early predict & prevent? AI augmented u/w? More autonomous u/w and claims handling? ...

1990's	2000's	2010's	2020's

INTRODUCTION & CONTEXT – TECHNOLOGY STACK TRENDS

Technology continues to mature …

Customers	Users now expect high levels of convenience and service across every aspect of their lives, with little appreciation of how far the world has come and the complexity that underpins it.

Expectations have never been higher. **Attitudes can remain hard to please.**

User eXperience	Obsession with brand, customer experience, and smarter commerce has seen various cycles of problem solving, innovation incubation, design thinking, human centred design, system thinking,
Channels	Choice of how and when to engage, omni-channel capability, user convenience, and the removal of every point of friction. From infinite personalisation, to a choice of anytime, anywhere, and anyhow you like.

Digital introduced the Industry obsession with the customer and the experience. Different form factors have helped deliver. **Legacy tech holds E2E realisation back.**

Next →

Data	Data technology has matured, pipelines, ETL, ELT, lakes, warehouses, reporting, etc. Data governance, stewardship, and dealing with unstructured data has remained limited and challenging.

Generative AI is on the verge of changing data and our entire relationship with it.

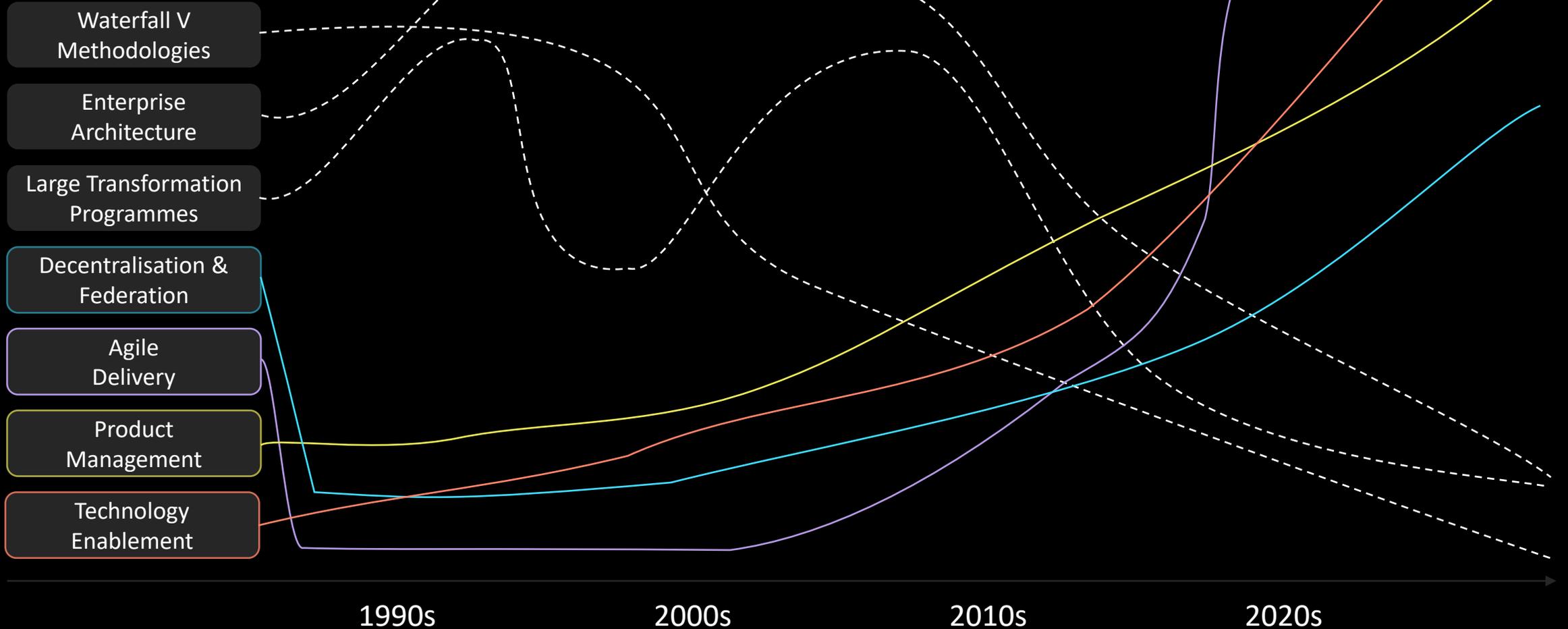|	
Applications	Software As a Service (SAAS) provides applications ready for config and customisation. Custom software development has never been faster, especially when on native cloud, can result in more config than code.
Platforms	Platform As a Service (PAAS) provides powerful and flexible platform capabilities for almost any technology capability, from data, to CRM, to integration, to DXP, and many others to accelerate build on top of.
Infrastructure	Infrastructure As a Service (IAAS) means almost instant access to vast quantities of storage and compute. Connectivity and always-on, Internet of things and 5G for rapid mobile data exchange.

Matured quickly during the last 10 years or so, from delivery velocity, availability, flexibility, standardisation, industry skill alignment, cost, and capability. This is rarely the bottleneck now.

Maturity is progressively advancing up the stack …

… and there's road ahead

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INTRODUCTION & CONTEXT – DELIVERY MANAGEMENT TRENDS

Not accurate – relative trends simplified

Waterfall V
Methodologies

Enterprise
Architecture

Large Transformation
Programmes

Decentralisation &
Federation

Agile
Delivery

Product
Management

Technology
Enablement

1990s · 2000s · 2010s · 2020s

TOPIC 01

BUSINESS ARCHITECTURE – AGILE ATE MY LUNCH

TOPIC 01 – BUSINESS ARCHITECTURE – AGILE ATE MY LUNCH

Let's hear different perspectives from 3 protagonists … a tongue-in-cheek look at possible stereotypes …

Strategy &
Enterprise
Architect

Agile
Delivery
Manager

Product
Manager

TOPIC 01 – BUSINESS ARCHITECTURE – FIRESIDE CHAT

John Harrington
Liberty Speciality Markets
Head of Technology,
Underwriting Portfolio

Steve Holdstock
EPAM
Insurance CTO

Group Discussion 01

1 How have the changes of the last few years been visible in your organisation? How has it impacted your role?

2 How do you see the role of the Business Architect in this evolving environment?

3 What would you change today if you were able?

TOPIC 01 – BUSINESS ARCHITECTURE – ONE COMMON ANTI-PATTERN …

Inefficient / Ineffective Scenario

NO CLEAR LINKAGE TO BUSINESS VALUE

STRATEGIC PRIORITIES (OKRS)

OKRs

VALUE STREAMS

OBJECTIVES

AIR GAP

Critical gap

EPICS / FEATURES

PRODUCT GOALS

USER STORIES

TEAM KPIs

TOPIC 01 – BUSINESS ARCHITECTURE – ONE COMMON ANTI-PATTERN …

Inefficient / Ineffective Scenario

'Build the Right Thing, Assure the Value' Scenario

NO CLEAR LINKAGE TO BUSINESS VALUE

FULL VERTICAL ALIGNMENT

STRATEGIC PRIORITIES (OKRS)

OKRs

actionable   **OKRs**   visible

Team WoW informed by OKR performance

Team performance contributes to OKR performance

VALUE STREAMS

OBJECTIVES

OBJECTIVES

AIR GAP

EPICS / FEATURES

PRODUCT GOALS

PRODUCT GOALS

The Business Architect helps bridge this Critical gap

USER STORIES

TEAM KPIs

TEAM KPIs

TOPIC 01 – BUSINESS ARCHITECTURE – IS THERE ANOTHER WAY …?

What
How

Technology Architecture

Build The Thing Right

Built on a solid technical foundation that is scalable, maintainable, and secure.

Technically Robust Product

Desired by the market and built on a solid technical foundation. But there is a risk of missing Market Dynamics and Over-engineering.

Efficient Technical Execution

Built quickly and efficiently with the right technology and architecture, but the risk of solving the wrong problem is big

Enterprise Architecture

Importance of Enterprise Architecture is being reinvigorated as essential to making this model work for an enterprise, by driving-up the alignment between these components and teams, to better meet the strategic OKRs in shorter timeframes ...

Why
What

Product Management

Delivery Management

What
When

Build the Right Thing

Meets market needs, solves a real problem, and is desirable to users

Build The Thing Fast

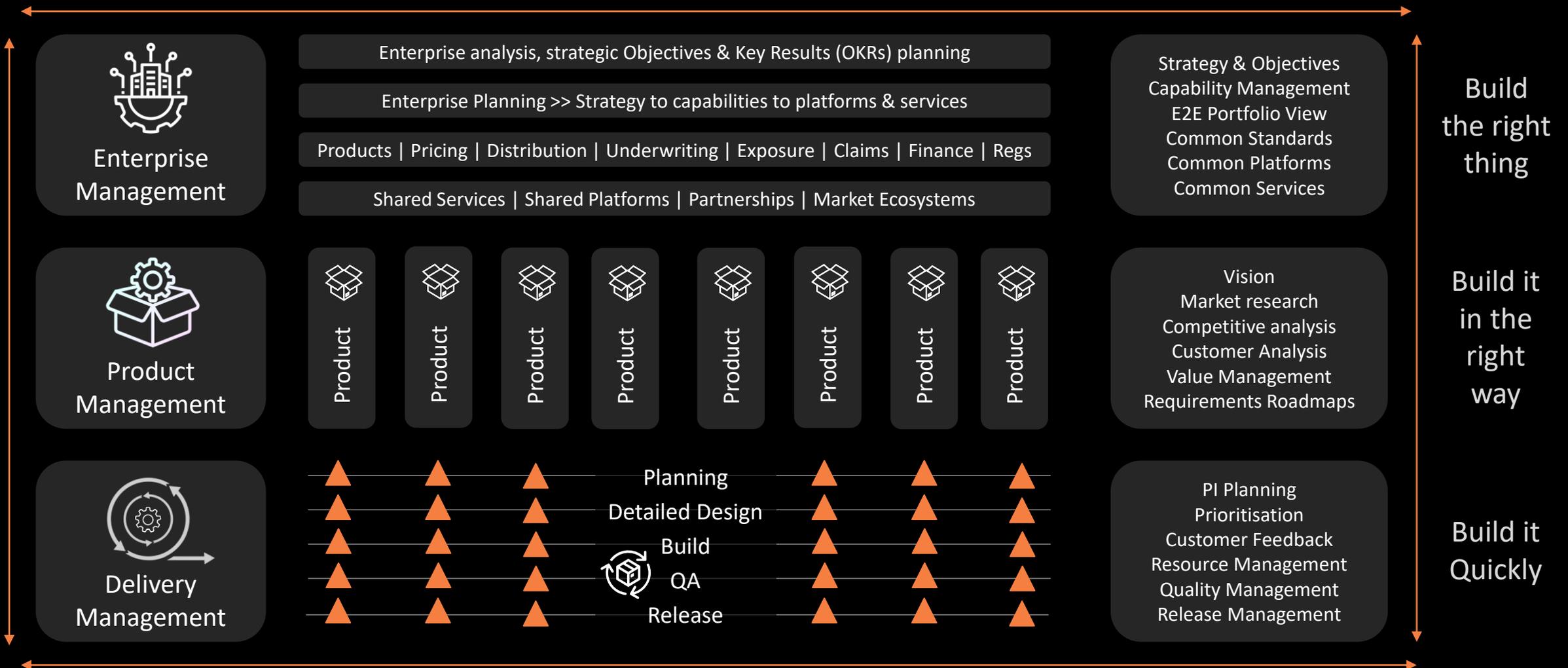Speed and efficiency drives the product development process, emphasizing rapid delivery and iteration

Market-Ready Product

Aligned with market needs and developed quickly to respond to requirements. The Risk of incurring in technical debt and rework cost is big

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TOPIC 01 – BUSINESS ARCHITECTURE – IS THERE ANOTHER WAY … ?

With full vertical alignment, and a more acute awareness of the necessity to focus on the alignment together, the moving parts interact better together

Enterprise Management

Enterprise analysis, strategic Objectives & Key Results (OKRs) planning

Enterprise Planning >> Strategy to capabilities to platforms & services

Products | Pricing | Distribution | Underwriting | Exposure | Claims | Finance | Regs

Shared Services | Shared Platforms | Partnerships | Market Ecosystems

Strategy & Objectives
Capability Management
E2E Portfolio View
Common Standards
Common Platforms
Common Services

Build the right thing

Product Management

Product   Product   Product   Product   Product   Product   Product   Product

Vision
Market research
Competitive analysis
Customer Analysis
Value Management
Requirements Roadmaps

Build it in the right way

Delivery Management

Planning
Detailed Design
Build
QA
Release

PI Planning
Prioritisation
Customer Feedback
Resource Management
Quality Management
Release Management

Build it Quickly

Continuous Alignment & Optimisation

TOPIC 02

BUSINESS ARCHITECTURE – GENERATIVE AI & ACCELERATING PLACEMENT

Potential benefits of augmentation with this technology:

AURA
Augmented Underwriting Risk Assistant

Enhanced decision making

Underwriter in the loop

Documentation ingestion

Automation & efficiency

Accelerated information navigation

Assisted information analysis

Information summation

Contextual recommendations

Reasoning & Data Analysis

Risk Research

Submission Drafting

Risk clearance and triage

Profiling & Appetite analysis

Risk Selection

Insured asset analysis

Loss history analysis

Survey Reports
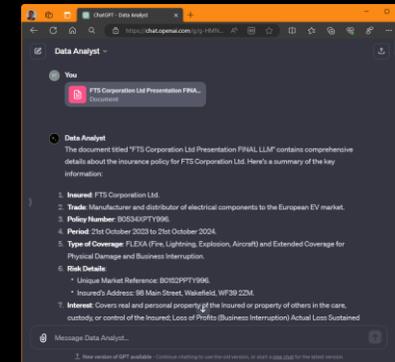
Applying U/W practise guidance

Quick Demo 1

AURA

Quick Demo 2

ChatGPT Analytics

Group Discussion 02

1 How is your own personal investigation into this new capability progressing? Tips to share?

2 Can you see your underwriters / brokers directly benefitting from these type of capabilities?

Quick Take Aways …

It is moving quickly and maturing fast

It is much more immediately pervasive than pure tech

Data Data Data Data Data

Using it well & obtaining good results requires time, experimentation, & rails

Don't outsource the whole thing and depend entirely on vendors – it's too important (for you!)

Pace
Strategy
Expertise
Education
Sponsorship
Test & Learn
Democratisation
Raise Expectations
Get Started Today

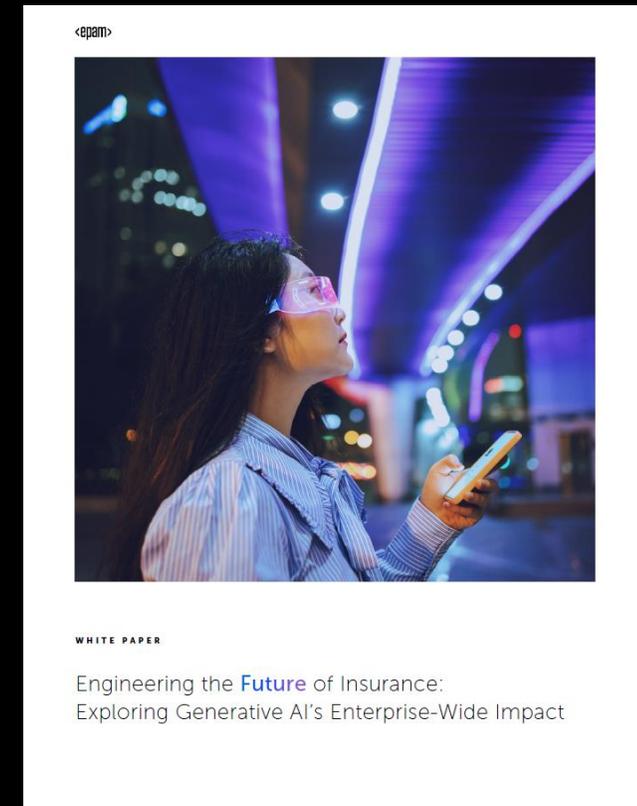# Engineering the Future of Insurance: Exploring Generative AI's Enterprise-Wide Impact

Generative AI (GAI) will revolutionize the insurance sector's relationship with data and reshape claims, underwriting, pricing, risk management, digital engineering and other critical business functions.

That transformation is already underway, and the pace of change is breathtaking. Companies are grappling with how to make the case for GAI and adopt the technology before falling behind the competitive curve.

In this white paper, we unpack our thinking around:

- GAI as a disruptive force and its impact on the insurance industry

- How companies can harness this technology with clear use cases around **customer engagement**, **insight-driven underwriting and claims**, **financial performance optimization** and **technology solution engineering**

- Implementation considerations and why insurance companies must act now

WHITE PAPER

Engineering the Future of Insurance:
Exploring Generative AI's Enterprise-Wide Impact

[Download the whitepaper here.](#)

LONDON MARKET FORUMS
BUSINESS ARCHITECTURE LEADERS PRACTISE GROUP
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Thank You

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