



STRATEGY MEETS ACTION

SMA DIGITAL SERVICES

Digital transformation projects have become the all-encompassing initiatives that drive innovation, further the use of advanced analytics and emerging technologies, and produce partnerships with InsurTechs.

For 96% of insurers, it's a strategic initiative. But more than half are still in the early stages. In fact, many struggle with how to get started, how to stay focused, and how to make the best choices in technology investments.

SMA helps insurers by bringing clarity and determining how to put high-value investments in the right sequence.



What Is Digital Transformation?

Digital is a way of doing things, enabled by current and emerging technologies and devices – today’s primary means of engagement and automation. Today, it is foundational to any successful business.

Digital transformation involves rethinking an insurer’s value proposition and business model. A digital vision includes embracing customer solutions enriched by data and analytics and delivering seamless, personalized experiences from start to finish.

Three Phases of Your Digital Journey

Insurers typically start the journey by digitizing assets and then digitizing the experience, both necessary steps leading into the final phase of digital transformation. The diagram below describes the three phases of the transformation journey.



Digital Assets

- ✔ Convert products, services, interactions, and output into a digital format
- ✔ Keep processes the same and use today’s technologies



Digital Experience

- ✔ Change business models and processes to exploit digital and leverage digital assets
- ✔ Leverage new experiences for customers, agents, and employees



Digital Transformation

- ✔ Reinvent the business of insurance, including restructuring the company’s value proposition
- ✔ Innovate with advanced UX, data/analytics, and emerging technologies

How to Get Started

At Strategy Meets Action, we guide and advise insurers to rethink the traditional business of insurance and define the actions required to innovate and transform the business enabled by the power of technology and data.

We believe SMA is the right firm to partner with you on your **Digital Transformation Journey**.

SMA provides strategic and actionable advice for your current digital strategy.

- ✔ Bring clarity and focus to your strategy and plans by leveraging our insurance experience and our digital insurer assets — research, proven methodologies, maturity models, frameworks, and best practices.
- ✔ Conduct a “high-level” assessment of your digital strategy and plans, identify the current high-value alignments and gaps, and guide your company to prioritize and augment its overall digital strategy and roadmap plans.
- ✔ Help understand the pace of change and adoption of digital transformation across the industry, and how insurers are addressing digital initiatives with emerging technologies and emerging best practices.

Contact us today to understand how we can help you. For more information, contact Kevin Saunders at 1.703.887.3511 or [ksaunders@strategymeetsaction.com](mailto:k Saunders@strategymeetsaction.com).

SMA CLIENT ENGAGEMENT TEAM

Strategy Meets Action (SMA) is a leading strategic advisory services firm exclusively serving the insurance industry. Working with both business and technology leaders, we are a trusted and valued advisor to hundreds of companies and an instrumental influencer across the industry. SMA, a Boston-based firm founded in 2007, offers services for the Property and Casualty and Life and Annuities industry segments as well as the technology, data, services, and solution providers that support it.

The following are our Partners and client support team members.



Deb Smallwood, CEO & President, is widely recognized as an industry thought leader who is known for her expertise in helping companies rethink the traditional business of insurance and position for success in the changing insurance world. Deb's passion is to advise insurers on innovative ways to leverage InsurTech and the emerging technologies that are required in the digital connected world. She helps customers understand how to leverage technologies, shift strategies, and make the right strategic investments. Deb can be reached at 603.770.9090 or via email at dsmallwood@strategymeetsaction.com.



Mark Breading, Partner, is a recognized expert in InsurTech and emerging technologies and their implications for the insurance industry. His specialty areas include the customer experience and analytics. Mark leads the research program at SMA and has exceptional knowledge and experience in all aspects of advanced technologies and solutions that provide value across the insurance enterprise. Mark works with executives to bridge today's business strategies to the potential use and adoption of emerging technologies and InsurTech. Mark can be reached at 614.562.8310 or via email at mbreading@strategymeetsaction.com.



Karen Furtado, Partner, has an exceptional understanding of core systems in insurance and the transformations required to achieve success. Her expertise is comprehensive – policy administration, rating, product configuration, billing, and claims – and is combined with a deep understanding of how to integrate mature and emerging technologies with core systems. Those seeking an edge in today's highly competitive world turn to Karen to capitalize on her unparalleled knowledge and experience in connecting solutions to business and IT requirements. Karen can be reached at 978.239.2741 or via email at kfurtado@strategymeetsaction.com.



Judy Delarosa, a Consulting Contractor with Strategy Meets Action, is known for her insights on digital experience for insurance. Judy consults with insurers on forward-thinking digital capabilities around agent portals, policyholder self-service, company websites, e-commerce, and agent/carrier capabilities. Judy's expertise in user experience, customer-journey mapping, and personal development aligns well with digital strategy development. Judy can be reached at 908.645.2240 or via email at Jdelarosa@strategymeetsaction.com.



Lynn Black, Client Relationship Manager, leads critical touch points with SMA customers to ensure successful relationships. Lynn guides SMA clients to leverage the relationship to the fullest – in both advisory services and research. Lynn can be reached at 614.746.2273 or via email at lblack@strategymeetsaction.com.



Kevin Saunders, Client Engagement Manager, brings a fresh perspective and energy to the full life cycle of business development, sales, and client relationship management at SMA. Kevin has over ten years of experience in connecting customer needs and expectations to the right set of services and solutions. Kevin can be reached at 703.887.3511 or via email at ksaunders@strategymeetsaction.com.

"SMA was the first company I thought of when we launched our Greenfield Insurer Innovation Lab. We needed an outside-in view to guide the team."

-VP of Strategy, Workers' Comp Insurer

"SMA is a trusted advisor - I love that SMA is available to talk through issues, provide insights, and guide us through success. SMA is there for me when I need them and has the knowledge and insight that we need to get the job done."

- VP of Underwriting, Large National Commercial Lines Insurer