

Our Story

From Insurance Standards to Business Performance

Agile Insurance Analytics grew out of industry standards work.

The founding members of AIA represented the nucleus of the Object Management Group (OMG) Property & Casualty Insurance Work Group, leading an international effort involving more than 50 insurance carriers and technology vendors to develop a standard insurance business glossary and data model—the common language insurers use to define their business and their data.

That experience gave us a unique perspective on the insurance industry. We saw firsthand how difficult it could be for organizations to create a common understanding of their business across underwriting, claims, policy administration, finance, actuarial, operations, technology, and analytics.

But we also learned something more important.

The hardest problems were rarely just data problems.

Across the industry, organizations were investing heavily in data warehouses, business intelligence, analytics, data governance, modernization programs, and new technologies. Yet many were not realizing the business value they expected.

The issue was rarely the technology itself.

The real challenge was connecting technology and information to the way the business actually operates.

Data quality problems often reflected broken or inconsistent processes. Reporting problems frequently reflected unclear definitions, fragmented ownership, or competing measures of performance. Technology limitations were sometimes symptoms of broader organizational or strategic issues. Governance programs struggled when accountability and decision rights were unclear. And analytics initiatives could fail to influence decisions when the underlying business questions had never been clearly defined.

We came to understand that **data management is fundamentally a business discipline—not simply a technology initiative.**

Standards and data models provide an important foundation. But meaningful business results occur only when information is aligned with strategy, operations, processes, technology, governance, culture, and people.

Why Agile Insurance Analytics Was Founded

Recognizing this gap, we founded Agile Insurance Analytics to help insurers connect the pieces.

Our early engagements focused on data quality, data governance, enterprise information management, data architecture, business intelligence, and analytics. Over time, however, our clients began asking us to address the issues surrounding the data—not just the data itself.

That naturally expanded our work into:

- Business and data strategy
- Data governance and data management
- Data quality and information assurance
- Data architecture and modernization
- Business intelligence and analytics
- Process improvement and operational effectiveness
- Technology strategy and modernization
- Quality assurance and quality management
- Organizational effectiveness
- Program and project management
- Strategic planning and execution

The common thread across all of this work is simple:

Help organizations make better decisions, operate more effectively, and get more value from the investments they are already making.

Nearly Twenty Years of Insurance Experience

For nearly two decades, AIA has worked with insurance organizations on some of their most important business, data, technology, and operational challenges.

Our experience spans the intersection of business and technology. We understand the language of insurance because our work has been grounded in the industry—not because we simply apply generic consulting methodologies to insurance organizations.

We understand that a claims organization, underwriting organization, actuarial department, policy administration function, or residual-market operation has different objectives, processes, risks, and measures of success.

That practical experience matters.



It allows us to move beyond conversations about systems and data structures and ask the questions that ultimately matter to executives:

- **What business problem are we trying to solve?**
- **How does the organization need to operate differently?**
- **What information is required to make better decisions?**
- **Who owns the outcome?**
- **How will we know whether the change actually worked?**

What We Have Learned

Over the years, we have seen a recurring pattern across insurance organizations.

Companies often have no shortage of data, systems, reports, dashboards, applications, technology investments, or strategic initiatives.

What is often missing is the connection between them.

- A business may have hundreds of reports but lack agreement on which measures actually matter.
- It may have a sophisticated data warehouse but struggle with data quality.
- It may have established a data governance committee but lack the accountability or operating model necessary to make governance effective.
- It may implement a new technology platform without changing the processes and organizational structures surrounding it.
- It may launch an analytics initiative without first establishing the business questions the analytics are intended to answer.
- And it may invest significantly in artificial intelligence without having sufficiently trusted, governed, accessible, and well-understood data.

These are not isolated technology problems.

They are business alignment problems.

Connecting the Pieces

This is where AIA is different.

We do not look at data, technology, operations, governance, and strategy as independent disciplines. We look at how they work together.

A successful transformation requires alignment across five fundamental dimensions:

- **Strategy** — What is the organization trying to accomplish?
- **Business** — How must the organization operate to achieve those objectives?
- **People** — Who owns the work, decisions, processes, and outcomes?
- **Technology** — What capabilities and platforms are required?
- **Information** — What data and intelligence are required to manage the business effectively?

When those elements are aligned, technology and data become powerful business assets.

When they are not, organizations often find themselves investing more and more without achieving the expected return.

Our Practitioner Perspective

AIA was built by practitioners.

We have worked inside and alongside insurance organizations. We understand the realities of legacy systems, competing priorities, regulatory requirements, organizational silos, constrained resources, complex insurance processes, and the difficulty of changing established ways of working.

We do not believe transformation happens by producing another strategy document or technology roadmap and walking away.

Transformation requires understanding how the organization actually works, identifying what is preventing performance, establishing practical priorities, and helping the organization execute.

That is why our approach is deliberately pragmatic.

- We start with the business.
- We understand the objectives.
- We examine the processes, organization, technology, and information supporting those objectives.
- We identify the gaps.
- And then we help establish a practical path forward.

From Managing Data to Managing Outcomes

The evolution of AIA reflects the evolution of the industry itself.

Insurance organizations no longer view data simply as something that needs to be stored and reported. Data increasingly influences underwriting decisions, claims

performance, customer experience, operational efficiency, risk management, regulatory compliance, and strategic planning.

Artificial intelligence and advanced analytics are accelerating that change.

But AI does not eliminate the fundamentals.

It makes them more important.

Organizations need trusted data. They need common definitions. They need effective governance. They need clear accountability. They need modern architecture. They need disciplined processes. And, most importantly, they need a clear understanding of the business outcomes they are trying to achieve.

Our role is to help bring those elements together.

Our Mission Today

Nearly twenty years after AIA's beginnings, our mission remains fundamentally the same: help insurance and financial organizations connect strategy, operations, technology, and information to improve performance, strengthen decision-making, and deliver measurable business results.

We believe organizations should not have to choose between business strategy and technology.

They should not have to choose between operational improvement and data modernization.

They should not have to choose between governance and innovation.

The greatest value comes from connecting them.

That is the story of Agile Insurance Analytics.

We started with the language of insurance data.

We learned that data only creates value when it is connected to the business.

And today, we help organizations turn that connection into better decisions, better operations, and better business outcomes.

Data Is Everywhere. Actionable Information Isn't.

We bring focused insurance expertise to the problems that matter—and turn information into action and better outcomes.