

The Benefits of AI/ML at Gallagher Group: Identifying and Leveraging the Opportunities

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A PORTFOLIO APPROACH

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INTRODUCTION

The initial brief for this project included assessing current tools & processors for whether and where AI/ML could be applied within and/or across Gallagher's products & services, along with what capabilities would be required for deploying AI/ML technologies.

BACKGROUND

Gallagher Group created an Analytics & Insights team, more than two years ago, to drive data-driven decisions in all areas of its business and is progressing with company-wide digital literacy trainings and modern workplace initiatives. Their aim is to be more agile and completely data-driven with AI/ML being a natural progression to this. Therefore, prioritizing relevant AI/ML initiatives that can help drive strategic company objectives is important, with AI/ML becoming more and more a competitive advantage in nearly all industries.

PROJECT OBJECTIVES

To source broadly and determine within Gallagher from interviews with key stakeholders, relevant AI/ML use-cases for every department; in which each use-case can be validated, analysed, and evaluated for prioritization. Along with considering success factors, metrics, and best practice for implementing, deploying, and maintaining AI & machine learning models at scale. This was then described as 3x objectives with their key results (OKR's).

OBJECTIVE #1: Working alongside A&I team, find and determine relevant AI/ML use-cases with and across Gallagher, for the benefit of strategic objectives.

KEY RESULT: From online, expert sources and 8+ user-interviews for all Gallagher departments and business units, over 95 AI/ML use-cases were considered and validated and the top 21 were chosen to be further analysed and evaluated for prioritization from management.

OBJECTIVE #2: Using best practice, design and implement an AI/ML use-case prioritization framework, designed specifically for Gallagher Group.

KEY RESULT: Researched many different prioritization frameworks, while designing and creating a Gallagher specific process that includes Business Impact, Ease of Implementation and Risk, also Absolute Value and ROI can be evaluated.

OBJECTIVE #3: Report on the success factors, metrics and best recommendations for implementing, deploying and maintaining AI/ML at scale, considering available talent and resource constraints.

KEY RESULT: Produced a number of reports which include how to successfully implement, deploy and maintain machine learning models. Also, laying the necessary groundwork for developing a strategic roadmap, which includes recommending an ML optimized portfolio approach.

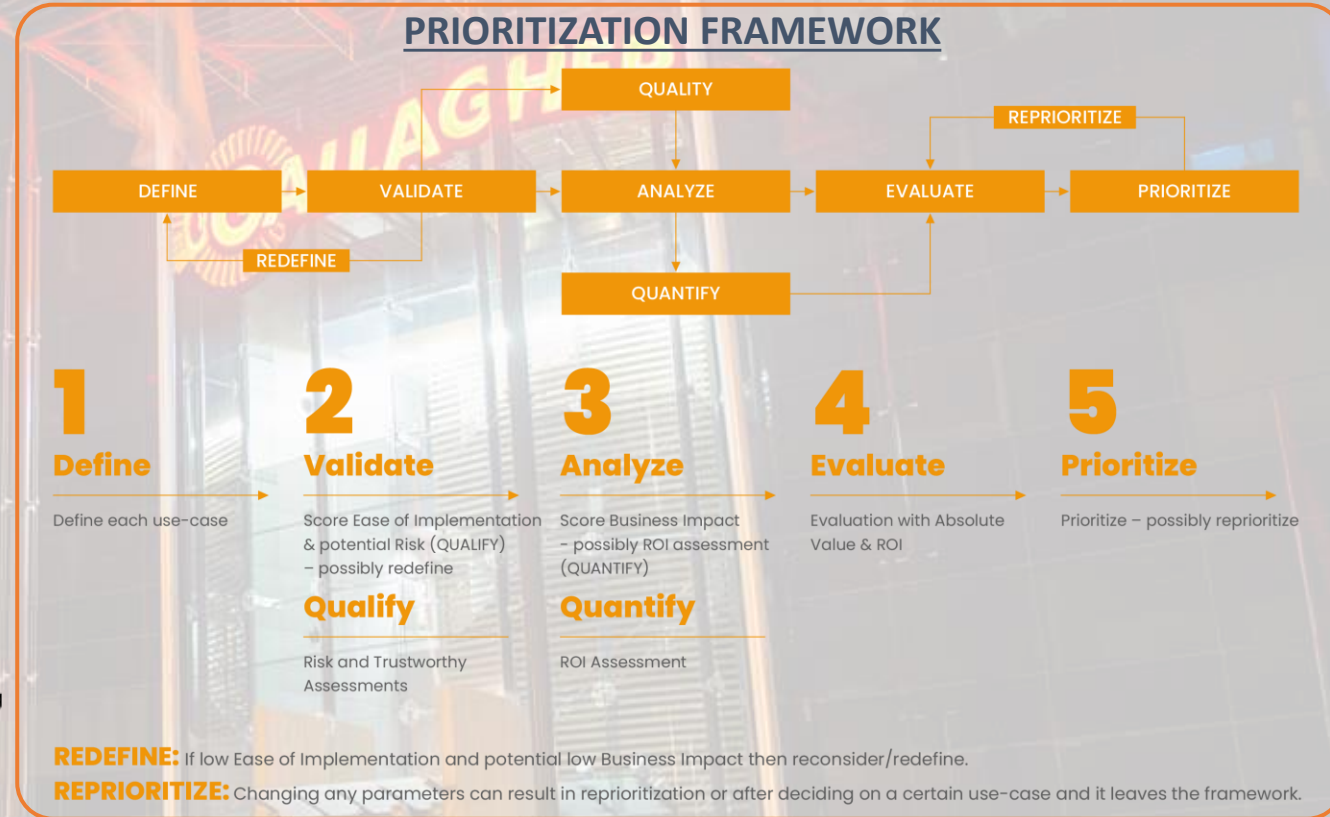
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|----------------------|----|--|
| R&D | 1 | Sub-system portfolio optimizer |
| | 2 | Digital thread for real-time closed loop feedback to engineering |
| | 3 | Digital predictive diagnostics to mitigate field issues |
| Manufacturing | 4 | Automated quality controller |
| | 5 | Maintenance predictor |
| | 6 | Digital asset emulator |
| Supply Chain | 7 | Supply & Demand Forecasting |
| | 8 | Component level analytics |
| | 9 | Inventory Planning |
| Sales & Marketing | 10 | Hyper-personalized offer analyzer |
| | 11 | Pricing optimization and cost modeler |
| | 12 | Virtual sales agent |
| Legal | 13 | Smart contract management |
| | 14 | Augmented recruiter |
| | 15 | Future skills and career path finder |
| Human Resources | 16 | Virtual agent for forecasting/budgeting |
| | 17 | Predictive modeling and scenarios analyzer |
| Finance | 18 | IT capacity allocator |
| | 19 | Automated queue management |
| Information Services | 20 | Intelligent incident classifier |
| | 21 | IT maintenance predictor |

NOTE: This is treated as a continual process and similar to a MVP, where it can be experimented with and improved over-time and possibly applied to other IT projects.

$$(\text{Impact} - \text{Effort}) \div \text{Risk} = \text{Priority}$$

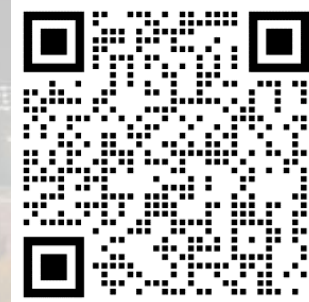
Each potential use-case is validated, analysed and evaluated for its potential priority following a specific process and formula. This is then mapped onto a 4 quadrant matrix.

The following use-cases were prioritized; **1, 7 & 21** for Big Bets. **4, 10 & 12** for Quick Wins. **5, 13 & 14** for Incremental. If you follow the QR code on this poster, you will be taken to advice on best practice, research and recommendations for leveraging these opportunities and similar ones in other industries.



IMPLICATIONS & CONCLUSION

This framework was designed so that it can be used within Gallagher's current systems and processors, as they already manage their IT projects with a portfolio approach. Using a prioritized portfolio approach for AI/ML initiatives can be beneficial as well as transformative for companies like Gallagher Group. Please scan the QR code to follow the journey.



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References: 1. <https://www.elementai.com/news/2019/building-a-strategic-ai-roadmap-for-your-business>
2. <https://www.accenture.com/us-en/insights/strategy/ai-potential>

