



A leading Indian life insurer accelerates product time to market by 25%

Capgemini helps standardize the firm's lifecycle management model to launch new products with speed and confidence

Client: A leading Indian life insurance company

Region: India

Industry: Insurance

Client challenge:

This insurer needed to significantly reduce time to market for new products across its expanding portfolio, and support its growth aspirations with unified governance and cross-functional coordination.

Solution:

The insurer partnered with Capgemini to introduce a structured governance model with defined stage gates, a centralized lifecycle tracker, standardized documentation, tooling alignment, and a formalized Project Management Office (PMO) function.

Benefits:

- 25% reduction in average product launch timelines
- Centralized, controlled documentation for improved compliance and audit trails
- Lower operational burden due to structured automation and tooling
- Faster decision making thanks to real-time milestone visibility
- Better cross-functional alignment and improved responsiveness to customer and regulatory needs

When a major Indian life insurer set out to align a variety of processes across its businesses, it partnered with Capgemini to introduce a new PMO function – one that gave greater visibility into its operations, decreased time to market for new services, and supported its future plans for growth.



A unified approach for faster product launches and better oversight

One of India's largest private life insurers recognized an important opportunity to increase the speed and predictability of its product launch lifecycle. With a diverse product suite and a wide stakeholder base, the organization had naturally developed different approaches to approvals, documentation, and readiness criteria across its departments. As the insurer grew, it needed to harmonize governance across the business and establish a uniform approach to how it brought new products to market.

Teams were relying on email chains and offline trackers to manage product development activities, which limited real-time visibility into dependencies, sequencing, and bottlenecks. Stakeholder collaboration for product design approvals was largely manual and unstructured, which prolonged sign-offs and created inconsistent documentation. Key checkpoints like Business Requirements Document (BRD) approval, design sign-off, User Acceptance Testing (UAT) readiness, and risk clearance were interpreted differently across business lines. Meanwhile, the insurer's objective to reduce time to market for new offerings made alignment and coordination even more important.

Seeing the value of a unified, predictable structure, the insurer partnered with Capgemini to evolve its lifecycle management model and establish stronger governance across product, technology, risk, and operations.

A governance model fit for strategic resilience and compliance

Capgemini started by diagnosing the end-to-end product launch lifecycle in detail. By collaborating with stakeholders across product, technology, risk, and operations, Capgemini and the insurer built a

comprehensive understanding of the existing gaps in workflows, dependencies, and governance. This created a grounded view of what was causing delays and how best to introduce standardization without compromising agility.

The project team used these insights to redesign workflows by embedding structured stage gates at key moments in the lifecycle. BRD approval, design validation, UAT completion, and risk clearance were formalized as consistent checkpoints that created a shared approach across all product initiatives.

To strengthen visibility and accountability, a centralized governance tool replaced fragmented trackers and informal status updates. This single source of truth offered real-time transparency into milestones, ownership, risks, and delivery progress, so leadership could spot bottlenecks earlier and make clear, informed decisions.

Capgemini further reinforced standardization by consolidating active projects into the organization's product management tool. Predefined templates for BRDs, UAT documentation, and go-live readiness ensured consistent record-keeping practices and eliminated confusion caused by disparate trackers.

Over 100 stakeholders were trained on the redesigned workflows and tools, while each function was given a governance champion to support adoption and maintain alignment across the business. A formal PMO structure was then established to solidify roles, decision pathways, escalation channels, and regular governance reviews with CXO visibility.

Faster launches, stronger governance, and higher confidence

The new governance structure delivered clear improvements across the insurer's launch portfolio. Timelines shortened by 25% as rework cycles were reduced, and teams coordinated more effectively. Once initiatives transitioned to the unified governance model, leadership had consistent visibility into project flow.

What's more, centralized, version-controlled documentation has enhanced audit readiness and eliminated the operational load associated with disparate trackers. Milestone visibility has improved significantly, helping colleagues spot risks earlier and make decisions more quickly. Meanwhile, stronger cross-functional alignment has created a more cohesive

delivery model that supports faster responses to customer and regulatory needs.

The redesigned governance approach is now entering its final phase of implementation, with the rest of the improvements expected to be completed shortly. The insurer plans to test the new operating model on an upcoming product launch, so the organization can validate improvements under real market conditions. This launch will show how the new structure benefits all stakeholders, and the new governance model is expected to become business as usual when it's adopted at scale.

Through this structured evolution, the insurer has built a scalable foundation for faster, more impactful launches. Supported by Capgemini's ongoing partnership, the organization is now poised for efficient, compliant, and scalable growth.

About Capgemini

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