

# SHEFALI SONPAR

shefalisonpar@gmail.com | +91 9845142253 | www.linkedin.com/in/shefalisonpar

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## Complex Program Management | Insurance Process Expert | Global Stakeholder Management

*A digital transformation agent with a rare combination of deep insurance expertise and technology experience having successfully led global programs involving end to end transformation.*

Shefali is an enterprising leader, working at the intersection of business and technology, known to drive technology-backed business solutions and with best-in-class program management skills. A qualified underwriter with 20+ years of global experience spanning Europe, the USA & India leading technology-led business transformation programs.

As a recognized thought leader, she has had the privilege of speaking at global conferences, sharing her expertise on digital transformation and its significance in today's organisation landscape. Her perspective on "How companies can make digital transformation programs successful" has resonated with audiences worldwide.

Shefali comes with a 360-degree view of business starting with operations, moving to technology, and then taking leadership positions, including setting up a captive technology operations centre for one of the largest commercial insurers in the world.

She has demonstrated an ability to navigate through the intricacies of the insurance industry while effectively managing senior stakeholders and multiple teams. Her track record of success is a testament to her excellent program and project management skills, which have consistently delivered results and met strategic objectives.

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### NOTABLE MILESTONES

- **leadership role** chartered to build & scale the insurance practice. Grew the Insurance practice by 46% YoY through building differentiated solutions and leading projects implementing digital assets and intelligent automation.
- **India leadership team** that set up and successfully delivered **Data Governance capability at AIG's** captive centre in India. Responsible for delivering 4 key capabilities, including Data standards, Data Maturity, Third Party Risk Management & Access Control ensuring compliance with U.S. Federal Regulations; Output and reports sent from my team in India are presented to the US Fed as a part of AIG reporting.
- **Drove a technology-led business transformation program** at TCS, involving integration of IT, operations and platform services, to establish the insurance BPS unit as a full-service partner and strengthen competitive edge; influenced revisions in revenue models and KRAs, and convinced stakeholders at all levels to accept as well as adopt the change
- **Built highly specialized teams & set up the insurance practice (CoE)** at IGATE, provided domain and process expertise along with strategic support to delivery heads and 1,100 resources distributed globally (BPO, IT, Consulting), and boosted growth by developing new business offerings, with focus on integrating technology with operations
- **Achieved excellence in project management and meet clients' business goals** in Infosys Consulting; ensured productive meetings with clients, enabled insurance domain-specific expertise and certifications amongst resources, and the ability to create value propositions for RFP, RFI and Presales

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## PROFESSIONAL EXPERIENCE

### IBM Consulting, Bangalore, India (March 2021 – May 2023)

*IBM GBS is the business acceleration partner to co-create change and scale impact through Cloud and Cognitive computing*

#### Insurance Domain Lead (Direct Reporting – FSS Sector leader)

**India's Leadership role** is responsible for solutions and delivery of data and AI let offerings to build smarter insurance businesses. Client and account management role to ensure the highest value is delivered to our clients in complex programs and stakeholder management.

### UST Global, Bangalore, India (January 2018 – Nov 2020)

*A leading digital technology services company, headquartered in Aliso Viejo, California, USA*

#### Sr. Director – Head Insurance Strategy (Direct Reporting – Global FS Head)

**Global leadership role** chartered to build & scale the insurance practice. Responsible for helping insurers move up in their digital maturity curve. Shefali has successfully built industry solutions for the Future of Insurance – from Strategy to Execution.

- Responsible for **digital transformation initiatives (delivery solution)** to drive business results for large-medium sized Insurers across the globe. Lead complex digital transformation projects through the full lifecycle working along with the various global delivery teams (Presales, solution and client relationship)
- Co-lead go-to-market **client interactions** with the sales teams to discover problems to solve, and work with an industry-leading digital delivery workforce and alliance/partner ecosystem to deliver futuristic business solutions.

### AIG DATA SERVICES INDIA, Bangalore, India (November 2014 – March 2017)

*A wholly-owned subsidiary of AIG technology aimed to enable an information-driven digital organization*

#### AVP Program Management

**India Leadership Team; Reporting - MD India Head:**

**Functional reporting – Enterprises Data Governance Head (New York)**

**Role: Head Data Governance Delivery (DG) & Business Analyst Group (BAG)**

**Global delivery management** in partnership with stakeholders for the India team.

Built and support the formation of Enterprise Data strategy including framework, design and technology components for **implementing standards in Data Management, data security, data standards, third-party management and reporting**. Single-handedly responsible for building the Colibra delivery capability within AIG.

Member of the leadership group in the start-up entity, and led the team that **scaled up the centre from 50 to 280 employees**.

- **Established the enterprise data governance** capability in partnership with senior stakeholders and took initiative to design and set up the CoE. Built a team with skills in data security, data standards, MDM/RDM framework
  - **Exceeded billing and recovery targets** by introducing the DevOps approach and using Colibra to deliver solutions
  - **Instituted Requirement Management Framework** to establish the BAG, a first in the history of AIG to define standards for Capturing complex business requirements and communication standards.
  - **Minimized defects** and change requests, which enabled the team to achieve an average CSAT rating of 98% in 2 years
- Represent India in the global team managing the Commercial Insurance **Underwriting Target Operating Model** initiative, involving decision-making related to process offshoring and automation
- **The team was** honoured with the *Star Performer* award in two consecutive quarters
- Facilitated AIG's win of the **Accord Business Process Award in 2016**, the first year that the company participated
- Received recognition for **Exemplary Contribution** to the Global Women in Technology (GWIT)

## **TATA CONSULTANCY SERVICES (TCS), Bangalore, India (May 2011 – November 2014)**

*Among the top 10 technology firms in the world, TCS provides IT services, BPO and consulting services.*

### **Associate General Manager (AGM) / Domain Solution Architect – Strategic Insurance Account, January 2013 – November 2014 (Direct Reporting - Global Head Insurance Solutions)**

#### **Head of Strategy – Insurance Operations, May 2011 – December 2012 (Reporting into Global Head Insurance Operations)**

- **Established full-service offering development and capabilities enhancement** along with maximizing operational efficiency and enhancing business outcomes in the insurance vertical by introducing technology systems that enabled consolidation and simplification of processes (Underwriting, Claims, Policy Servicing)
  - **Converted the first** client account in 18 months, and followed up by transitioning 2 more key accounts
  - **Managed** operations inclusive of conceptualizing & implementing delivery strategy; **managing cross-functional teams** with a focus on excelling **business targets (AQI) & service delivery metrics (SLA)**
  - **Worked with the** marketing team to improve the visibility of the brand and the new offering by re-defining the message
- **Boosted the company's** market leadership position by maintaining and leveraging relationships with industry influencers; enabled TCS to be recognized as a *Leader* (the top position) in Everest Group's PEAK Matrix within 18 months of joining
- **Stimulated customer interest** and enhanced market perception by Conceptualizing the *Customer Experience Center* in the USA

## **CAPGEMINI (Erstwhile Igate Global), Bangalore, India (August 2006 – May 2011)**

*A global leader in consulting, technology services and digital transformation headquartered in France*

### **Principal Consultant & Practice Head – Insurance Center of Excellence (CoE) (Reporting to Delivery Head Insurance)**

**Spearheaded formation and growth** of the Domain Consulting practice along with facilitating the transformation of the company from a provider of services to a 'business partner' that delivers exceptional value to clients.

- **Executed multi-million-dollar** programs with a large team, from proposal to solution architecture to delivery
  - **Improved operational efficiency** for a Canada-based life insurance client by re-engineering **200+ sub-processes in the policy servicing** stage
  - **Enabled an estimated** 30% reduction in costs and 15% increase in productivity Y-o-Y for a PBM company in the USA by proposing and implementing **process improvements in claims operations**
  - **Leveraged advanced predictive analytics** to enable a leading healthcare company in the USA to reprice claim reimbursements, involving the creation of a BI/DW platform for diverse IT systems in operations across 40 states; received recognition from the client for delivering substantial business benefits
- Honoured with the *Outstanding Contribution* (individual) and the *Working Against Odds to Delight Customer* (group) awards

## **INFOSYS TECHNOLOGIES LIMITED, USA, France and India (April 2004 – August 2006)**

### **Business Consultant – Infosys Consulting (Reporting to Consulting Head – DCG Insurance)**

- **Led a team** of Business Analysts from Infosys and IBM to execute a global project for a life insurance company in France; enabled uniformity in technical and business processes in 28 subsidiaries across Europe, Asia, LATAM and North America
  - **Facilitated development of** a single front-end system for 14 legacy applications in a large insurance company's call centre in the USA, which accelerated customer service response time substantially
  - **Provided thought leadership** by drafting papers for international publications and participating in global seminars
  - Received the *Excellence Award for performance* from N. R. Narayana Murthy, the Executive Chairman of the Board
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## PRIOR EXPERIENCE

**Senior Underwriter**, Exide Life Insurance Company Limited (ING Vysya), December 2001 – April 2004

- Awarded the *Best Employee for the year*
- Was a key player in the creation of the New Business Operations Manual

**Underwriter** - Customer Service officer, HDFC Standard Life Insurance Company Limited, April 2001 – December 2001

- The Branch was awarded *the Best in Operations and Customer Services* for the year 2001

**Senior Executive – Training & Development**, NIS Sparta (NIIT), April 2000 – March 2001

- Conducting training in the areas of Sales Management, Communication Skills, Personality development

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## PROFESSIONAL DEVELOPMENT | EDUCATION | THOUGHT LEADER

A recognized leader in Digital Transformation with a deep Passion for Inclusion and Diversity

- Received **recognition for exceptional support** to DnI initiatives and efforts towards building an inclusive work culture at **UST Global**
- Received **Global recognition award** with **AIG** (GWIT Program) for an exemplary contribution towards the DnI initiative
- Member of The **Insurance Supper Club** (ISC) London- ISC is a business network for senior women operating in, or involved with, insurance

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**Fellow, Life Management Institute** (FLMI) – LOMA | **Certified Underwriter** (UND 386) – LOMA | **Associate, Reinsurance Administration** (ARA) – LOMA | **Associate, Customer Services** (ACS) – LOMA | **Chartered Life Underwriter** (CLU) [Pursuing]

Certified in **Advanced Business Analytics with R** | **Certified Scrum Master**

**Executive Education Programme, Organizational Leadership** - Indian School of Business, Hyderabad - July 2022

**PG Diploma in Business Administration (Marketing)**, Xavier Institute of Management and Entrepreneurship, Bangalore, 2000

**Bachelor of Science**, Bangalore University, Bangalore, 1997

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**Top 100 Global Women in Leadership by GCPIT 2021 | Power Women Award by Lead India 2021 | Woman Achiever of the Year (India) Insurtech 2021**

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## CONTACT

[shefalisonpar@gmail.com](mailto:shefalisonpar@gmail.com) | +91 98451 42253 | D 420, Jal Vayu Vihar, Kammanhalli Main Road, Bangalore India

[linkedin.com/in/shefalisonpar](https://www.linkedin.com/in/shefalisonpar)