



Technology Won't Fix Everything

Why modern tools fall short without organizational transformation



AGENDA

- 01** Why technology alone isn't enough
- 02** The case for inside-out transformation
- 03** Four key strategies for success
- 04** Charge to Action
- 05** Q&A



Trends across the dental industry impacting technology companies



Artificial Intelligence & Generative AI Capabilities

Enabling predictive analytics, personalized member experiences, and automated workflows, reducing operational costs and improving decision-making



Real Time Claims Processing

Improving claims processing times by providing instant adjudication, faster reimbursements, and enhanced transparency for both payers and providers.



Payer-Provider Direct Integration

Streamlining communication and data sharing, enabling seamless collaboration, reducing administrative overhead, and improving care coordination.



Streamlining and Consolidating the Provider Experience

Reducing complexity, improving usability of payer platforms, and creating unified experiences across networks to enhance provider satisfaction.



Increased Focus on Broker Engagement

Leveraging digital tools, data-driven insights, and tailored services to strengthen relationships and drive better member acquisition and retention strategies.



Modernizing Data and Reporting Initiatives

Enhancing analytics capabilities, ensuring compliance, and delivering actionable insights through advanced dashboards, real-time data access, and cloud-based solutions.



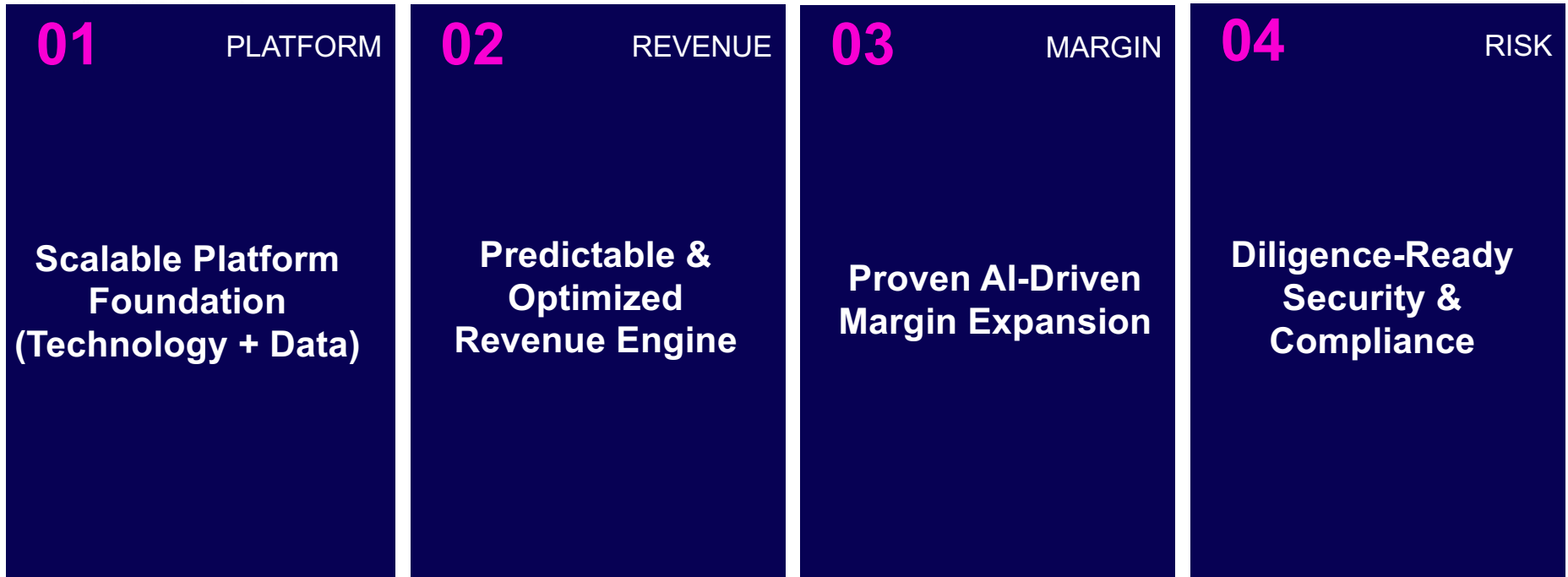
Payer Owned Providers

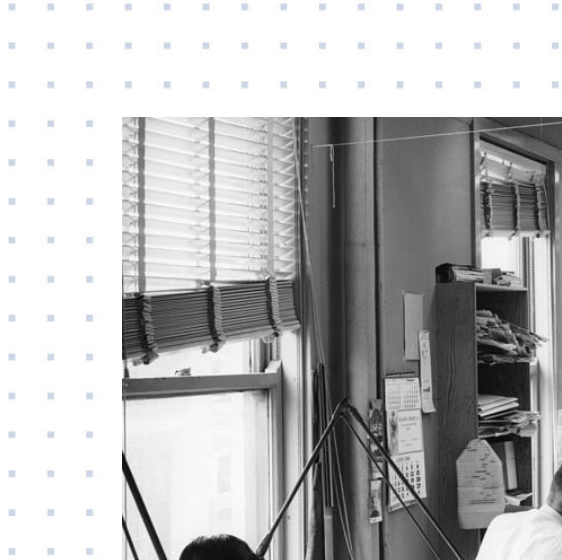
Partnering with provider networks allowing for tighter cost control, improved care delivery, and alignment of payer-provider incentives to optimize patient outcomes.

PRIORITY



Advising on 100+ exit processes annually, West Monroe has seen four core technology themes drive valuations





Modernization Is Here... But **Are We Ready?**

Dental payers are experiencing **significant investment in new technologies** in AI, automation, self-service platforms, and more

This represents **a chance to transform how we deliver value** to members, employees, and stakeholders.

And yet, we often organize the work using the same approach we always have...



Sound familiar? This tech-first model no longer works

Today's technology solutions are numerous, making it tempting to focus on the tech





AI is the answer.



~~AI is the answer.~~



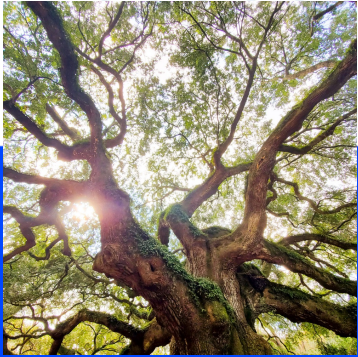
The Problem

Many dental insurers are investing heavily in AI, automation, and self-service platforms

- **Despite these investments, outcomes are limited by...**
 - A “learning gap”
 - Inconsistent processes
 - Legacy structures and siloed teams
- **Transformation isn’t a top-down directive that starts with technology**



**Are we solving the
right problem?**



The Case for Inside-Out Transformation

- **Technology is an enabler—not the solution**
- **Real transformation starts with rethinking the organization...**
 - Aligning people, processes, and tools
 - Breaking down silos and fostering collaboration

01



Tear Down Silos

Shift from fragmented operations to a unified model...

- Standardized workforce management
- Centralized knowledge and analytics
- Preserve local flexibility while achieving enterprise-wide consistency

02



Rebuild Around the Member

- Move from tech-first to business-led transformation
- IT as a strategic, product-oriented partner...
 - Focus on member journeys and outcomes
 - Build solutions that solve real business problems

03



Elevate the Employee Experience

- Frontline employees are the face of your brand
- Equip teams with...
 - Learning and growth opportunities
 - Effective tools and data
 - Autonomy
 - Proactive support capabilities

04



Unlock Real Value from IT

- Organize IT around platforms and products, not projects
- Focus on agility, transparency, and long-term ROI



Key Takeaways

- **Technology alone won't fix everything**
- **Real transformation requires...**
 1. Breaking down silos
 2. Rebuilding around the member
 3. Elevating the employee experience
 4. Unlocking real value from IT

What steps will you take to improve your transformation?



Charge to Action!

- 1. Build Cross-Functional Collaboration** | Create cross-departmental working groups to tackle specific challenges. Assign clear roles and accountability to ensure progress.
- 2. Start with Small Wins** | Identify a pilot project or quick-win initiative that aligns with your transformation goals. Measure its impact and use the results to advocate for broader change.
- 3. Align Technology with Business Needs** | Engage business leaders to define the outcomes they want from technology investments. Use these insights to prioritize IT initiatives.
- 4. Measure and Celebrate Success** | Establish clear KPIs for your initiatives. Share progress transparently across the organization and recognize contributors publicly.
- 5. Lead with Purpose** | Communicate a compelling vision for change. Be transparent about challenges and consistently reinforce the "why" behind your efforts.



Q&A



THANK YOU