



## IDC MarketScape Excerpt

# IDC MarketScape: Worldwide Policy Administration Systems 2015 Vendor Assessment

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## IDC OPINION

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IDC MarketScape studies are vendor assessment reports highlighting our quantitative and qualitative analyses of vendors' characteristics for their successes in a particular marketplace and anticipation of their ascendancy. This particular study features the policy administration process within the insurance value chain, assessing the capabilities and business strategies of 10 global vendors offering policy administration systems (PAS) to IT buyers in the industry. Evaluation is based on a comprehensive framework and a set of parameters we expect to be the most conducive for providing highly-rated PAS platforms, together with the inclusion of buyers' perception of overall value delivered by these vendor solutions. IDC Financial Insights notes that:

- Two of the 10 PAS vendors we profiled managed to emerge slightly ahead and stake their claim within the "Leaders" segment in our worldwide PAS vendor assessment IDC MarketScape diagram. The remaining eight were clustered very respectably within the "Major Players" category, indicating that these organizations have likewise established track records for their PAS platforms and continue to make significant inroads in terms of broadening their breadth of offerings and satisfying customer demands.

However, for various individual reasons highlighted in the subsequent vendor profile segment, these were accorded slightly lower weightages for their present capabilities or future strategies categories. There were no significant outliers for the "Contenders" or "Participants" categories in this particular IDC MarketScape feature. Meanwhile, the centralized placement of the vendors' bubbles between the x- and y-axes indicates that these providers generally responded to the market with a good balance of current product functionalities and commitment to future strategies.

- Core positive commonalities observed across these vendors (in most, but not in all, instances) include the investment to upgrade features and functions; raise deployment model flexibility and configurability; provision of integrated PAS software suites supporting out-of-the-box processing for several insurance lines; genuine efforts to begin offering next-generation (next-gen) technology solutions and services around mobile, Big Data, cloud, and social; incorporation of customer feedback into future functional enhancements and product direction; and conscientious aim to undertake strategic acquisitions to enhance insurance capabilities or forge global partner alliances to ensure adequate post-implementation support.
- Challenges were more organization-specific, but a few similar issues did surface as highlighted in our customer perspectives and commentary sections. These pertain to: a few administration systems running solutions on the COBOL programming language more associated with legacy applications; some providers focusing too heavily on a niche area (e.g., specific customer types, or geographical jurisdictions with a couple being entirely U.S.-centric); confusion or distractions from management reshuffling or (what appears to be too) frequent changes in corporate strategy and direction; resource constraint for smaller-tiered specialist vendors that are expanding aggressively and unable to keep up with support services; and of course, the perennial comment that pricing (for

initial installation and customization, and subsequent maintenance and support) could always be more attractive.

Among these 10 PAS vendors, Guidewire and Accenture exhibited the highest levels of strategic vision and demonstrable ability to deliver functionality and support to their clients, earning them the distinction of a "Leader" status within the graph. Specifically, Guidewire's PolicyCenter is one of the more robust property and casualty (P&C) PAS currently available, and with sizeable multilingual capability and demographic diversity. We also commend the vendor for a focused and formalized innovation program with an above-average 23% of revenue allocated toward reinvestment in research and product enhancements.

Meanwhile, Accenture's Accenture Life Insurance Platform (ALIP) caters to life and annuities clients with a "pay-as-you-grow" pricing model, and offers out-of-the-box templates and an integration accelerator to minimize pricier custom development and dependency of insurers on Accenture for future developments.

## IN THIS STUDY

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### IDC MarketScape Methodology

IDC MarketScape criteria selection, weightings, and vendor scores represent IDC judgment about the market and specific vendors. IDC analysts tailor the range of standard characteristics by which vendors are measured and their market weightings through structured discussions, surveys, and interviews with market leaders, participants, and end-users. We then determine individual vendor scores and their ultimate positions within our IDC MarketScape graph based on detailed information from the vendors themselves, publicly available data, end-user experiences and our observations of the sector throughout the course of the past several months. All attempts are made to provide an accurate, unbiased, and consistent assessment of each vendor's characteristics, behavior, and capability.

The evaluation process involves several steps, including the following:

- Initial shortlisting of the vendors according to their standing within the global PAS market, as proxied by their market footprint with broad experience and expertise; breadth of functionalities, comprehensiveness and excellence in products and services; future vision and leadership; stellar credentials and live client installations; and strong bonds cultivated with the insurance industry.

Here, we not only seek out insurance technology providers with a dedicated focus on the sector, but also consider prominent enterprise vendors that have horizontal offerings that can be applied across several verticals (and with a significant presence within the insurance space). Smaller-tiered peers noted as being up-and-coming and innovative are also analyzed.

- Initiating discussions with the shortlisted vendors and issuing a Request for Information (RFI) document to obtain a detailed understanding of their business performance and market footprint and client profile; software capabilities; go-to-market and strategic objectives; approach to product development, deployment, and support; as well as key differentiators in the offerings. Where required, follow-up briefings are conducted to further comprehend their value proposition and basis of competition. The data gathered provides a level of granularity required to help score the vendors for the IDC MarketScape report.
- Conducting reference interviews with at least two insurers from each participating vendor to gauge their experiences in working with the respective provider and feedback on overall levels of satisfaction. *(Note: Although the intention is to obtain two references per PAS vendor, there were a*

*few instances where these were unavailable as indicated in the earlier customer perspective sections.)*

## SITUATION OVERVIEW

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### Introduction

Despite a perceived notion of conservatism and relative inertia, we note that technology is becoming more intrinsic to an insurance organization and the sector has to take bigger steps to ensure that it becomes tightly coupled with day-to-day businesses and operations. Current focus is on profitable growth, with institutions needing to get their strategies exactly right, understand customers' requirements with precision, and craft business operations a lot more efficiently. Unfortunately, as insurers strategize to optimize client acquisition and retention, create new or modify existing products, enhance business processes and claims management efficiencies, react quickly to evolving market opportunities or simply fuel future growth, they oftentimes find themselves constrained by archaic and inflexible policy administration systems.

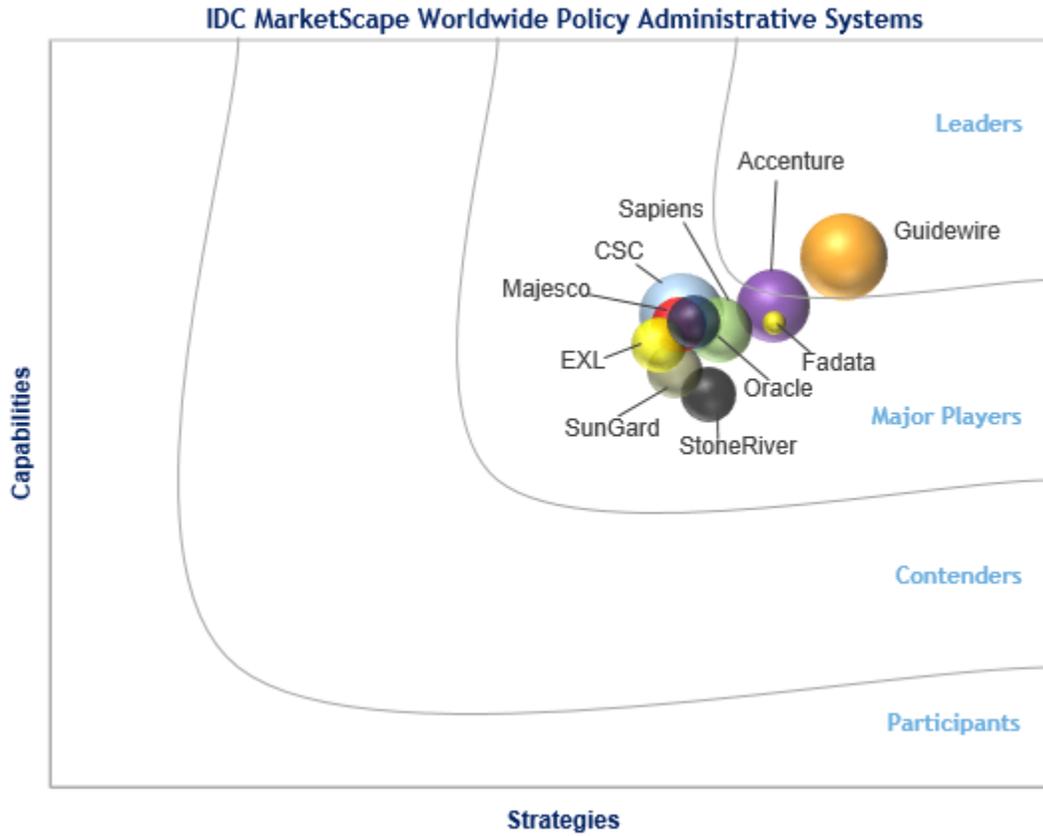
Consequently, core replacement cycles are brewing and we increasingly see insurers moving away from internal IT spending and looking outward to vendors with suitable technological capabilities, resources, and expertise for their business scenarios. IDC Financial Insights projects that the global insurance sector will spend US\$8.2 billion on software and IT services for policy administration in 2015, with this figure expanding at a three-year compound annual growth rate (CAGR) of 4.6% through to 2018 (see *Pivot Table: Worldwide IT Spending 2013-2018 – Worldwide Insurance IT Spending Guide, 2H14*, IDC #F1251676, October 2014).

Herein, specific areas currently driving investments within the policy administration arena include rating and quoting (especially to enable online channels), coverage and issuance of policy, policy and contract maintenance, billing and premium invoicing, and premium renewals. (For instance, one of the earlier client references from a relatively new and aggressive direct sales insurer in Poland mentioned spending in excess of 40% of the carrier's solution budgets on PAS alone.) A shift in consumer preference toward a digital mode of interaction is also driving insurers to invest on platforms that can support omni-channel delivery services.

Also growing alongside policy administrative applications to achieve enhanced operational and cost efficiency and effectiveness are investments in workflow management, rules engines, enterprise content or document management, dashboards and business analytics, and risk analytical tools. These subcomponents help insurers undertake transformational initiatives and automate processes to optimize talent utilization, and ensure smooth regulatory compliance and alignment between business and IT strategies.

FIGURE 1

IDC MarketScape: Worldwide Policy Administrative Systems 2015 Vendor Assessment



Source: IDC Financial Insights, 2015

## VENDOR SUMMARY ANALYSIS

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### Guidewire Software

#### Overview

Guidewire is rated as a Leader in this IDC MarketScape research study.

Founded in 2001, Guidewire Software is a publicly listed insurance fintech vendor based in the United States with a core system suite that spans the entire P&C insurance life cycle, from underwriting, to policy administration, billing, claims, and reinsurance management. Guidewire Insurance Suite has three modules offered independently or together as an integrated portfolio, namely: ClaimCenter, PolicyCenter, and BillingCenter and their supporting components. The vendor has been serving the insurance sector since 2003 through its 12 global offices and currently has in excess of 180 clients and more than 100 live implementations. The company also offers a portfolio of data and analytics and digital products that provide data management, business intelligence, anytime/anywhere access, and guidance and monitoring capabilities.

#### Product

Guidewire PolicyCenter, launched in 2006, supports the entire policy life cycle for personal, commercial, and workers' compensation insurance through a common platform. The solution is designed exclusively for P&C insurers and is a complete system-of-record supporting the core functions of a policy life cycle including product definition, underwriting, quoting, binding, endorsements, and renewals. It is built on modern web technology for the Java EE platform, available either as an out-of-the-box standalone system or as part of the Guidewire Insurance Suite, and can be integrated with legacy systems and third-party applications.

PolicyCenter's core policy processing and underwriting is a complete policy administration system with a highly configurable nature that allows carriers to streamline and extend business processes, by adding new screens, logic, and data model extensions to support customer-specific functionality. There are separate add-on modules for Rating Management, Reinsurance Management, and Client Data Management, as well as Standards-Based Templates (line of business templates with ISO and National Council on Compensation Insurance [NCCI]/state bureau content pre-built).

PolicyCenter also leverages Guidewire Live, a network that connects peer insurers, core systems data, external sources of information, and expert tools. Accessed through instant-on, easy-to-use apps, Guidewire Live acts as a platform to help insurers gain access to valuable information and enables them to make better decisions to improve profitability. Guidewire uses an agile development methodology and aggregates group features into general theme buckets of varying priority. Some high priority themes on their road map include: lines of business, underwriting tools, rating, facilitating reporting/ETL, and Product Designer maturity (an update of the current Version 8's drag-and-drop configuration environment to enable nontechnical users to perform straightforward configuration edits.)

Guidewire is supporting some of the largest insurance implementations in the P&C industry with 35 active PAS customers in production and another 45 customers under implementation worldwide. The customer base is relatively diverse, with 72% of tier 1–3 customers originating from North America (the United States and Canada), and the rest from EMEA, APAC, and Latin America, in that order.

## Customer Perspective

Our conversations with two reference insurers reveal an exceptional level of customer satisfaction, with both providing high ratings for functionalities such as its UI and ease of use, staff expertise, and marketing message. Specifically, the President for Insurance Services at a North American automobile association and the General Manager for Business Information Services at a mutual insurance company across the other side of the globe in New Zealand echoed similar opinions that Guidewire has delivered on obligations for their respective engagements.

Additional comments include that "the organization does not just offer a software solution. Commitment of its team is palpable with value-add stemming from the staff being client-focused and understanding, addressing our requirements, and providing exceptional customer support and world-class software."

## Strengths

Among the 18 customer perspectives we gathered for this entire IDC MarketScape report, mean scores awarded by the two references for Guidewire were the highest, indicating a commendable track record for customer success. (*Note: Although we assume that vendors would obviously nominate customer advocates for these interviews and hence naturally expect generally positive feedback from all, this is not always the case as noted in some other instances in this report.*)

A factor that propelled Guidewire to its position within our IDC MarketScape chart for its across-the-board strength and depth includes being built using state-of-the-art modern technology and architecture with no legacy or acquired code. Guidewire has one of the more robust P&C PAS currently in the market, and such scalability and flexibility appeal to customers that are expanding and demand a solution that will be able to meet their future strategic requirements. Albeit not the largest, Guidewire does support sizable insurance implementations, with a PolicyCenter customer managing 1.25 million policies and the system having been rigorously performance-tested at transaction volumes of up to 10 million policies in force.

To keep up with a heterogeneous client base, languages currently deployed include English, French, Japanese, Russian, Spanish, Polish, and Afrikaans, with PolicyCenter supporting over 150 languages and allowing users to switch or configure their preferred languages while the application remains running. This multilingual capability has helped broaden its demographic diversity and will further support expansion into new markets. Currently, 76% of PolicyCenter's customers are from the Americas (72% from North America and 4% from Latin America), 13% from EMEA (Europe, South Africa), and 11% from APAC (Japan, China, Australia, and New Zealand).

With such a swiftly expanding clientele base, Guidewire has to place importance on continued reinvestment in product enhancements and institute a formalized innovation program. The last release of PolicyCenter 8.0 already included improvements such as Guidewire Live, new offerings following the acquisition of Millbrook (a provider of data management and business intelligence solutions) in 2013, the redesigning of a more intuitive UI that includes configuration capabilities for both the Studio and Product Designer environments (to cater to technical and nontechnical staff, respectively), plus the addition to its library of accelerators to raise the speed of deployment of new capabilities. Reflective of this focus on innovation is an annual R&D expenditure that is above the industry benchmark, at approximately 23% of total revenue.

Even though Guidewire is a relatively newer kid on the block, having served the insurance community for 13 years compared with anywhere up to 40 years for some competitors featured in our report, it has

been kept busy with new wins and has 35 P&C customers in production and another 45 in implementation as of end-2014. Hence it has been able to catch up in terms of client count despite not boasting armies of implementation teams. This is supported by the formation of alliances with regional consulting and solution partners to respectively provide services such as business transformation and strategy, implementation, and related delivery services; and software, technology, additional integrations, extensions, and other complementary solutions for Guidewire Software. The vendor is continually expanding upon its already diverse network of partners (currently with 32 PartnerConnect member providers spanning more than 25 countries). Notable pairings include an alliance with AgencyPort (to provide insurers with agent-friendly, real-time application upload and transaction capabilities) and a joint CGI-Guidewire solution (for P&C carriers to seamlessly calculate premiums at any point in the policy life cycle, by leveraging CGI's Ratabase rating engine).

Finally, we note that Guidewire's average implementation expense of 1-2 times and maintenance at 15-20% of licensing cost appear lower than most of its peers within the PAS market. This is made possible through having lean implementation teams (with a median team size of three experienced consultants to a customer project) focused on mentoring the customer team and completing a transfer of knowledge by end of the project. Guidewire also invests in tools and templates that speed up detailed scoping, requirements definition, and cost estimation during the sales cycle; continuously monitors the scope, schedule, and resources to ensure projects stay on budget; and works with customers to leverage its out-of-the-box product capabilities as much as possible while ensuring any customizations are closely aligned to defined business goals.

## **Challenges**

We saw earlier that receptiveness amongst P&C insurers meant that Guidewire was able to secure customers at a rapid pace and expand revenue by 16% YoY from fiscal year 2013 to 2014. However, such an aggressive rate of customer acquisition – perhaps with the highest YoY growth among the 10 vendors that we are featuring – has resulted in occasional manpower management challenges during implementation with comments on slower query respond times. After all, the vendor has a lean employee base of just circa 1,200, half of which are already dedicated to supporting PolicyCenter. Although winning deals and signing up (too many?) customers in succession is an amazing 'problem' to be having – it also means needing to ensure that resources (internal or through even heavier reliance on partner collaborations) are expanding in tandem such that quality does not get compromised in the pursuit for quantity.

Although Guidewire has been encouraging insurers to keep close to its plug-and-play product capabilities to better manage technology cost, there will still need to be scope changes for those that have more extensive configuration requirements given uniqueness of these insurers. The vendor needs to ensure that it is investing in tools and services for such customizations so as not to disproportionately inconvenience customers requiring elements of customization and risk alienating or losing them.

Meanwhile, all deployments of the PolicyCenter solution can only be done on-premises as Guidewire does not presently offer the option of a SaaS or hosting on a cloud environment. Though hosted deployment options may be offered by some of its PartnerConnect members, the vendor needs to think about solidifying its own foray into the cloud environment to ensure a more flexible delivery model and that it does not end up ceding potential customers to peers with more varied deployment and support options. Another rigidity is the pricing models that are available only through an annual term license. Here, there could be scope for expansion into a perpetual license, subscription fee (e.g., monthly/annually), or even a price per policy or percentage of GWP model.

Finally, Guidewire has chosen to operate in an extremely niche market, being singularly focused on one vertical – P&C insurance. Though this means that it is able to offer a best-of-breed PAS to non-life carriers instead of touting to be an all-encompassing FinTech expert for all insurance subsegments, a dependency on just this division could prove to be a double-edged sword. Fortunes are highly correlated with the sector's performance, and should growth opportunities wane in the future, it might need to scramble to quickly diversify into other lines of businesses.

## ESSENTIAL BUYER GUIDANCE

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As competition gets fiercer amongst PAS providers that are clamoring to be noticed by their target audience, insurers are finding themselves confused with the plethora of policy administrative platform offerings. How do they then determine which insurance vendors are offering the most appropriate solutions for their requirements? It is critical to pick your technology partners wisely as studies indicate that on average, just 30% of policy administration projects succeed in terms of fulfilling budget, time, and scope requirements; meanwhile, a subset of these, or merely 33%, are able to satisfactorily realize their complete business benefits.

Although no one "best" or "right" solution would perfectly suit the parameters of most insurers, these pointers would put your organization in good stead as you and the team shortlist providers that can most closely meet business goals and technology expectations:

- **Clearly define needs across tactical, operational, and strategy decision processes, and determine how functionality offerings correlate with your organizational PAS requirements.** Once the functional coverage required is decided upon, the pursuit for a suitable solution can be narrowed – partly also by taking reference of which vendors are positioned higher along the vertical (present capabilities) axis in our IDC MarketScape diagram.

Note, however, that your PAS selection is not made up of merely picking the vendor with the most extensive platform functionality – after all, some of these might not even be of critical importance to your particular instance, or functionalities might not be the same in practice as in theory. This is where the insurer needs to look beyond paper-based claims and seek tests, pilot programs, and proofs of concept to validate the competency of these vendors based on feedback from fellow peers.

- **Look beyond vendor functionalities and technical specifications.** Selection of a PAS has to be extremely thorough given that these are mission-critical platforms meant to have a long life cycle in an insurer's IT architecture. Beyond these capabilities, there are several other aspects for consideration when shortlisting, including the need to:
  - **Determine if preference is for a best-of-breed PAS to integrate with existing core systems, or an all-encompassing solution across multiple areas of operations.** Decide if the IT office prefers a vendor that offers just policy administration, or one that also provides other end-to-end core system components (such as rating, underwriting, distribution, billing, and claims). Further assess if there is a need for underlying systems (such as business intelligence and analytics, data warehousing and content management, financial systems, risk management, and compliance), plus whether these components should be part of the base offering or be standalone systems.

There are a few PASs featured in this report that only come as integrated off-the-shelf products and not individual modules, so these would not suit those looking for standalone systems. On the other hand, having multiple solutions (best-of-breed) allow for lesser dependence on any

one vendor but typically come at a higher aggregated price tag given more complex implementation, integration, and maintenance cost.

- **Reduce the extent of vendor customization required.** Some vendors are touting their plug-and-play product capabilities to better manage technology cost, but reality is that these would need customizations and adaptations given the diverse configuration requirements and uniqueness of individual insurers. These would demand more time and resources and require higher IT-related competency and knowledge of the platform within the insurer.

As such, look out for solutions with configurable product and business rules engines that allow for your organization to autonomously implement turnkey solutions with generic products, standard business processes and user interfaces, then ideally perform straightforward refinements without needing to involve the vendor or systems integrators (SIs). These provide enhanced flexibility and user experiences for both the nontechnical staff and configuration analysts. Ease of configurability is obviously favored over hard coding functionalities as it raises efficiencies, supports product design flexibility, and reduces implementation risks and associated costing.

- **Understand how the vendor's offerings will mesh with and complement your organization's future functionality needs.** It is crucial to ensure that you do not select a solution that seemingly caters to the current situation but fails to correspondingly evolve in the same direction. For instance, the shortlisted vendor's offerings, go-to-market and business strategies should provide support to transition your organization to the 3rd Platform era and have concrete solutions already available (or at least upcoming) around digital insurance (such as offering next-gen mobility solutions, Big Data analytics, and to connect with policyholders via social media). Accord extra brownie points to vendors that actively solicit customer feedback (e.g., via regular user group gatherings) and incorporate these inputs into their technological priorities and road map planning for new functionality enhancements and features.
- **Explore the vendor's footprint of reference clients.** A substantial clientele list implies a PAS platform that is tried-and-tested and hence less risky, and that the vendor constantly needs to maintain a particular standard of service and level of innovation to keep existing customers contented. It is also advisable to drill down the nature of the vendor's typical customer profile to determine if this consists of relevant references for your particular organization (based on geographic and language coverage, institutional tier sizing) and that it has experience in serving carriers with similar profiles.
- **Consider the size of the vendor as well as its turnover, market share, and financial stability.** Such factors are proxies to its ability to remain in long-term operations and provide dedicated human capital, while financial strength or backing from a sizable parent organization would provide resources for innovation, fund continuous commitment in R&D, and administer client support and training. In our vendor commentaries we note the ones with tighter R&D budgets (at below 10% of corresponding PAS revenues), and also which are more generous and allocating upwards of 20% to reinvest in product enhancements, institute innovation programs, and scale up on their next-gen technology solutions.
- **Take into account the long-term cost and pricing flexibility.** Although the total cost for your platform would vary depending on various factors ranging from the overall scope of system use, to the number of components and lines of business (LOBs), to your organizational size - investments on this mission-critical platform is not loose change. A tier 1 international insurer could easily spend US\$16-18 million and tier 2 or 3 regional organizations could spend US\$6-8

million for the first year's fees (for implementation, license, and maintenance) with the cost of annual maintenance typically at 20% of license fees from the second year and thereafter.

Therefore while initial implementation and licensing fees are influencing factors, the annual maintenance cost, recurring administration expenses, and long-term technical user support are perhaps more critical aspects in the selection of an IT provider. This is where we favor those offering deployment model flexibility (for instance, with a choice of on-premises, offshore development, or SaaS/cloud software product options) and "pay-as-you-grow" licensing model based on policy volumes.

- **Note ratings that demonstrate end-user confidence in these platform providers.** A barometer for innovation could be industry accolades and awards won by the vendor, though these need to be objective, end-user-nominated awards. Obviously, this particular IDC MarketScape report – based on a series of conversations with the global PAS vendors and their customer references to assess the formers' characteristics, behavior, and capability – would be at appropriate instance of such an unbiased placement of these providers.
- **Be aware of the vendor's internal dynamics along with its ownership structure as these might affect focus and stability.** We want to highlight the former point on operational dynamics as some of these vendors are in the midst of reinventing themselves and hence busy restructuring the management team, streamlining positions and product offerings. They are thus understandably distracted by these internal undercurrents, and probably less likely to provide customers with undivided attention.

The latter issue on ownership concerns the risks of being a takeover or merger candidate. Although acquisitions or mergers are typically synergistic in the longer term, these are disruptive during the transition phase and could affect the PAS solution support available to customers. More negative scenarios could witness the platform being neglected and sidelined or even discontinued by the acquirer especially if there is another competing PAS within the portfolio. This is a valid concern given the number of high-profile strategic alliances and acquisitions that are ongoing within the financial technology marketplace to quickly access new product functionality, intellectual property, and technological capabilities.

- **Align LOB with IT stakeholders, and address project skeptics from all divisions.** Replacing or implementing a PAS involves large-scale operational changes; project failures can be minimized with concrete direction and leadership from senior management, ensuring a controlled, discipline development cycle and clear prioritization. Intentionally involve stakeholders from both the business and IT teams with defined roles and responsibilities from the project onset to ensure effective internal communication and minimize friction. This would also help align their offices (which oftentimes view projects from different lenses), set realistic targets and expectations, and ensure a successful transition to the new PAS platform. Staff from these domains should be assigned with clear project ownership so that they are continually communicating, collaborating on execution, and troubleshooting, but are also held individually accountable for their actions and decisions rather than finger-pointing when problems arise

Another critical matter is to garner internal buy-in among different business segments that will be impacted by the PAS implementation to cultivate buy-in. Pay special attention to the biggest cynics and attempt to win them over by sharing the project road map, perhaps piloting a new functionality with their business areas, and incorporating their early feedback into the rollout. This might well turn these initial doubters into advocates for the implementation, thereby generating interest and enthusiasm for the rest of the organization to get involved.

- **And finally, proactively monitor performance of the selected PAS vendor.** Your organization needs to create a strong vendor management team and actively manage relationships with this winning vendor and its strategic partners, and implement robust performance benchmarking methodologies to effectively monitor the performance and effectiveness of all these technology engagements. Beyond seeking leading IT providers as innovation peers and partners, the internal technology team needs to nurture ongoing dialogues with the vendors to align expectations and generate maximum value from the collaborations.

From an expense-management perspective, it would be preferred if the vendor partners have on-ground peers and integrators to localize technologies to suit the nuances of a domestic audience plus reduce post-implementation servicing costs. Some of the vendors featured in this document have specifically opted not to utilize SIs to market or implement their solutions in order to retain control of delivery quality. While commendable, this could turn detrimental if they are trying to manage after-sales implementations with strained resources.

## LEARN MORE

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### Related Research

- *Global Insurance 2015 Top 10 Predictions: Perils and Prospects for the New Year* (IDC Financial Insights #AP250896, January 2015)
- *Pivot Table: Worldwide IT Spending 2013-2018 – Worldwide Insurance IT Spending Guide, 2H14* (IDC Financial Insights #FI251676, October 2014)
- *Business Strategy: Emerging Global Markets – The New Frontiers for Insurance Growth* (IDC Financial Insights #AP246204, August 2014)
- *Methods and Practices: IDC Financial Insights' Worldwide Insurance Taxonomy, 2014* (IDC Financial Insights #FI248302, May 2014)
- *The Internet of Things Evolution and Its Impact on Global Insurers* (IDC Financial Insights #FI246426, February 2014)

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