



*Deliver insurance
your way.*

Guidewire

What Makes Guidewire Different?

In starting Guidewire, our primary motivation was to build a better company. We wanted Guidewire to be different from other places we had worked: more honest, more dedicated to customers, more committed to quality. We would always tell the truth, hire the most capable people we could find, and foster a collaborative, high-performing work environment. And we would meet a fundamental market need.

“As a company, we want our front-line representatives to have state-of-the-art systems to complement their efforts. Guidewire is providing us with the intuitive and flexible foundation we need to make their lives easier.”

— JIM BUSSIÈRE, SENIOR VICE PRESIDENT,
SALES AND CLIENT SERVICES, AMICA
MUTUAL INSURANCE CO.

Which market, and which need?

We saw that, for years, property/casualty (or general) insurers had been poorly supported by technology vendors who either misunderstood the industry or weren't able to solve its pressing and complex challenges. There had been many vendor failures, and insurers lacked options other than to wrestle with the limitations of their aging legacy systems. We repeatedly heard industry veterans describe their frustration:

- “It's too expensive for IT to make changes to the system, so we have manual workarounds.”
- “Marketing wants to launch a new line of business or enter a new territory, but our core systems hold us back.”
- “We want to offer more billing options for customers and producers, but our systems can't support it.”

So, we had our mission: We would work to become the pre-eminent provider of next-generation core systems to the global property/casualty (P/C) industry. That's it. We serve

only one industry and focus on one challenge: enabling insurers with flexible core systems so they can achieve what they want to today and in the years ahead.

This focus is important. So far we've invested more than 700 person-years in developing our systems. In fact, we believe we have the largest software development force dedicated exclusively to P/C core systems. The work is complicated and difficult. It requires both an in-depth understanding of the insurance business and expert software engineering. And we are not done. Our mission as a business is to continually improve so that customers can deliver insurance the way they want to—this year, next year, five years from now, thirty years from now.

But why should you trust us with your legacy system replacement?

Well, one of the most striking reasons our customers give for choosing us is that they feel they can trust us. They like that our people are up-front—not only

Our commitment is to continually improve so that our customers can continue to deliver insurance the way they want to.



**MARCUS RYU,
CEO AND CO-FOUNDER**

about what we can do but also about what we can't. In addition:

- There are more than 100 Guidewire implementations completed or in progress, and we've never had a project failure. With every customer and project, we add to our knowledge and continue to improve.
- Our products are well-designed, reliable, and consistently work as promised.
- We measure our people on collaboration, on their ability to understand customers and customer problems, and on their competence and work ethic in solving those problems.

Deliver Insurance Your Way—An Example

A large Midwestern insurer had a submission process that required applicants to answer more than 80 questions to get a quote—80 questions! This was obviously a barrier for people. So when designing their new process with us, the insurer's project team challenged the status quo. They got it down to about 5 questions. They did this using pre-populated fields and building branching logic in the application flow. Sounds simple, and it is—when you have the right system.

The Guidewire Insurance Suite

We collaborate with our customers to define product requirements and to help them make the best use of our software.

“We selected Guidewire for their reliable track record and integrated core P/C platform that will give us the ability to innovate and allow us to quickly adapt to our customers’ changing needs.”

— ALLAN LUBITZ, SENIOR VICE PRESIDENT
AND CHIEF INFORMATION OFFICER, MERCURY
INSURANCE GROUP

Our top priority is customer success, yet we’re serving many types of customers. Customers with different requirements, geographies, lines of business, business models. So, to build the right features in the right way, we *must* actually watch people as they do their work; vet the requirements for the feature with multiple customers and get their feedback; dive into the details; then show customers a working mock-up and iterate with them.

As we figure out what’s needed, we need to preserve the product’s flexibility, upgradeability, and ease of integration. If those attributes are built in down to the feature level, you can, in fact, deliver insurance the way you want to.

All the applications in the Guidewire Insurance Suite™ are transactional systems-of-record designed for true legacy replacement. Here’s a quick overview of each of them:

Guidewire PolicyCenter® is an underwriting and policy administration system that manages the entire policy lifecycle, including quoting, new applications, issuance, endorsements, cancellations, reinstatements, renewals, and audits. For each of these stages,

PolicyCenter’s configurable workflow and business rules control how work is distributed and managed and how underwriting decisions are made.

Guidewire ClaimCenter® is a claims system that manages the entire claims lifecycle from first notice of loss through settlement, litigation, and recovery. The system also keeps track of all required claims-related financial data.

Guidewire BillingCenter® is a billing system that manages the entire invoicing and payment lifecycle. The system serves as an insurance sub-ledger and provides exception-handling, commission-management, and direct and agency billing capabilities.

*The Guidewire
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DAN GORDON,
VICE PRESIDENT
PRODUCT MANAGEMENT

The Right Features the Right Way—An Example

We were excited to show our first-notice-of-loss (FNOL) workflows to an insurer known for its excellent customer service. We thought we really had it right—an intuitive workflow that captured all the right information in a logical sequence.

But when our customer saw the screens, they said no, we had it wrong! For example, they emphasized the importance of supporting a natural conversational flow with the insured. They pointed out that customers often have questions about their coverage during loss intake, so we should keep policy information accessible throughout the flow. And they advised us that call-center people taking damage information probably weren't the same people opening exposures.

And they were right. We adapted our design in consultation with the customer. Thanks to their advice, ClaimCenter now features the most sophisticated and user-friendly FNOL functionality of any claim system on the market.

Product Strategy

Before we started designing our products, we knew that replacing legacy core systems would be extremely challenging. These systems have a huge functional scope, contain millions of lines of code, and process enormous volumes of complex transactions. They are also integrated with dozens of other enterprise IT systems. One industry veteran described legacy replacement to me as “changing the engines of a plane while it’s in flight”—and that’s a pretty good analogy.

“Our initial experience with Guidewire was so positive that when it came time to replace another of our core systems, we knew just who to turn to.”

— ADRIAN BROWN, VICE PRESIDENT AND CHIEF INFORMATION OFFICER, CANAL INSURANCE CO.

Our product strategy meets this challenge with a number of key attributes:

Best-of-breed applications that can be used separately or together as an integrated suite. This design provides the most flexibility. It lets you avoid the greater complexity, risk, and cost of implementing all-in-one systems, or systems built on different technology platforms, or custom-developed components that may not integrate well with other systems. It lets you implement systems in the sequence and timeline that works best for you.

Sophisticated, SOA-based integration capabilities. Integration into complex enterprise IT environments is a top design priority. We’ve never encountered a system we couldn’t integrate with.

Support for all lines of business in markets around the world. We build core transactional systems-of-record

that have been architected from the ground up to support all property and casualty lines, including specialty and workers’ compensation. We’ve designed in multi-language and multi-currency capabilities and support for complex multi-national operations—including support for diverse regional practices, regulatory requirements, and product variations.

Configuration, not customization. Custom programming locks you in to more custom programming, perpetuating the situation you’re trying to escape. Configuration in the Guidewire Insurance Suite is different. Using our tools, you can change virtually anything about our applications—the data model, business rules, workflows, screens, the user interface—without altering the source code. This is a key part of our product strategy: you get the tailored functionality you want, while we supply continuous improvements via upgrades to the base system.

KEN BRANSON,
DIRECTOR, PRODUCT STRATEGY

*You can change
virtually anything
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Truly upgradeable applications and platform. Because our customers don't need to change product source code, the software versions are consistent from customer to customer, and the upgrade path is the same for all. This consistency makes it possible for our customer community to influence how products are enhanced to solve insurance problems—and benefit from those enhancements through Guidewire software upgrades. No customer is ever left behind.

Customer Relationships—An Example

We care deeply about our customers' success. This passion helps us succeed as a business, and it's also personal. It's really rewarding to see the difference our software makes in people's professional lives.

I remember the exhilaration of one CEO at a large personal lines carrier thinking about new markets and new products. I think his exact words were, "When I think about the new things we'll be able to do, I'm speechless." And a billing team manager excited about her group being free of its manual delinquency process. A supervisor now finally able to spend time coaching his team of adjusters. An underwriter feeling more professionally fulfilled and personally rewarded because she could now spend more time evaluating complex new business applications. She could—all these people could—be more thoughtful, strategic, and creative because they were not so burdened with manual work.

Our software frees people's minds and gives them time to talk, think, evaluate.

Development Principles and Technology

In development, we're accountable for building systems that are up to the task of supporting your mission-critical operations. *The software needs to work*, and that requires code quality, ease of integration, flexibility, scalability, upgradeability, and maintainability. This is how we develop software at Guidewire:

"I have seen many vendors claim that their technical architectures were configurable and extensible, but few have lived up to our expectations as Guidewire has."

— MICHAEL FOERST, VICE PRESIDENT,
INFORMATION SYSTEMS AND CHIEF
INFORMATION OFFICER, MISSOURI
EMPLOYERS MUTUAL INSURANCE CO.

First, we hire great people. We are fortunate to be able to draw technical talent from our location in Silicon Valley, home to many expert software engineers.

We use Agile processes to deliver high-quality on-time releases with features our customers need. We can show in-process features to customers, which helps confirm we're meeting their needs. And we can make sure that, as we approach release, all features are truly complete.

We test, then test again...and again. In many software organizations, testing is an afterthought left for a post-implementation "quality assurance" phase. At Guidewire, testing is integral to our process from feature design through to delivery. We use a test-first methodology in which tests that will verify the intended behavior are designed before the code is written. We've invested decades of developer time to build automated testing systems that evaluate system function and performance. We use these systems to emulate thousands of users interacting with millions of accounts,

policies, and claims—then tune for response, availability, and scalability. This testing ensures that our software can support even the user populations and transaction volumes of the largest insurers in the P/C industry.

We adopt technology only when it's justified by a P/C business requirement and right for the application. Software technology is constantly evolving, and there are always new technologies we could use. We approach a new technology with healthy skepticism, but once we're sure it will enable us to solve specific problems or provide specific value to P/C customers, we're prepared to invest whatever it takes to include it.

Our foundation layer, the Guidewire platform, was specifically designed to meet the demanding needs of core insurance systems. It supplies most of the technical functionality, and provides unified mechanisms for configuration, integration, administration, and security across our applications. It lets us deliver a true integrated suite, which we continually improve.

Testing is integral to our development process, from feature design through to delivery.

**JEREMY HENRICKSON,
VICE PRESIDENT, PRODUCT DEVELOPMENT**

**BEN BRANTLEY,
CHIEF TECHNOLOGY OFFICER**



We build our systems for maximum compatibility. Walking down the hardware store's plumbing aisle reminds us of insurer integration problems. So many different fittings—and sometimes no fittings! Some of your systems are 30 years old; some were just installed last week. We knew our software would have to work in these jumbled environments. We like to say we're integration agnostic. We use a few open frameworks, which have let customers integrate with many hundreds of different systems. There's always a way to make it work.

Investing in Technology—An Example

Building our own rules engine might seem like a surprising investment. Why not use something standard? We knew that insurers needed transparent, auditable, controlled decisions based on concrete business rules. We found that existing rules engines would not be up to the task for these reasons:

- Too slow. We needed decisions frequently, possibly tens of thousands every minute, so response times of 4 seconds wouldn't work.
- Too open-ended. Some engines let users create rules that prompted decisions that could inadvertently initiate further decisions.
- Not enough flexibility. For P/C applications, a decision might need to consider dozens of data rows in hundreds of tables with tens of thousands of data attributes. With many rules engines, getting data in and out was onerous. We needed more elegant mechanisms to support extensible decision criteria.

So our decision to develop our own rules engine was based on the need for control, speed, flexibility, and usability.

Services Delivery

Guidewire implementations are different from typical IT projects. Here's why:

"Guidewire worked closely with us to ensure our success and make us self-reliant in the process."

— SANDRA BASKERVILLE, VICE PRESIDENT,
COMMON SYSTEMS, THE CO-OPERATORS GROUP

Our products are reliable and of high quality. We don't release a product until it's ready, so our people in the field—your project team—are not afraid of it. They know our products will work as promised, which gives them confidence. Confidence and enthusiasm shows in our people.

We have a very stringent training program. About 10% of our consultants never make it to a customer site because they don't qualify. We don't celebrate that fact, but it shows we have a very high standard for who we certify as a Guidewire consultant. We generally hire people with many years of experience in their area of expertise.

The customer owns the project. Our recommendation is that you consider the project yours because the most success results when you do. Only you can determine if the project is meeting defined business objectives and make appropriate tradeoffs between scope, budget, and schedule. And only by actively participating can your team gain the skills necessary to maintain the solution and conduct follow-on projects. We provide experts in configuring and integrating who work closely with your staff and ensure knowledge transfer throughout the project.

We send in small teams and favor Agile methodology. We will adopt your preferred approach, but we

recommend Agile because it works best for small, empowered teams. Virtually all our customers say it has a positive impact on productivity, morale, and project success.

Our many system integrator partners can provide a wide range of services. We select and train partners who share our customer-success focus, and who have demonstrated their ability for delivering consistently good results.

We explain the work and the schedule before we start, so you know what to expect. Estimates are provided by the same people who are responsible for the project and for meeting its objectives. Our consultants are not rewarded for selling more consulting time, which is different from most other organizations. We like this model because it aligns completely with your goals. It also works for us because our customers come to like and respect us, which has given us a good reputation.

Our goal is to ensure your long-term success. As the go-live date nears, we assign a support engineer to act as your primary contact and advocate. This person is accountable for your system's status at all times and for bringing in specialized talent as needed to meet the goal of keeping you successful.

We ensure knowledge transfer throughout the project so that our customers truly own the solution.



ALEX NADDAFF,
VICE PRESIDENT
PROFESSIONAL SERVICES

Telling Customers What to Expect—An Example

The main reason we're able to tell customers what to expect is that our estimating tools are very fact-based and accurate. Our model allows us to explain everything to the customer, including where we're very confident in our estimate and where we're less so. We know our products and technology, and what it takes to implement them.

What we don't know as well is you the customer—your decision-making process, how involved your sponsors will be, and other factors. So we add various contingency factors, which in aggregate yield quite accurate predictions of the project. We are deeply committed to the project meeting the expected timeline and budget. It's very important to everyone involved. We care about it as much as you do. We want to totally impress you with your Guidewire experience so that after implementing one Guidewire application, you'll be excited to implement the rest of the Suite as well.

Our goal with this brochure is to explain what we believe in, and what we think makes us different.

Sometimes prospective customers ask me the number one reason why customers choose us. The answer: our record. I'm both humbled and proud that more than 80 insurers in more than 10 countries, across all lines of business have selected Guidewire. In the past 5 years, more than 60 customers have gone live on one or more of our systems. And there are more than 100 Guidewire implementations completed or in progress. We've never had a failed implementation.

These points are relevant to you for a couple of reasons. First, we learn something new from every customer and every project, and we apply this experience to continuously improving our products, implementation approach, and tools. Second, after you read this brochure, I believe you will see that we accomplish what we do by fully committing ourselves—every group and every person—to customer success.

—Marcus Ryu, CEO and co-founder



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