Approach Paper

Guidewire Upgrade Factory

Proven methodologies provide seamless upgrades and a foundation for innovation.
Technology platforms like Guidewire InsuranceSuite™ empower insurers, their agents and their customers to communicate quickly and efficiently through digital applications. These platforms also provide access to data and analytics that can improve pricing, underwriting, customer retention and profitability.

To make the most of software upgrades, insurers should have a strategy as well as a process in place for implementing each new software release. That is where Cognizant can help. As one of the world’s leading insurance technology advisers, we have the resources and tools to help insurers of any size implement the latest versions of Guidewire InsuranceSuite™. We call our approach the Guidewire Upgrade Factory.

Successful upgrades are carefully planned and incorporated into an insurer’s IT roadmap and/or business strategy to promote value capture, optimize return on investment and, of course, encourage continued positive momentum and business trajectory. At best, upgrades can be distracting to those involved; at worst, they can cause instability in the IT system backbone and introduce risk into the IT landscape due to the integrated nature of applications.

Before beginning an upgrade, we suggest that insurers discuss and answer five key questions:

1. Why are you upgrading (what is the business case for upgrading)?
2. What functionality and processes are being upgraded?
3. When are you upgrading?
4. How are you upgrading?
5. What skill sets are required for the upgrade?

The following pages provide an overview of these factors. We hope you find it helpful, and invite you to contact us with any questions.

WHY UPGRADE?

Increase Benefits
Reduce Costs
Minimize Risks

Maximize Return on Investment

Why are you upgrading?

The answers can vary, but a keen understanding of the need to upgrade is critical to communicate effectively the benefits of doing so and the risks associated with doing nothing. The typical reasons for executing an upgrade include:

- Licensing requirements mandate that you upgrade
- Improving the technical foundation (architecture and performance) requires that you upgrade
- Taking advantage of new features and functionality available in the latest product release(s) to improve business capabilities
- Increasing the level of conformance by replacing configured features with out-of-the-box features to reduce maintenance and optimize future upgrade paths

Regardless of the reason, it’s important for stakeholders to understand the business drivers for the upgrade to ensure the support required for success. The consensus buy-in for an upgrade starts with a clear roadmap that clarifies the path forward for IT and business, and sets the stage for collaboration on a product that is maintainable and usable.

WHAT FUNCTIONALITY AND PROCESSES ARE BEING UPGRADED?

For any upgrade, your company has a chance to review and optimize business processes dependent on the upgraded systems.

- Which out-of-the-box features are needed by your business?
  - Remember, very few upgrades are “push-button” upgrades, so establish and manage scope rigorously.
- What customizations do you currently have that the new version will render obsolete?
  - For a large U.S. carrier, Cognizant recommended reverting to the base technology for discrete Claims areas, such as Scheduling Vendor Services and Litigation, eliminating previous customizations. This allowed the insurer client to reduce the upgrade cost short-term and optimize ongoing maintenance and support costs long-term.
- Will the upgrade include any enhancements?
  - Cognizant helped completely redefine and automate the assignment rules, which aim to reduce the amount of time claim managers spend in assigning and reassigning claims.

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WHEN ARE YOU UPGRADING?

Timing is crucial in any upgrade. Planning your upgrade to limit disruption in normal business cycles will help your team focus on and prioritize the task(s) at hand. It will also allow your end users to better absorb and adapt to process and/or application changes.

Consider the following when determining when an upgrade should be performed:

- Guidewire Software has traditionally supported two versions from the current released version (for example, Guidewire will support v7 applications given that the current major release available in the market is v9).
- Are there other dependent software products or infrastructure that is not supported by the target version of the Guidewire product being upgraded (such as specific versions of Java, Oracle and SQL Server)?
- Are there current, planned or ongoing projects for other systems or applications (such as database upgrades or interfaces) that would impact the upgrade?

HOW ARE YOU UPGRADING?

There are different approaches when considering an upgrade:

- In all cases, the infrastructure is updated to support the new Guidewire product version.
- Upgrade infrastructure
- Upgrade software (no new features)
- Upgrade integrations
- System testing to ensure acceptance
- Replace non-conformant features with features now available in the new version
- No new features are introduced
- New features are assessed for business value and implemented as part of upgrade
- Assess features not available for implementation
- Educate the business on new features

WHAT SKILL SETS ARE REQUIRED FOR THE UPGRADE?

Upgrading to any new version requires specific roles and skills. Having executed Guidewire upgrades for a number of clients, our experience suggests that successful upgrades require a range of talents. These include such roles as business analysts, functional consultants, integration consultants, testers, project managers, data conversion specialists, reporting analysts, analytics specialists, and data management and delivery specialists.

While the depth and breadth of each role is largely based on the scope of the upgrade, having the right people in the right location with the right skills is essential.

RESOURCE MODEL

Cognizant delivers upgrades using our onshore/offshore delivery model, which relies on a proven, high-quality streamlined offshoring process that uses standard interaction models.

UPGRADE APPROACH

Cognizant offers property and casualty insurers our continuous Guidewire InsuranceSuite™ Upgrade Factory methodology, a cyclic approach to the upgrade process.

Standard Guidewire steps are typical actions that Guidewire would recommend as part of any upgrade process. During the Upgrade Assessment Phase, Cognizant will bring accelerators and tools to speed up analysis activities, such as a Conformance Assessment.
Accelerators and templates used during this phase:

- Gap Assessment – Identify current pain points and feature gaps (what is available in new version that can provide benefits, etc.)
- Conformance Assessment – Determine the level of conformance (what has been configured/ customized and to what extent, and what is available in new version)

**Implementation**

Our Implementation approach and methodology has been proven, tested and industrialized on upgrade initiatives of varied sizes and complexity. It comprises four discrete phases (Inception, Development, Stabilization and Deployment).

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**Cognizant Factory steps** are repetitive measures that Cognizant has added to the overall upgrade process. These provide gap analysis, prepare inventory and define additional tasks for custom code changes.

Cognizant Accelerated steps involve the use of Cognizant’s proprietary tools and accelerators. G-SCAN is an example of the kind of proprietary tool Cognizant will use to increase the overall code quality of the delivery.

**UPGRADE PHASES**

**Assessment**

The upgrade life cycle starts with the assessment. Cognizant’s core team of upgrade professionals performs a thorough assessment of the client’s existing Guidewire implementation. The output of the assessment includes:

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**UPGRADE PHASES**

**Support**

- Inception
- Development
- Stabilization
- Deployment
- Warranty Support
- Post-warranty Support

**Inception**

- Finalize Assessment
- Output and Scope
- Define High-level User Stories
- Finalize Upgrade Roadmap
- Finalize Implementation Plan

**Development**

- Upgrade GW Components (Config, Integration, Database)
- Upgrade Infrastructure
- Address New Features
- Unit and Sprint Testing
- Regression Testing

**Stabilization**

- System Testing
- User Acceptance Testing
- User Training
- Performance Testing

**Deployment**

- Rollout Plan
- Upgrade Production Database
- Deployment to Production
- Warranty Support
- Transition to Maintenance

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Support
Cognizant provides Application Maintenance Support post-warranty. The transition to the support team includes not only Knowledge Transfer but the transfer of some percent of resources who have worked on the upgrade.

UPGRADE ROADMAP
The Cognizant Uprade Roadmap shows high-level components and the planned steps required to complete a carrier’s Guidewire InsuranceSuite™ upgrade. The roadmap’s ultimate goal is to provide a guiding document for the execution of our Guidewire InsuranceSuite™ upgrade. This approach helps to provide clear communication and better transparency throughout the upgrade process.

COMMON CHALLENGES TO UPGRADES
Experience and expertise are always important on IT projects, and upgrades are no exception. Leveraging lessons learned and best practices from previous projects can help you manage a successful upgrade even if your team has limited experience. At Cognizant, we have found that six areas provide the largest challenges to Guidewire upgrades: requirements, testing, conversion, business rules updates, data integrity and integration. Understanding the who, what, where, when and why of your upgrade can help you overcome these challenges and smooth your company’s transition to a new software version.

Area
Workarounds Introduced
Environment Upgrade
Production/Project in Flight Changes
Performance Issues
Multi-Browser
Interface Connectivity
Downstream Application Impact
Functionality Mapping
Version Coexistence
Data Upgrade and Archival
Code Quality/Database Consistency
Quality Assurance (Testing)

Challenge
Upgrade issues with nonconformant/customized code may require workarounds.
Current infrastructure cannot support new Guidewire version – changes in desktop configuration; environments (testing, production); database.
Changes from current production or project in flight – merge schedule and impacts.
Batch jobs performance may be impacted. User interface response time may be impacted with customized screens.
End-user browser may need to be upgraded to support the new product version, which may impact other applications.
Interface connectivity may not fully be in place.
Issues due to WAS and JAVA API upgrades.
Certain features available in new version need to be “turned off.” Increases amount of regression testing to validation done appropriately.
Two different sets of environments will have to be maintained for the older and the newer versions of the environment.
Business transactions created before the upgrade and any modifications using data update tools may have data upgrade issues.
Upgrade may identify poor code quality issues and/or database consistency issues that need to be addressed.
Automated test scripts revisions depend on the amount of change.
WHY COGNIZANT SHOULD DO YOUR UPGRADE

Cognizant has...

- A track record of successful technical and functional upgrades for clients of different sizes, countries and business cases.
- A true capability around upgrade teams who are experienced, global and cost-effective.
- The Factory Approach, which is standardized, accelerated and repeatable.
- A value-added maintenance and support unit that will be able to support you after the upgrade and will often include team members from the original engagement.

COGNIZANT’S DIGITAL DIFFERENCE

Cognizant is one of the world’s leading professional services companies, transforming clients’ business, operating and technology models for the digital era.

Our industry-based, consultative approach helps clients envision, build and run more innovative and efficient businesses. We take an advisory-led approach that helps clients simultaneously boost their operational efficiency; ensure that vital business functions work better, faster and less expensively; and enhance their overall effectiveness with next-generation IT services, modern platforms and digital models that unleash new market potential and deliver ever-higher levels of performance.

As a customer-centric, relationship-driven partner, we are redefining the way companies experience and benefit from global services. Our unique delivery model is infused with a distinct culture of high customer satisfaction.

Talk to us today about how Cognizant’s approach to Guidewire implementations can help you transform your organization to compete in today’s challenging environment.

Reach us at: Guidewirecenter@cognizant.com.
About Cognizant’s Insurance Practice

Cognizant is a leading global services partner for the insurance industry. In fact, seven of the top 10 global insurers and 33 of the top 50 U.S. insurers benefit from our integrated services portfolio. We help our clients run better by driving greater efficiency and effectiveness, while simultaneously helping them run differently by innovating and transforming their businesses for the future. Cognizant redefines the way its clients operate — from increasing sales and marketing effectiveness, to driving process improvements and modernizing legacy systems, to sourcing business operations. Visit us at www.cognizant.com/insurance-technology-solutions.

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Cognizant is one of the world’s leading professional services companies, transforming clients’ business, operating and technology models for the digital era. Our unique industry-based, consultative approach helps clients envision, build and run more innovative and efficient businesses. Headquartered in the United States, Cognizant is ranked 193 on the Fortune 500 and is consistently listed among the most admired companies in the world. Learn how Cognizant helps clients lead with digital at www.cognizant.com or follow us @Cognizant.