

INSURANCE TECHNOLOGY & SERVICES

STRATEGIC PLAN 2009 - 2010

“Creating a vision for a competitive world class technology driven cluster in the Midlands of South Carolina”

COLUMBIA, SOUTH CAROLINA



Participating Companies:



**BlueCross BlueShield
of South Carolina**



Sponsoring Organizations



Summary of Opportunity

Together with partners, S.C.'s Council on Competitiveness is driving the movement towards a New Carolina—a South Carolina with a brighter future and a competitive, winning economy. The focus is on a strategy to play to the strengths of the state's core industries, emphasize education, and build an environment that fosters innovation.

Insurance Technology in the Midlands of South Carolina

Columbia is home to a growing cluster of important entities to the insurance, technology and services industry. The collaboration among the insurance technology cluster combined with the talent developed at the progressive research universities in South Carolina make Columbia a great place to do insurance business. Columbia is quickly becoming a talent magnet for innovative solutions providers in the insurance technology field from boutique software development firms to multibillion dollar globally recognized companies, and with over 30 active companies clustered around the central midlands of South Carolina, opportunities abound.

Additionally, it is estimated that between 6,000 and 8,000 knowledge-based jobs exist under the umbrella of insurance technology, with a total estimated economic impact in excess of \$700 million annually.

Vision: Expand the Midlands region's reputation as a world class destination and the most compelling environment in the insurance technology and services industry

Mission: The Columbia Insurance Technology Cluster (ITS|SC) is a New Carolina cluster dedicated to promoting the Greater Columbia area's wealth of opportunities within the insurance technology & services industry

Goals of ITS|SC: ITS|SC is dedicated to accomplishing five goals in achieving its mission of helping increase the competitiveness of insurance technology in South Carolina:

- To attract and retain high quality professionals with technical and/or insurance industry experience to the Greater Columbia area.
- To identify, grow, and source local talent by collaborating with the educational and workforce development community through curriculum development, internships, and student engagement.
- To create a business and regulatory environment where insurance technology and services companies have a competitive edge.
- To support innovation within the industry to help companies develop more competitive products and services.
- To promote Columbia and South Carolina as a center of excellence in insurance technology and services.

The ITS|SC Team

ITS|SC Chair, 2009-2010:

Eddie Jones, StoneRiver

Workforce Chair(s):

Terry Floyd, T.M. Floyd & Co.

Joe Doyle, EagleEye Analytics

Marketing & Communications Chair(s):

Lonnie Emard, Consortium for Enterprise Systems Management (CESM)

Industry Engagement Chair:

John Denise, Advanced Automation Consulting

New Carolina Team:

Neil McLean, Sagacious Partners

Gregory G. Hilton, Sagacious Partners

Katherine Robinson, Sagacious Partners

Grant Jackson, Greater Columbia Chamber of Commerce

Operational Budget – 2009 (Proposed)

Projected Revenue

Board Member Fees	\$ 25,000.00
Associate Member Fees	\$ 26,000.00
Non-profit Member Fees	\$ 0
Individual Member Fees	\$ 0
New Carolina – Columbia Chamber Match	\$ 10,000.00 (in kind)
Total	\$ 61,000.00

Projected Expenditures

Collaboration Management Services	\$ 40,000.00
Administrative Overhead	\$ 7,875.00
Marketing, PR, and Communications	\$ 10,000.00
Events & Special Projects	\$ 3,125.00
Total	\$ 61,000.00

Project Plan 2009-2010

The following represents key strategic activities to be accomplished in 2009. This checklist is based on priorities established during strategic planning sessions conducted with key public and private sector leaders throughout the region.

1. Strategic Planning & Project Management

Lead: Neil McLean, Gregory Hilton

Theme: Sustainability, structure, & focus

- Develop and implement insurance technology cluster by-laws
- Develop and implement official membership structure for cluster
- Develop and support working committees for cluster focus areas
- Identify, develop, and secure \$100,000 in capital, in kind, and related resources to fund 2010 cluster operations

2. Marketing & Communications

Chair(s): Lonnie Emard, BCBSC

Theme: Telling our story to the world

Description: The marketing & communications committee will be responsible for establishing the identity, brand, and presence for the ITS|SC. Key to this committee's success will be identifying the target market for insurance technology (both talent and industry based) and communicating the value proposition for IT and insurance technology to this audience.



- Design, develop, and approve official cluster name for marketing purposes
- Design, develop, and approve official cluster logo and tagline for marketing purposes
- Design, develop, and launch collateral marketing materials such as banners, handouts, and marketing brochure (optional)
- Design, develop and launch Midlands Insurance Technology web portal in partnership with the University of South Carolina (use technology and marketing/communications "talent" as a class project)
- Develop recurring monthly newsletter focused on insurance and technology news and information in the midlands region
- Establish an Insurance Technology Speaker's Bureau for communications and outreach
- Develop and manage an active media distribution list for the cluster (local, regional, national)

3. Workforce Development

Chair(s): Terry Floyd, T.M. Floyd & Co.; Joe Doyle, EagleEye Analytics, LLC

Theme: Growing the talent pipeline

Description: This committee will be responsible for developing strategies address the issue of talent creation, attraction, and retention within the insurance



technology industry in the Midlands. The committee will explore solutions such as student engagement, internships, curriculum development, apprenticeships, and K-12 educational collaborations. Key to the success of this committee will be public/private collaboration with K-12, higher education, non-profit, and related partners to execute effective programs.

- Launch insurance, technology, and services internship and work study programs with the University of South Carolina
- Develop a strategic partnership with Apprentice Carolina to enhance the skills of existing employees in the insurance technology industry, by launching apprenticeship programs with existing insurance and technology companies
- Develop a strategic partnership with MEBA and the Regional Education Centers to promote IT-related curriculum at the K-12 level; as well as mapping IT career paths for students
- Develop strategic recommendations for insurance, risk, and technology curriculum programs at the University of South Carolina
- Attend one major career fair (event) at every major public university in South Carolina: University of South Carolina, Clemson University, and the College of Charleston
- Develop an insurance technology vehicle for “talent gardening” (web, network, etc)

4. Economic Development

Chair(s): TBD

Theme: Developing a insurance tech friendly business climate

Description: The purpose of the economic development committee is to address the challenges and opportunities for create the most competitive and supportive business environment in the country for insurance technology and services companies. Issues to address include, but are not limited to regulatory environment, policy, incentives, infrastructure, and business support services.



- Identify, engage, and recruit a shortlist of target insurance technology and services companies operating in the U.S.
- Build a strategic relationship with the CentralSC Alliance and the SC Department of Commerce to build insurance technology into the state and region’s economic development strategy
- Develop & present a set of key recommendations for enhancing the business climate for insurance and insurance technology companies in the state of South Carolina
- Partner with a key economic research organization to establish the size, depth, and breadth of the economic impact of insurance technology in the Midlands
- Define “competitive edge” for companies location to the Midlands region

5. Industry Engagement (Membership)

Chair(s): John Denise, Advanced Automation Consulting

Theme: Broadening the collaboration

Description: The purpose of this committee to broaden the scope and depth of industry participation in the insurance technology cluster in the Midlands. The goal of this committee is to identify and encourage businesses and partner organizations to become members of the cluster and participate actively.



- Grow the insurance technology cluster to fifteen companies by December, 2009
- Build communications and distribution database of all relevant insurance, technology, and services companies, professionals, and educators operating in the midlands
- Recruit key public sector partners into the cluster such as higher education, public/private non profits, and economic development entities
- Engage vertical supply chain to insurance and technology industry in the midlands
- Explore, discuss, and coordinate a strategic partnership between the insurance technology industry (the cluster) and the Consortium for Enterprise Systems Management (CESM)
- Establish a recurring luncheon or networking series featuring insurance, technology, and related guest speakers to engage local industry and foster innovative thought.

Milestones

Note: Additional milestones will be added upon successful completion of committee planning activities.

Strategic Plan Ratification	January, 2009
Working Committees Chairs Approved	January, 2009
Working Committee Goals Approved	February, 2009
Key Partner Organizations Recruited	February, 2009
Recurring Committee meetings begin	February, 2009
ITS SC Website Project Launched	February, 2009
ITS SC Membership Structure Approved	March, 2009
ITS SC-CESM Innoventure Event	March, 2009
Committee Action Plans Complete	April, 2009
ITS SC Fundraising Complete	June, 2009
ITS SC Website Project Complete & Launched	August, 2009
ITS SC Membership Campaign Kick-off	September, 2009
ITS SC 2010 Planning & Budget Complete	November, 2009
ITS SC Membership Campaign Complete	December, 2009

Key Strategic Partners

The following represents a key list of private, public, and non-profit organizations that are viewed as critical partners to the success of the Columbia Insurance Technology & Services Cluster. This list is extensive, but not inclusive of all potential partners:

South Carolina Department of Commerce
South Carolina Department of Insurance
Central SC Alliance
University of South Carolina
USC Moore School of Business
USC Daniel Management Center
USC College of Engineering & Computing
USC Technology Support & Training Program
Midlands Technical College
Midlands Educational Business Alliance
South Carolina Regional Education Centers
Apprenticeship South Carolina™
The Greater Columbia Chamber of Commerce
The Columbia Talent Magnet Project – EngenuitySC
The Consortium for Enterprise Systems Management (CESM)
The Midlands Authority for Sports, Conventions, and Tourism

