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Insurance Technology Impact Awards Case Study Compendium 2025

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Summary and Key Findings

Datos Insights' 14th annual Insurance Technology Impact Awards program reviewed examples of insurer technology initiatives that delivered real business impact. Congratulations to the 2025 winners! These carriers are true industry leaders in innovation.

This volume includes case studies in the core systems initiatives, data and analytics, digital initiatives, and IT practice categories. Each case study details business goals, project sponsors, team structure, project timeline, tools and technology used, challenges and success factors, and business impact delivered.

Impact Award case studies are noteworthy for their diversity. However, considering the 2025 core submissions as a whole, a few key themes emerge:

- **Speed and agility have become nonnegotiable competitive requirements, with insurers achieving transformational improvements in operational velocity.** Organizations are reducing quote generation times from weeks to minutes, accelerating product development cycles from months to weeks, and enabling real-time decision-making across the value chain. This trend appeared in 24 of 28 case studies, driven by customer expectations aligned with digital-native industries that force insurers to rethink operational timelines.
- **Automation is systematically eliminating manual processes as insurers pursue operational efficiency at scale.** Rather than simple task automation, organizations are reimagining entire workflows to achieve straight-through processing and dramatic time savings. This approach appeared in 22 case studies, with companies reporting efficiency gains that enable scaling without proportional headcount increases, addressing the industrywide challenge of managing growing business volume with constrained resources.
- **Data-driven decision-making has evolved from aspiration to operational reality, transforming how insurers manage their businesses.** The shift from historical reporting to real-time operational intelligence appeared in 19 case studies, with organizations investing heavily in data modernization to enable immediate insights and predictive capabilities. This transformation extends beyond technical capability to organizational data democratization, enabling nontechnical users to access insights while implementing comprehensive governance frameworks.

- **Cloud-first modernization has become the dominant architectural strategy, fundamentally reshaping how insurers build and operate technology.** Appearing in 25 of 28 case studies, this represents evolution beyond simple “lift and shift” migrations to comprehensive architecture reimagining. Organizations are retiring extensive legacy system portfolios while achieving consistent cost structure improvements and enabling scalability that supports rapid business growth without infrastructure constraints.
- **Artificial intelligence (AI) integration has accelerated from experimental to operational deployment across core business processes.** Rather than peripheral applications, organizations are implementing AI for essential business process automation, appearing in 14 case studies, with applications ranging from underwriting automation achieving 80% accuracy to predictive analytics enabling 20% automation of subrogation referrals. Companies are building proprietary AI capabilities for competitive advantage, demonstrating that AI has moved from proof of concept to production-critical infrastructure.
- **Change management complexity consistently exceeds technical implementation challenges, requiring comprehensive organizational transformation strategies.** Appearing as the primary challenge across 20 case studies, organizational transformation often proves more difficult than technical implementation, with companies facing user resistance, institutional knowledge loss, and cultural change requirements. Successful organizations invest heavily in hands-on training, detailed documentation, coaching support, and iterative feedback collection, treating users as partners rather than recipients of technological change.

Introduction

For the last 14 years, the Datos Insights Insurance Technology Impact Awards have recognized IT projects that have created real impact on insurers' businesses, premiums, and profitability. Many businesses—not just insurers—view IT as a cost center rather than a value enabler. The program is thus designed to highlight the contributions of insurers' technology teams and provide concrete examples of insurers using technology to sell more, manage risk better, or reduce operating costs.

This report is intended for insurance executives from business and IT functions to provide as broad a set of concrete examples as possible for the ways in which insurers can leverage technology to create business value. Solution providers can also use these case studies to frame the ways their products can create value.

About the Case Studies

Datos Insights collects information from insurer technology and business executives about the technology projects their organizations have undertaken. Datos Insights then drafts case studies in collaboration with each insurer that summarize the key elements of each project. Solution providers sometimes partner with insurers to document and submit information, but they do not have final input into the finished case study.

About the Impact Awards

Prior to publication, the case studies in this report were anonymized and shared with Insurance Technology Research Council members representing life/annuity/benefits (L/A/B) insurers, large property/casualty (P/C) insurers, and midsize P/C insurers. Insurer CIO members of the Research Council voted for their top choices in each of the four categories for the Impact Awards: core systems initiatives, data and analytics, digital initiatives, and IT practice. No vendors or media, or even Datos Insights team members, have a vote in selecting the winner, making the Impact Awards purely peer-juried awards.

Winners are selected for their real-world business impact and their demonstration of the effective use of technology to meet business goals. The focus is not necessarily on innovation or the use of emerging technology.

Category assignments are somewhat subjective since many initiatives combine elements of all four areas. Cases are classified based on Datos Insights' assessment of their best fit.

IT Project Trends in 2025

Considering all the IT projects submitted this year, several trends emerge that reveal the current state and direction of insurance technology transformation.

Speed and Agility as Core Imperatives

The most pervasive trend across these case studies is the industrywide imperative to accelerate operational speed and business agility. This trend appears in 24 of the 28 case studies, manifesting in three key dimensions: quote generation speed, product development cycles, and decision-making velocity. Companies are achieving remarkable improvements in quote generation turnaround times, with multiple organizations moving from days or weeks to minutes or hours. The underlying driver appears to be customer expectation alignment with digital-native industries, forcing insurers to rethink their operational timelines fundamentally to remain competitive. Product development acceleration is enabling rapid market responsiveness and competitive positioning, allowing insurers to capitalize on emerging opportunities and adjust to market conditions in real time rather than through lengthy planning cycles.

Operational Efficiency Through Automation

Operational efficiency through automation emerged as a theme in 22 case studies, with organizations systematically identifying and eliminating manual processes that create bottlenecks and scaling limitations. The approach extends beyond simple task automation to fundamental workflow reimaging, and many companies report dramatic time savings. The pattern suggests systematic identification of repetitive tasks amenable to automation, with straight-through processing optimization becoming a key performance metric across multiple organizations.

A Datos Insights study of insurer IT priorities for 2025 found that optimized internal workflows have risen to the first capability business units want IT to deliver in 2025 for midsize P/C carriers and the second priority business units want for large P/C carriers and L/A/B carriers.^{1,2} It is no surprise that this theme emerged among projects submitted to the Insurance Technology Impact Awards this year.

¹ See Datos Insights report [Property/Casualty Insurer IT Budgets and Projects 2025](#), February 2025.

² See Datos Insights report [Life/Annuity/Benefits Insurer IT Budgets and Projects 2025](#), February 2025. Note that subsequent footnotes numbered 1 and 2 refer to these two reports.

The Move Toward Data-Driven Decisions

The transformation toward data-driven decision-making appears in 19 case studies, representing a fundamental shift from historical reporting to real-time operational intelligence. Organizations are investing heavily in data modernization to enable immediate insights and predictive capabilities. This trend manifests in real-time visibility transformations in several projects. The emphasis extends beyond technical capability to organizational data democratization, enabling nontechnical users to access insights previously requiring specialized knowledge while implementing comprehensive governance frameworks to ensure data quality and reliability.

Cloud-First Modernization

Cloud-first modernization has become the dominant architectural approach, appearing in 25 of the 28 case studies. This represents evolution beyond simple “lift and shift” migrations to fundamental architecture reimaging. Organizations are retiring extensive legacy system portfolios while consolidating multiple systems and replacing decades-old platforms. The transformation delivers consistent cost structure improvements while enabling scalability that supports rapid business growth without infrastructure constraints.

AI Integration

AI integration has accelerated from experimental to operational deployment across 14 case studies, with organizations implementing AI for core business process automation rather than peripheral applications. The technology appears in multiple forms, from underwriting automation achieving 80% accuracy in data ingestion to predictive analytics enabling 20% automation of subrogation referrals. Companies are building proprietary AI capabilities for competitive advantage, such as developing synthetic data generation and multiple organizations implementing conversational AI for customer service and internal assistance applications.

Platform Consolidation

Platform consolidation emerged as a critical strategy in 16 case studies, driven by user experience (UX) unification requirements and operational complexity reduction. One insurer consolidated over 10 fragmented systems specifically to eliminate system toggling and coordination delays, while another unified five policy, three billing, and three claims systems into a single operating environment. This consolidation delivers data consistency

improvements, such as near real-time data availability vs. previous 24-hour delays, while simultaneously reducing maintenance overhead and integration complexity.

API-First Architecture

API-first architecture adoption appears in 17 case studies, driven by real-time integration requirements and the need for modular, interconnected systems rather than monolithic applications. Organizations are implementing comprehensive API strategies to enable business speed requirements, such as real-time API frameworks to reduce processing cycles and API architecture enabling quote-to-bind transactions in minutes. The approach facilitates third-party data enrichment and partner ecosystem connectivity, enabling comprehensive risk assessment and industry collaboration.

Executive Sponsorship

Executive sponsorship at the C-level emerged as a critical success factor in 23 case studies, with projects consistently featuring sponsorship from CFOs, CIOs, CDOs, and other senior executives. This pattern indicates that successful transformation requires top-down organizational commitment and strategic alignment rather than bottom-up technical initiatives. The sponsorship enables resource allocation, organizational change management, and stakeholder alignment necessary for complex transformation projects.

Challenge of Change Management

Change management complexity emerged as the primary challenge across 20 case studies, with organizational transformation often exceeding technical implementation difficulty. Companies consistently face user resistance, institutional knowledge loss, and cultural change requirements that require comprehensive training programs, communication strategies, and user involvement in design processes. Successful organizations invest in hands-on training, detailed documentation, coaching support, and iterative feedback collection, treating users as partners rather than recipients of technological change.

Core Systems Initiatives

Technology projects in the core initiatives category address insurers' core technology systems, including policy administration, claims, and billing, as well as associated systems, such as rating engines and underwriting workbenches, which may or may not be integral elements of the core platform.

Core system projects are investments that create strategic capabilities to allow insurers to achieve long-term goals. Agile and responsive core systems are increasingly required across all functional areas as digital and data become more critical to insurer operations. Examples may include the following:

- Transformation initiatives that replace legacy systems with modern solutions
- Greenfield efforts that stand up a new core system in a new environment, often in support of a new line of business, brand, or territory
- Dedicated underwriting or rating tools to enshrine institutional knowledge and support responsiveness for distribution partners
- Modern claims systems that better enable the use of third-party data and AI to predict fraud or claim severity

Most insurer core systems projects last 18 months or more and require integrations to existing enterprise technology. Some include the added complexity of migrating or rolling over books of business from legacy systems.

Core modernization is increasingly taking place in the cloud, as many insurers are shifting to "cloud-first" infrastructure strategies. These cloud-based core systems can support insurers' growing needs for agility, capacity, and on-demand scalable computing power.

Core Systems Initiatives Winners

Core systems projects can create business value in several ways. They can impact risk management through modern core system structures that allow rating factors to be invoked in decisioning more easily, they can increase sales through better application throughput, or they can automate a critical process. Core initiatives create measurable savings or revenue not just by enabling new products but also by saving thousands of labor hours or by reducing or eliminating legacy system maintenance costs and risk. Major transformation efforts are often recognized with Impact Awards.

Crum & Forster - Surplus & Specialty Division: Modern Underwriting Platform

Crum and Forster implemented a modern underwriting solution for its Surplus & Specialty division to centralize underwriting workflows and automate manual processes. The platform reduced quote turnaround time by 35% and system load times by 75%.

Business need: Crum & Forster - Surplus & Specialty Division's legacy tools, including an outdated Excel-based rating solution (MPW), caused underwriting delays, quote generation bottlenecks, and data inconsistencies. The insurer needed a centralized, modern solution to improve efficiency and accuracy while retaining expertise in complex risk assessment and pricing.

Project team: The project was sponsored by the Chief Digital Officer of the Surplus & Specialty division. The team included 20 internal resources across underwriting, technology, and operations. An external team trained in Unqork supported in-house development.

Phases and timeline: The project was completed using Agile methodology with iterative two-week sprints. The initial launch focused on general liability to establish a core framework for submission intake, quoting, and referral workflow.

Tools and technology: The project was built using Unqork, with AWS for hosting, Kong for API management, Side.AI developed in-house for generative AI and OCR, and Azure OpenAI GPT-3.5 for document summarization and data extraction. The platform is integrated with the insurer's instance of Majesco for billing and Duck Creek for the policy administration system.

Challenges and success factors: Challenges included driving organizational change and aligning business processes with the new platform. Key success factors included strong business sponsorship, active end-user involvement in development, ongoing communication, and a focused change management strategy.

Impact: The new platform reduced quote turnaround time by 35%, decreased system load times by 75%, and increased underwriter submission by 20%. Enhanced data accuracy and reduced manual entry errors have improved risk assessment and compliance. The elimination of external OCR vendors enabled annual savings of US\$250,000. These improvements have led to faster, more reliable service for brokers and clients, strengthening the company's competitive position in the specialty insurance market.

Core Systems Initiatives Case Studies

Insurers across L/A/B and P/C sectors undertake core systems projects to support various business objectives. These include sales growth, workflow optimization, improved distribution partner experiences, and enhanced customer engagement. These are some of the key drivers:

- Better data availability and ease of onboarding
- Support for new product launches and lines of business
- Improved distributor connectivity and third-party data use
- Enhanced speed to market and technological agility

Most insurers are amid core systems transformation journeys, focusing on ongoing replacements or enhancements rather than new implementations. A Datos Insights study of insurer IT priorities for 2025 found that core was the first priority for P/C insurers and the second priority for L/A/B insurers.^{1,2} These projects often coincide with cloud migrations for improved scale, security, and agility. Insurers are also implementing automated decisioning and processing capabilities, leveraging business rules and low-code/no-code configuration tools to optimize internal workflows.

For P/C insurers, core initiatives frequently include developing distributor-facing platforms to enhance collaboration and communication. They're also integrating underwriting tools to streamline workflows and boost operational efficiency. These efforts are particularly important for de novo companies implementing new core systems.

Challenges persist, particularly for life insurers dealing with legacy products and closed-block policy conversions. Insurers must balance core system upgrades with competing priorities in digital experiences and BI. Some are implementing new core systems in tandem with new product launches to generate revenue and create attractive options for rolling over legacy policies.

While customer and producer experiences are ultimately delivered through systems of engagement like portals and websites, core systems capabilities are crucial in enabling these interactions. The ongoing transformation efforts aim to leverage new technologies to support business growth and operational excellence across the insurance industry.

Data and Analytics

Insurer data and analytics projects are fundamentally focused on accessing and using information. While “analytics” in insurance can sometimes be conflated with risk selection (rating, underwriting) or risk management (claims), data and analytics projects can address functional areas across the insurance value chain. These are some examples:

- Developing predictive models, often powered by AI or machine learning (ML), to automate or augment decision-making
- Identifying at-risk sales opportunities, cases, or claims to direct expert resource attention to where it will have the greatest impact
- Migrating enterprise data drawn from siloed systems to single-source repositories, often in the cloud, to create a “single source of truth”
- Creating reporting or analytics tools to make data and insights more useful and available to key stakeholders and distribution partners

Data and analytics capabilities are routinely at or near the top of insurers’ business priorities, and carriers of all sizes and sectors continue to invest in BI and data repository features. These projects can be lengthy and complex, especially when they include AI/ML components or when they involve data warehouse migration.

Data and Analytics Winners

Data initiatives can create value by using analytics to manage risk better, such as through fraud scoring. They can help insurers sell more by enabling automated decisioning, identifying sources of premium leakage, or anticipating payment lapse or nonrenewal. They can even create value via enhanced security posture, as cloud data environments support more effective enforcement of data governance rules and better security around access.

Data and Analytics Case Studies

Data and analytics capabilities are regularly among insurers' top areas of investment. For large P/C insurers, challenges around data and analytics come from managing the massive amounts of data they have access to and drawing meaningful insights from it. Data warehouses and repositories are an active area of investment for these carriers. Midsize insurers generally haven't invested as heavily in cloud environments as their larger counterparts, but they still have to manage a large volume of data.

In Datos Insights' 2025 study, more than half of large P/C insurers were planning major improvements to enterprise data and analytics, especially BI repositories and AI. Nearly two-thirds of midsize P/C insurers planned major enhancements for data and analytics capabilities, including BI and EDW. BI and analytics was the second capability insurer business units wanted among P/C insurers in 2025.¹

On the L/A/B side, less than half of insurers indicated plans for major enhancements to BI analytics and repositories. Data and analytics were not among the top priorities or capabilities sought by business units.² This is reflected in a lack of submissions to the data and analytics category from L/A/B insurers this year.

The 2025 data case studies focus on clear time-to-value, leveraging AI and analytics to improve insights, underwriting, and risk selection. These tools can, in turn, streamline other processes, leading to better operational efficiency and customer satisfaction.

Digital Initiatives

Insurer technology projects that deal with digital are fundamentally about the access and flow of information through the insurance value chain, from carriers to agents and policyholders or reinsurers. Digital initiative case studies, therefore, aren't just about enabling communications channels, though such projects are often recognized in the Impact Awards programs. They can include a variety of efforts to enable and improve information access and UX:

- UIs, mobile apps, or customer portals to enable policyholders to access information better about their accounts and make self-service transactions
- Online sales platforms or portals for electronic application intake, appetite indication, or quote and bind for distribution partners
- Workflows that streamline processes and improve experiences for a variety of stakeholders
- Robotic process automation to automate rote processes, such as manual data entry, and to patch over difficult system integrations

Digital initiatives often showcase how insurers can use technology to streamline legacy processes, creating improvements in throughput and efficiency. But insurers are also using digital projects to create new and better experiences for their agents and policyholders. The latter is particularly important: Consumer expectations continue to increase around digital experiences of all kinds, and insurers are increasingly challenged to meet the functionality of banking and e-commerce apps.

Digital Initiatives Winners

Digital initiatives are fundamentally about facilitating the flow and availability of information through an insurer's systems to increase efficiency and improve UX. Very often, this translates into sales portals or API capabilities designed for distribution partners, for which enabling greater ease of doing business is a perennial top insurer priority. Digital projects, therefore, often create bottom-line impact through greater sales; streamlined workflows or application capabilities also create efficiency, reflected in throughput volume or labor hours saved.

Arch Insurance North America: Digital Underwriting Workbench

Arch Insurance North America developed Apollo, a digital underwriting workbench that consolidates more than 10 fragmented systems into a single interface. The platform is expected to increase speed to market, reduce submission abandonment rates, and improve productivity through streamlined workflows and embedded analytics.

Business need: The company identified a fractured underwriting process requiring over 10 systems and tools to triage, review, rate, and quote an account. It needed to address inefficiencies from manual data entry, system toggling, coordination delays, and limited visibility into metrics while reducing unnecessary underwriter involvement.

Project team: Internally, around 125 team members contributed, including underwriting, operations, analytics, and technology roles. Externally, about 50 members from Deloitte and Infosys provided configuration, integration, QA, and business analysis support.

Phases and timeline: The project spanned two years. Ecosystem design, tech strategy, business case development, and solution design occurred in 2023. MVP execution and delivery ran from January to August 2024, with enhancements continuing through January 2025. Two business units have been onboarded; more are planned for 2025 and beyond.

Tools and technology: The solution leveraged Unqork's No Code platform for UI and business rules, Boomi iPaaS as the interoperability layer, and a policy administration system. Other technologies embedded in the UI experience include pricing models, content management, content generation, and analytical tools.

Challenges and success factors: The primary challenge was cross-functional coordination. Success was achieved through a new portfolio management framework that provided structure and rigor, enabling a coordinated multi-release in 2024 when Apollo was launched alongside new Submission Manager and Producer Management platforms, and Externalized Raters.

Impact: Apollo delivers business value in three key areas: growth through increased speed to market and improved broker experience; reduced expenses via faster throughput, consolidated operations, and scalable architecture; and better risk management through embedded analytics and system audit trails. It enables more efficient work processing, streamlined operations, and supports better risk assessment and pricing decisions.

Digital Initiatives Case Studies

Digital capabilities have been an area of strong focus for life insurers for several years, especially for distribution and customer portals. In Datos Insights' study, 50% of L/A/B carriers indicated digital as the first IT priority for 2025. About one-third of life carriers planned investments in agent and customer portals for 2025.²

Digital connectivity for sales and customer support is a major 2025 priority for many large P/C insurers: 43% plan investments in customer portals in 2025. Among midsize P/C insurers, 54% of carriers planned investments in agent portals, and 42% planned investments in customer portals.¹

Insurance carriers cite improving the digital experience for agents and policyholders, as well as improving internal workflows and operating more efficiently, as priorities in the digital category. This year's digital case studies reflect these priorities, and the digital category received the most impact award submissions of any category.

IT Practice

The IT Practice Insurance Technology Impact Award category was designed to include initiatives that innovate or improve at the organizational level. Cases in this category may include projects such as the following:

- Creation of centers of excellence, innovation groups, internship programs, or educational partnerships
- Rollout or integration methodologies that facilitate the systematic and reliable introduction of new elements to complex technology environments
- Establishment of or innovation within organizational learning programs for onboarding, new feature training, and ongoing education
- Infrastructure investment or transformation, particularly when these are undertaken as part of a larger, programmatic business strategy, such as a “cloud-first” shift

It can be challenging to articulate the value of these initiatives in hard metrics since they usually require rethinking normal business processes and innovating organizationally. The benefits of reducing friction, improving agility, and disseminating knowledge across an insurer’s IT function (or across the whole enterprise) can be substantial but difficult to quantify.

IT Practice Winners

IT practice projects tend to be diverse and wide-ranging, with the potential to affect many areas within an insurer. Previous winners in this category included projects addressing cloud-first infrastructure transformation, company-spanning customer experience focus, and programmatic test data obfuscation. While eclectic in their focuses, the IT practice projects share a common thread of IT functions leading strategic change and driving improvements across their organizations.

IT Practice Case Studies

IT practice projects can focus on centers of excellence or broad organizational initiatives, but they can also address the difficult infrastructure work that enables technology transformations, particularly when those transformations support strategic missions or business priorities. Cloud migrations for both data and enterprise applications are becoming popular as insurers continue to target the cloud as their environment of the future.

P/C carriers listed IT Operations as the first IT challenge for 2025.¹ L/A/B carriers listed it as the third challenge.² Specific challenges cited include managing work in progress, speed and agility in development, and changing business priorities. Case study submissions in the IT Practice category reflect the efforts insurers are carrying out to address these challenges.

Conclusion

The 2025 Insurance Technology Impact Awards case studies reveal an industry amid profound technological transformation, driven by urgent imperatives for speed, efficiency, and competitive differentiation. Across all categories, the winning initiatives demonstrate that successful technology investments share common characteristics: strong executive sponsorship, cross-functional collaboration, and a willingness to reimagine business processes rather than merely digitize existing workflows. Congratulations to the 2025 winners! These carriers are true industry leaders in innovation.

These case studies establish a blueprint for insurance technology transformation that extends beyond individual system implementations. They demonstrate that sustainable competitive advantage requires integrating technological capability with organizational culture change, process reimagination, and strategic business alignment. The most successful initiatives create cycles wherein improved technological capabilities enable business growth, which in turn justifies continued technology investment.

As the insurance industry continues to evolve, technology will play an increasingly critical role in driving innovation, enhancing customer experiences, and creating competitive advantages. The organizations showcased in this report offer valuable lessons and inspiration for insurers seeking to harness the full potential of technology to transform their businesses. By embracing emerging technologies, prioritizing data-driven decision-making, and continually improving digital capabilities, insurers can position themselves for success in an increasingly dynamic and competitive landscape.

About Datos Insights

Datos Insights is the leading research and advisory partner to the banking, insurance, securities, and payments industries—both the financial services firms and the technology providers that serve them.

In an era of rapid change, we empower firms across the financial services ecosystem to make high-stakes decisions with confidence and speed. Our distinctive combination of proprietary data, analytics, and deep practitioner expertise provides actionable insights that enable clients to accelerate critical initiatives, inspire decisive action, and de-risk strategic investments to achieve faster, bolder transformation.

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