

*Part 1 - Xceedance has experienced impressive growth since its founding in 2013. Members of the leadership team provide their views on the company's current activities and future outlook.*

**Marek Kaszczyc**

*Vice President, Head of Poland Operations*

Marek Kaszczyc heads a multifaceted Xceedance service team in Krakow that supports operations and European expansion for key clients.

**Narendra Marwah**

*Senior Vice President and Chief Financial Officer*

Narendra Marwah manages the finance and administration functions at Xceedance. He is responsible for Indian and international accounting, taxation and finance operations.

**Subramaniam Iyer**

*Associate Vice President, Capability Development*

Subbu Iyer is responsible for the rollout of learning and development programs designed to build and expand insurance domain knowledge within the company.

**Vasudhara Srivastava**

*Senior Vice President, Human Resources*

Vasu leads the human resources function at Xceedance with responsibilities for people management, including organizational capability building and people practices.

## **Q** What was the driving force behind the creation of Xceedance?

**Narendra:** Xceedance was formed by a team of entrepreneurs who saw an opportunity to deliver responsive managed services and innovative technology solutions to the insurance industry. Our team wanted to be an agent of transformation in the insurance market and add direct value to insurers by contributing advanced technical skills and business knowledge. With a collective 45 years of experience, our founders were confident they could provide the insurance industry with expert consulting services. Their mission was to disrupt the traditional BPO services model by creating a company of insurance experts and leveraging the deep-rooted insurance knowledge of our people to support all facets of operations and technology within insurance organizations.

**Vasu:** We saw untapped technology and analytics proficiency in India. Our industry expertise allowed us to build custom applications and create solutions to improve efficiency, visibility and profitability for insurers. Contrary to prevailing beliefs, we did not view India just as a low-cost labor market. In fact, it's one of the world's most accomplished incubators for technology, data sciences and analytic innovation. From the outset, we recognized the opportunity to build on the strengths of the Indian economy and its skilled workforce — to reinvent the enterprise managed services model and comprehensively support the complex value chain of the global insurance industry.

*“We have an expanding client portfolio, representing a wide variety of insurance organizations that range from insurers and reinsurers to brokers, MGAs and TPAs.”*  
– Marek Kaszczyc

## Q How would you describe the success of Xceedance since its founding?

**Marek:** Since 2013, our company has witnessed impressive growth in India, the U.S. and the U.K. We now have clients on four continents, a new service center in Poland and an office in Bermuda. We have an expanding client portfolio, representing a wide variety of insurance organizations that range from insurers and reinsurers to brokers, MGAs and TPAs. Throughout this arc of growth, we have refuted the traditional services model of cost arbitrage because it’s not scalable and does not support the expert consultative approach we uphold as our key deliverable. Instead, we focus on the intimate partnership and deep value we provide to our clients, irrespective of headcount calculations.

**Subbu:** Adding to Marek’s view, the rapid and ongoing growth of Xceedance is a testament to the value and resourcefulness of our business model and managed services strategy. We have diverse approaches to working with clients. Our team avoid the “one size fits all” strategy and that has helped us scale up organically. We’re very proud of the fact that our growth has come almost entirely through relationships and references from happy and successful clients.

## Q What does Xceedance offer insurers?

**Marek:** The global insurance ecosystem continues to face market and product challenges, fast evolving customer expectations, regulatory considerations, legacy technology limitations, cost pressures and the scarcity of domain talent. Xceedance resources help to mitigate those challenges, especially considering our strong background in technology and insurance operations. Our company is well-equipped to help insurance organizations manage insurance business processes, sustain productivity and achieve growth. We build our capabilities to meet the operational priorities of the industry, and we use leading-edge technologies such as robotic process automation, machine learning and artificial intelligence.

**Narendra:** We provide experienced business consulting services and smart technology solutions to insurance organizations worldwide. Our diverse capabilities help insurers enter new markets, enhance policyholder service, boost operations and workflows, and improve profitability. Compared to service providers who do not have deep insurance backgrounds across their organizations, the Xceedance team has a very small learning curve when it comes to understanding distinct insurance requirements and offering creative services and solutions for proficient insurance operations. In a very short period, we’ve established ourselves as an effective and trustworthy partner in the industry. This could not have been accomplished without our exceptionally talented and diverse

workforce. Their work constantly raises the standards for what insurance-focused consulting services can and should provide.

## Q What makes Xceedance unique as a managed services company?

**Subbu:** In today’s networked economy, more and more companies in a variety of industries — including insurance — require highly knowledgeable partners to accelerate digital transformation. Domain expertise helps companies enhance their frontline operations as well as the technology platforms that support business strategy. In this environment, Xceedance has emerged as a disruptor of traditional service models. Simply put, we help insurers integrate and manage the traditionally separate areas of business and IT so that cutting-edge automation and process improvements can be better assimilated to optimize day-to-day operations. As insurance companies increasingly look to cut operational costs and leverage technology to enhance efficiency, Xceedance can provide assistance as a well-informed, strategic partner.

**Vasu:** What sets Xceedance apart is that our company essentially operates as an insurance organization. We basically do it all, supporting the full scope of insurance operations, including underwriting and actuarial services, CAT modeling, exposure management, policy and claims processing, finance and more. So, in the insurance environment, Xceedance is redefining the nature of support from managed services companies with an exclusive focus on the insurance vision, plans and requirements of our industry clients. That’s a big step.

*“Diverse insurer, reinsurer, broker and MGA clients value Xceedance for our business and technical expertise, rightshoring service delivery, and a commitment to strategic partnerships with insurance organizations.”* – Subbu Iyer

## Q Xceedance has established offices in the U.S., the U.K. and Poland. How does this expansion contribute to the company’s overall growth strategy?

**Narendra:** It’s really gratifying to look back to where we were just four years ago and see how much we’ve grown since then. The opening of offices on multiple continents is really a tangible reminder of how far we’ve come. But, with this growth comes even more responsibilities. Specifically, ensuring “rightshoring” is critical for the success of our managed services operating model — in order to meet the diverse needs of our multinational clients. As a global organization, we serve insurers in a variety of regions. So, we really need to focus on placing the appropriate domain expertise and project management representation in the right geography — to perform effectively as an educated business and technology partner to individual clients.

**Vasu:** Each of our offices serves a very important and distinct purpose in our overall growth strategy. We've established our headquarters in the U.S. because that's where many of the world's largest insurance companies are based. London is the hub for a significant segment of worldwide insurance business and our goal is to raise awareness of the capabilities of Xceedance in the EMEA region while providing personalized service to clients. As our clients expand into multiple European countries, the Poland office allows us to efficiently serve the multilingual operational needs in Europe. And, of course, many of our operations and shared services teams are located in four India-based offices. Those teammates also serve our clients in the ANZ region.

*"With a collective 45 years of experience, our founders were confident they could provide the insurance industry with expert consulting services. The mission was to disrupt the traditional BPO services model by creating a company of insurance experts." – Narendra Marwah*

## Q What is the purpose and impact of opening an office in Bermuda?

**Subbu:** Considering the dynamic and international insurance market in Bermuda, extending our services there is integral to our company's efforts to enhance the international scope and proximity of our managed services capabilities on behalf of clients on four continents. As a global consultancy and managed services provider, we are acutely aware of our responsibilities as a business partner to the insurance industry worldwide. Xceedance expects to build on its momentum, presence and experience in the world's major insurance markets — in support of the core operations of multinational clients. Diverse insurer, reinsurer, broker and MGA clients value Xceedance for our business and technical expertise, rightshoring service delivery, and a proven commitment to strategic partnerships with insurance organizations.

**Marek:** The insurance-focused consultancy and managed services partnership model can be of great value for Bermuda-based companies because of the potential to gain rapid and significant productivity. Xceedance helps insurers launch new products, deploy advanced technology and analytics, and streamline business processes. Similar to insurance organizations in other geographies, companies domiciled in Bermuda can rely on Xceedance for measurable operational and technology efficiencies — to accelerate time to profitability, boost policyholder services and improve combined ratios.

## Q How would you describe the work culture at Xceedance?

**Narendra:** As a company, our work environment fosters a culture where people are encouraged to expand their professional horizons and seek increasing levels of insurance knowledge, responsibility and visibility. Hierarchies don't dominate at Xceedance. Managers

and members of the leadership team are open to feedback from anyone in the company. Through an emphasis on collaboration, we continually foster an environment where everyone has a voice. We also promote a healthy work-life balance. Our people work hard because they have a genuine passion for their work and a strong motivation to deliver the best results for our clients. We trust that teammates will manage their responsibilities efficiently while finding time for personal and family obligations. We also do our part to reward our teams for their accomplishments. The company hosts several outings and celebrations and individual teams have a variety of recognition and special programs. Such gatherings develop camaraderie between team members and lead to a cooperative environment.

**Marek:** We want people to grow in both vertical and horizontal dimensions. By vertical growth, I mean the traditional linear path of career roles and responsibilities. For example, teammates can make step-by-step career progressions with clear checkpoints and goals. On the other hand, horizontal growth means that people have the opportunity to explore the wide breadth of the insurance lifecycle represented at Xceedance. Said differently, we want our people to be wellrounded insurance professionals. This means encouraging people, especially our younger team members, to explore different areas of insurance and discover where their skills and interests intersect. In the last year, for example, a good number of people moved across teams to pursue interests and opportunities beyond their primary responsibilities.

*"In the insurance environment, Xceedance is redefining the nature of support from managed services companies with an exclusive focus on the insurance vision, plans and requirements of our industry clients." – Vasu Srivastava*

## Q As a services company, how do you attract, nurture, manage and retain industry expertise?

**Vasu:** We attract some of the best talent in India because we work hard at being a destination for aspiring individuals to build a professional foundation in the insurance industry. The workforce talent in the regions where our offices are located is filled with entrepreneurial talent. But many individuals with advanced degrees, certifications and an interest in insurance are often in situations well below their skill levels; and they are working outside the insurance domain. Xceedance not only offers such people a place to put their current skills to strong use but also gives them a chance to learn through experience and develop new skills to become tomorrow's industry influencers. In fact, we operate on the principle that in next 10-15 years, the leaders of global insurance companies will be well-represented by Xceedance alumni.

**Subbu:** This is a very exciting time for newcomers to the service environment of the insurance industry. As others have mentioned, there's a lot of innovation and many opportunities for personal and professional growth in insurance. In addition, Xceedance is attractive to newcomers because the company is highly people-centric. The company truly believes in creating an environment where our people have ultimate control over their careers, and that's a very powerful attraction. Basically, Xceedance is providing a platform to join in on the cutting-edge of insurance technology and operational methods. I think the strong interest and attendance in our learning and development programs is a testament to the work ethic and the genuine desire to expand knowledge that's so characteristic of our culture and values. Moreover, we understand that our success is inherently linked to the success of our multifaceted teams.

**Learn more:**

[Part 2 - Xceedance Capabilities >](#)

[Part 3 - Managed Services for Insurance Operations >](#)

[Part 4 - Xceedance on Industry Trends >](#)



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