

Insurance Services

Property & Casualty Insurance BPO Services

A research report comparing provider strengths, challenges, and competitive differentiators

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Report Author: Ashish Jhajharia

BPO, TPA and ITO providers are supporting U.S. insurers

The U.S. insurance industry, like other regions, continues to face challenges pertaining to losses resulting from pandemic-related claims, climate change risks, rising operation costs, claims inflation, and cyberattacks. These are compounded by energy scarcity, rapid inflation, geopolitical tensions, increased need for operational readiness for regulatory changes, and changing customer expectations. The world has entered a new era that has become structurally different over the past 30 years.

Insurers have come under immense pressure to address the rapid changes in customer expectations and regulatory activism amid their limited technology landscape. The industry is already reeling under the sharp drop in non-operational profits resulting from falling interest rates, stricter conduct-based regulations, and increased actuarial reserves and provisions. Such factors pose a major operational challenge, impacting the profitability of insurers.

In their quest to address these challenges and drive value creation, insurers are trying to reimagine, reinvent, and reposition themselves to remain sustainable in the mid- to long-term. They find that continuously rearchitecting their workforce is the best solution to these challenges. Furthermore, they need to manage this efficiently by modernizing their end-to-end technology stack and finding suitable partners to develop

Rearchitecting the workforce can facilitate higher value creation.



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efficient solutions, along with interesting execution and delivery models that address changing customer expectations.

Customer advocacy is becoming a key ingredient for designing improved customer experience (CX), which is now a very competitive battleground, and insurers who lag on CX will do so at their peril.

At the same time, this has created a multi-fold challenge for insurers as they strive to balance the priorities of maintaining operations under the pressure of escalating claims, increased employee attrition, and hiring and retention issues, while keeping costs under control.

Modern technologies such as AI, machine learning, intelligent process automation, cloud, low-code/no-code, and advanced analytics can resolve many of these issues. However, they can lead to new problems. Because competitors deploy

these technologies more rapidly, it creates a competitive disadvantage for others. Hence, the technology differentiation in terms of speed of design and deployment is essential for success, along with the ability to scale up efficiently and cost effectively. This results in an increased and urgent demand for a rearchitected workforce.

BPO and ITO providers are helping insurers to successfully address these issues and meet customer expectations. Customer advocacy has become a key competitive aspect for improving the customer experience. These providers can also act as strategic partners for a rearchitected workforce. Such partnerships can enable insurers to focus more on critical tasks and decision-making processes, thus allowing enterprises to deliver on more critical objectives, saving time and effort.

These providers have thousands of employees with extensive experience and expertise in digital technologies. They can rapidly scale up to major events such as the pandemic-triggered lockdowns and operate 24/7 with a blended delivery model comprising onshore, nearshore, and offshore capabilities. They are also continuously investing in comprehensive upskilling programs to create global capabilities that translate into digital transformation outcomes along with a competitive advantage for their insurance clients.

ISG advisors report that growth in insurance BPO and ITO services has been buoyant for the entire insurance industry over the last few years. This is because a plethora of insurance clients have survived the impacts of the pandemic successfully due to the seamless delivery support and capability of these providers.

Providers that deliver transformational capabilities in the U.S. have matured. They have managed to meet the performance expectations and have ensured high standards of basic operations before delivering more complex operations, including digital transformation.

Moreover, these providers are expanding their services beyond traditional BPO and ITO to encompass strategy, consulting, digital, and operational transformation of services and processes that they already manage. This is driven by an increased interest from insurers to keep innovating and enabling their digital transformation journey.



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Some of the key themes that emerged from this study are as follows:

Experiences for all (customer, intermediaries, and employees)

Given the challenges already noted, insurers and their provider partners should now rethink and innovate the customer journey. This requires the use of design concepts and modern methodologies for building digital products by using user-centric research, better insights from deep analytics, design thinking, agile ways of working and product development, and the “first principles thinking” approach.

Insurance will continue to remain a distribution-led business comprising agents, brokers, bancassurance, aggregators, and insurtech platforms. Driving business growth will be a key aspect for providing a more authentic omnichannel experience.

Experiences drawn from insurers as a steppingstone to a more engaging CX

Poor employee experiences have become more visible given the rising attrition and hiring challenges. This is due to many factors, such as weak organizational cultures, poorly linked incentives, mismatch in expectations, and unclear career paths. Insurance is a knowledge-driven business and people are a critical aspect of it. A poor employee experience can deeply affect morale, impacting the business and customer outcomes.

Commoditization vs. cannibalization

The days of “one size fits all” are rapidly fading. Insurers are realizing that the new generation of digital savvy customers are more engaging. Personalized insurance solutions that can be tailored to customer expectations with scope for higher integration and protection against newer types of risks are necessary.

Catering to these new customers with the right value proposition is a tall order in the present business and IT architecture. It requires considerable experimentation and newer strategies, which get restricted due to the layers of processes and decades of culture within insurance organizations.

Incumbent insurance carriers are thus taking a fresh approach, such as the use of digital twins as a greenfield route with new digital identities and reimagined insurance products that cater specifically to the needs of digital customers. They are also using AI and machine learning technologies to obtain first and third-party data from both internal and external sources for quickly crafting personalized solutions. This can help win new customers through attractive premium offers while effectively managing risk. Also, this doesn’t require the applicant to submit additional application details

because savvy insurers and insurtech are capturing data digitally – for example, uploads from fitness wearables in the case of life and health insurance.

Leveraging insurtech innovation with complementary ecosystems for deeper value

Over the past few years, local and regional insurtech players have established themselves as vital catalysts for innovation in the insurance industry. These start-up companies follow an agile and technology-centric “first principle thinking” approach and are highly adaptive to emerging customer needs. They address the need for refreshed insurance products and services with a B2B SaaS-based approach.

These digital-native businesses are aggressively challenging established insurers with new models and processes



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in a way that is similar to the one followed by fintech in the banking and payments industry. They focus on transforming the traditionally lengthy and unwieldy processes in the insurance sector and are increasingly entering partnerships to create embedded ecosystems and plug-and-play point solutions to insurance clients.

Some of their initiatives include a low-code/no-code light policy approach, journey-building solutions, and agent/broker self-service solutions, AI-based SaaS solutions for claims, underwriting, FWA (fraud, waste and abuse) intelligence, customer engagement automation, and real-time analytics by using data lakes.

Use of other intelligent technologies as a strong market differentiator

This gives insurers a competitive edge in decision making, for efficiently managing their customer acquisition costs and

effectively improving customer retention. New-age technologies can simplify operational processes, improve time and speed to market, enable frictionless straight-through processes, reduce FWA, and increase indemnity savings.

Furthermore, they offer deep insights about operational challenges, the IT landscape, and customer pain points. They help insurers identify the right solutions and operationalize them appropriately in the business and IT environment.

By employing new-age technologies, insurers can focus more on vast data assets and enable effective and faster underwriting, pricing optimization, and risk selection. Providers are responding to their needs by investing heavily in upskilling their staff in these technologies.

Increasing appetite to outsource complex processes

Providers say insurers are looking beyond outsourcing transactional processes, such as customer onboarding or claims handling and are focusing on outsourcing highly skilled insurance domain processes, such as underwriting, actuarial services, and subrogation assessment.

This reflects insurers' confidence in the professional insurance domain experience of providers' staff, backed by their expertise in AI, machine learning, and advanced analytics technologies. Providers have built centers of excellence (CoE) in these domains.

A move toward outcome and value-based commercial agreements

Insurers are beginning to explore contracts where price is based on tangible business outcomes and the

value delivered rather than on input-based factors such as the number of FTEs or number of transactions. They want to manage costs and have some control over the volume and value of the services provided. While such contracts are becoming more common globally, ISG advisors report limited adoption so far by the insurance industry.

One of the main challenges is that many deals involve a principal provider with multiple provider partners. This extends the efforts involved in constructing such contracts, managing performance, and quantifying the outcomes.

The report shows how these providers are deploying new services, products, and partnerships to address some of the key challenges of U.S. insurance clients.



Provider Positioning

Page 1 of 6

	Life & Retirement Insurance BPO Services	Property & Casualty Insurance BPO Services	Insurance ITO Services	Life & Retirement Insurance TPA Services
Accenture	Leader	Leader	Leader	Leader
Actuarial Management Resources	Contender	Not In	Not In	Contender
AGIA Affinity	Not In	Not In	Not In	Contender
Amwins Connect	Not In	Not In	Not In	Contender
Andesa Services	Contender	Not In	Not In	Not In
Aspire Systems	Not In	Not In	Contender	Not In
Atos	Contender	Contender	Leader	Not In
Birlasoft	Not In	Not In	Contender	Not In
Capgemini	Not In	Market Challenger	Leader	Not In



Provider Positioning

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	Life & Retirement Insurance BPO Services	Property & Casualty Insurance BPO Services	Insurance ITO Services	Life & Retirement Insurance TPA Services
CGI	Not In	Not In	Leader	Not In
Coforge	Contender	Contender	Contender	Not In
Cogneesol	Not In	Contender	Not In	Not In
Cognizant	Leader	Leader	Leader	Leader
Conduent	Contender	Product Challenger	Not In	Not In
Coverdell	Not In	Not In	Not In	Contender
DRIASI	Contender	Not In	Not In	Contender
DXC Technology	Leader	Market Challenger	Leader	Leader
Ensono	Not In	Not In	Contender	Not In



Provider Positioning

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	Life & Retirement Insurance BPO Services	Property & Casualty Insurance BPO Services	Insurance ITO Services	Life & Retirement Insurance TPA Services
EPAM Systems	Not In	Not In	Product Challenger	Not In
EXL	Leader	Leader	Product Challenger	Leader
Genpact	Leader	Leader	Product Challenger	Leader
HCLTech	Product Challenger	Not In	Not In	Not In
Hexaware	Contender	Not In	Product Challenger	Not In
HTC Global	Not In	Not In	Contender	Not In
IBM	Not In	Not In	Not In	Rising Star ★
illumifin	Leader	Not In	Not In	Leader
Infosys	Leader	Leader	Leader	Leader



Provider Positioning

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	Life & Retirement Insurance BPO Services	Property & Casualty Insurance BPO Services	Insurance ITO Services	Life & Retirement Insurance TPA Services
Innovation Group	Not In	Contender	Not In	Not In
Key Benefits Administrator	Not In	Not In	Not In	Contender
LTIMindtree	Not In	Not In	Rising Star ★	Not In
Mphasis	Product Challenger	Product Challenger	Product Challenger	Not In
NTT DATA	Market Challenger	Not In	Product Challenger	Leader
Patra Corp	Not In	Product Challenger	Not In	Not In
Persistent Systems	Not In	Not In	Contender	Not In
ReSourcePro	Not In	Contender	Not In	Not In
SelmanCo	Not In	Not In	Not In	Product Challenger



Provider Positioning

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	Life & Retirement Insurance BPO Services	Property & Casualty Insurance BPO Services	Insurance ITO Services	Life & Retirement Insurance TPA Services
Solartis	Not In	Contender	Not In	Not In
Sutherland	Rising Star ★	Leader	Not In	Not In
TCS	Leader	Leader	Leader	Market Challenger
Tech Mahindra	Product Challenger	Product Challenger	Market Challenger	Not In
Teleperformance	Not In	Product Challenger	Not In	Not In
Trianz	Not In	Not In	Contender	Not In
UST Global	Not In	Not In	Product Challenger	Not In
Value Momentum	Not In	Not In	Contender	Not In
Winston Benefits	Not In	Not In	Not In	Contender



Provider Positioning

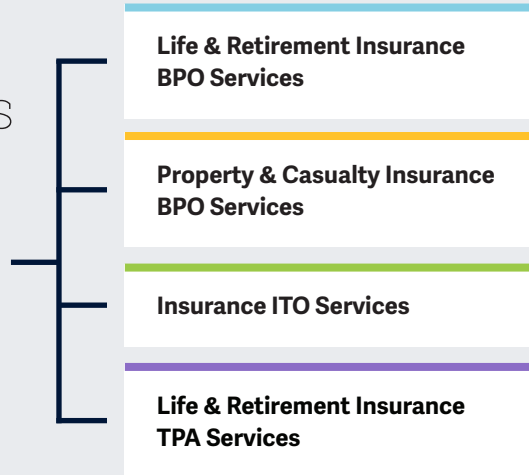
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	Life & Retirement Insurance BPO Services	Property & Casualty Insurance BPO Services	Insurance ITO Services	Life & Retirement Insurance TPA Services
Wipro	Product Challenger	Contender	Leader	Product Challenger
WNS	Leader	Leader	Not In	Leader
Xceedance	Contender	Rising Star ★	Contender	Not In
Zensar	Not In	Not In	Contender	Not In
Zinnia	Not In	Not In	Not In	Product Challenger



This study analyzes the critical aspects of BPO/ITO providers in the **U.S. Insurance Industry** in 2022.

Simplified Illustration Source: ISG 2022



Definition

The outsourcing and technology landscape is changing rapidly and is not limited to backend transaction process services. Outsourcing and technology providers are becoming strategic partners to insurance organizations, helping them transform their businesses and provide better customer experiences. With customer experience as a competitive differentiator in the insurance sector, leaders can grow their businesses in a more cost-effective manner. In addition, providers are increasingly open to forming long-term, mutually beneficial relationships with insurance organizations, enabling them to progressively increase the value of the services provided.



Scope of the Report

In this ISG Provider Lens™ quadrant study, ISG includes the following four quadrants: Life and Retirement (L&R) Insurance BPO services, Property And Casualty (P&C) Insurance BPO services, Life And Retirement (L&R) Insurance TPA services, and Insurance ITO Services.

This ISG Provider Lens™ study offers IT-decision makers:

- Transparency on the strengths and weaknesses of relevant providers
- A differentiated positioning of providers by segments
- Focus on regional markets

Our study serves as the basis for important decision-making in terms of positioning, key relationships, and go-to-market considerations. ISG advisors and enterprise clients also use information

from these reports to evaluate their existing vendor relationships and potential engagements.

Provider Classifications

The provider position reflects the suitability of service providers for a defined market segment (quadrant). Without further additions, the position always applies to all company sizes, classes, and industries. In case the IT service requirements from enterprise customers differ and the spectrum of IT providers operating in the local market is sufficiently wide, a further differentiation of the IT providers by performance is made according to the target group for products and services. In doing so, ISG either considers the industry requirements or the number of employees, as well as the corporate structures of customers and positions IT providers according to their

focus area. As a result, ISG differentiates them, if necessary, into two client target groups that are defined as follows:

- **Midmarket:** Companies with 100 to 4,999 employees or revenues between \$20 million and \$999 million with central headquarters in the respective country, usually privately owned.
- **Large Accounts:** Multinational companies with more than 5,000 employees or revenue above \$1 billion, with activities worldwide and globally distributed decision-making structures.

The ISG Provider Lens™ quadrants are created using an evaluation matrix containing four segments (Leader, Product Challenger, Market Challenger, and Contender), and the providers are positioned accordingly. Each ISG Provider Lens quadrant may include a service provider(s) that ISG believes has

strong potential to move into the Leader quadrant. This type of provider can be classified as a Rising Star.

Number of providers in each quadrant: ISG rates and positions the most relevant providers according to the scope of the report for each quadrant and limits the maximum of providers per quadrant to 25 (exceptions are possible).





Provider Classifications: Quadrant Key

Product Challengers offer a product and service portfolio that reflect excellent service and technology stacks. These providers and vendors deliver an unmatched broad and deep range of capabilities. They show evidence of investing to enhance their market presence and competitive strengths.

Contenders offer services and products meeting the evaluation criteria that qualifies them to be included in the IPL quadrant. These promising service providers or vendors show evidence of rapidly investing in products/services and a follow sensible market approach with a goal of becoming a Product or Market Challenger within 12 to 18 months.

Leaders have a comprehensive product and service offering, a strong market presence and established competitive position. The product portfolios and competitive strategies of Leaders are strongly positioned to win business in the markets covered by the study. The Leaders also represent innovative strength and competitive stability.

Market Challengers have a strong presence in the market and offer a significant edge over other vendors and providers based on competitive strength. Often, Market Challengers are the established and well-known vendors in the regions or vertical markets covered in the study.

★ **Rising Stars** have promising portfolios or the market experience to become a Leader, including the required roadmap and adequate focus on key market trends and customer requirements. Rising Stars also have excellent management and understanding of the local market in the studied region. These vendors and service providers give evidence of significant progress toward their goals in the last 12 months. ISG expects Rising Stars to reach the Leader quadrant within the next 12 to 24 months if they continue their delivery of above-average market impact and strength of innovation.

Not in means the service provider or vendor was not included in this quadrant. Among the possible reasons for this designation: ISG could not obtain enough information to position the company; the company does not provide the relevant service or solution as defined for each quadrant of a study; or the company did not meet the eligibility criteria for the study quadrant. Omission from the quadrant does not imply that the service provider or vendor does not offer or plan to offer this service or solution.





Property & Casualty Insurance BPO Services

Who Should Read This

This report is relevant to enterprises in the U.S. for evaluating providers that offer property and casualty (P&C) BPO services. In this quadrant report, ISG assesses the current market positioning of providers offering these services in the region based on the depth of their service offerings and market presence.

The P&C insurance industry continues to operate with layers of archaic processes supported by a mix of IT systems implemented decades ago. Some parts of modern core systems also result in poor responses of underlying workflows. This has become a bottleneck in companies providing customer experience, and reducing the rising operational costs involved in sustaining the business as usual (BAU).

The increased inflationary impact on claims payout has added to the woes of insurers, along with the uncertainties from changing climate risks, and poor

customer retention. Intense competition and decreasing profitability pose significant challenges for insurers trying to maintain resiliency in this 'never normal' world. Further, the talent crunch is eating into the valuable bandwidth of senior management, forcing them to focus more on higher value-creation activities through customer-centricity using technological capabilities.

Delivering policyholders' outcomes has become an essential proposition through tech-enabled thinking and a reimagined operating model. P&C insurance outsourcing across the insurance value chain has become critical to building a product innovation-driven technologically differentiated insurance enterprise while seamlessly managing critical BAU operations. The real-time view of tasks in the pipeline, improved employee experiences, and a digital-first approach to back-office processes are helping BPO partners deliver better value to their insurance clients and building a future competitive edge.



CIOs, CTOs and other technology leaders should read this report to understand the strengths and weaknesses of P&C solution providers with respect to their offerings, capabilities, market presence, and relationships with other platform providers. They will also understand how these providers employ the latest technologies and capabilities to address enterprise requirements.



Marketing and sales leaders should read this report to understand the relative positioning and capabilities of service providers that can help them build and manage complex business processes to improve the customer experience and leverage data assets for driving sales and market effectiveness.



Operations and finance leaders should read this report to understand the relative positioning of service providers and thus engage with the right partner that can ensure high ROI and drive business performance improvements.



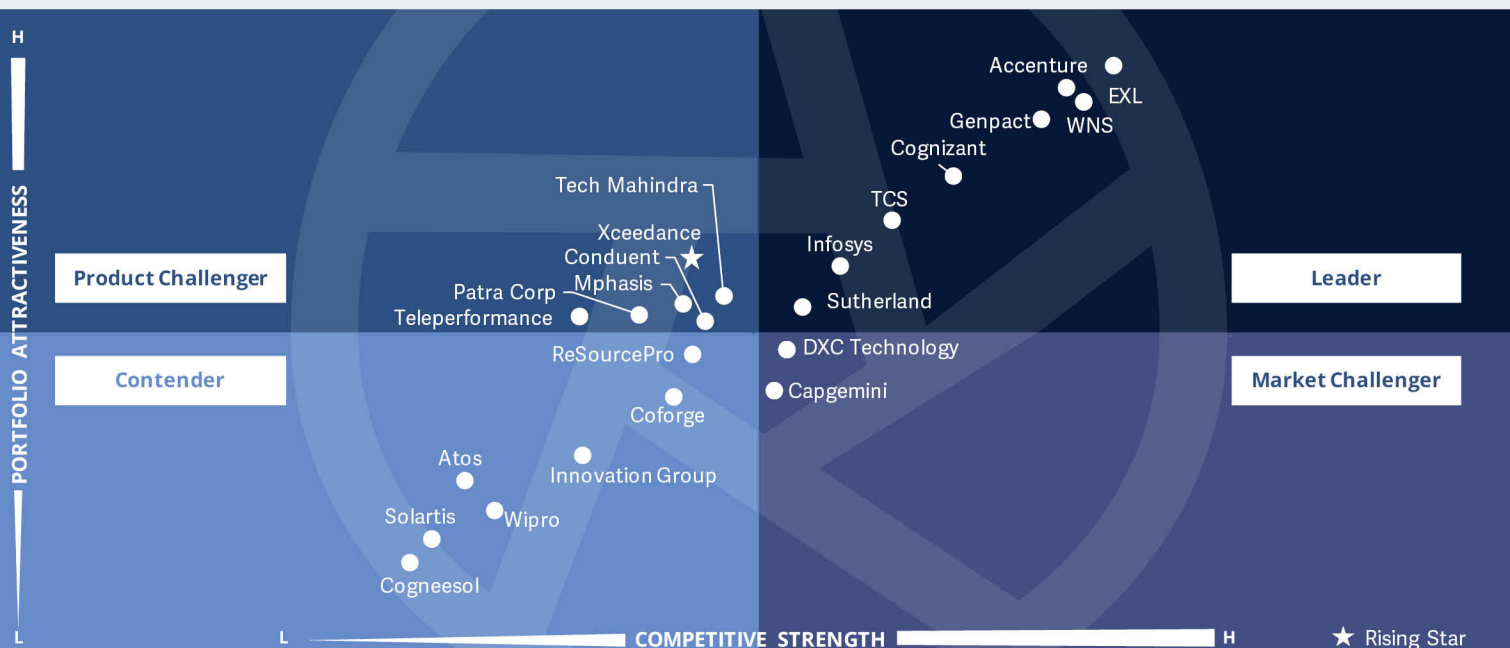
Chief digital officers (CDOs) and professionals in related roles should read this report to understand the technologies and services from providers to support the ongoing digital transformation of legacy processes. This will help them improve the customer experience and other services for other stakeholders, including agents and employees.



***ISG Provider Lens™**
Insurance Services
Property and Casualty Insurance BPO Services

Source: ISG RESEARCH

U.S. 2022



P&C insurance providers are going through a crucial transformation journey. **New-age business designs, digital operating models, rapidly evolving technologies and data led propositions are changing the insurance offerings.** This quadrant assesses providers that focus on **changing how insurance business is carried out.**

Ashish Jhajharia



Definition

Property and casualty (P&C) outsourcing services include consulting, technology enablement and managed services across coverage areas that include auto, theft, property and natural catastrophes. In this quadrant, ISG evaluated P&C outsourcing providers based on the extent of support offered across various areas that include backend services, front and middle office support, and other support services. With enterprises looking to modernize their services and improve customer management, this report focuses on technology enablement – a key factor for enhancing customer experience across the P&C lifecycle.

Providers that offer omnichannel, analytics, cloud, automation and similar services to facilitate transformation can make a significant difference in insurance organizations' efforts to boost customer experience and improve insurance services.

Eligibility Criteria

1. Provide **transaction processing or managed services** for P&C services that cover personal and commercial property and casualty products
2. Manage end-to-end P&C insurance processes and demonstrate **strong domain expertise**
3. Possess expertise in enablement with digital technologies, including automation, cloud technologies and applications
4. Offer industry solutions and form **industry partnerships**



Property & Casualty Insurance BPO Services

Observations

P&C BPO providers can vary significantly in size, scope, and spectrum of offerings plus the experience to cater to the needs of P&C insurance enterprises. This segment covers an entire spectrum of P&C players across Lines of Business (for example, personal, commercial and specialty lines plus reinsurance and large commercial/RLC).

To remain relevant and become end-to-end BPO service partners for P&C clients, these providers are improving their solution offerings to move up in the service value chain and address the growing needs of P&C insurers beyond running the business as usual. Digital transformation helps BPO providers to digitize operations and address other newly identified digital needs across the insurance value chain (for example implementing proprietary and CoTS

platforms, analytics-led insights, actuarial modeling, and other value-added consulting services).

From the 24 companies assessed for this study, 22 have qualified for this quadrant with eight Leaders and one Rising Star.



Accenture's insurance domain experience, continuous investments in SynOps innovation, and a strong, growing partner ecosystem make it a leader in the P&C insurance segment.



Cognizant stands out for its deep domain expertise, focus on digital transformation, reliable client connections, global delivery network, and trained workforce in the P&C space.



EXL's P&C domain expertise and solutions help address the major challenges facing P&C insurance clients. The company has a strong foothold in the U.S. and has been making significant investments in digital solutions.



Genpact helps clients manage claims processing and smart underwriting. It also has strong capabilities in digital transformation. The company partners with insurers to understand and meet their desired transformation outcomes by leveraging data, AI, and digital operations.



Infosys' insurance expertise, unique digital accelerators, strong partner ecosystem, and focus on localization create a positive impact on P&C insurance clients.



Sutherland leverages a balanced combination of digital products, partner technologies, and innovative, flexible engagement models to build a loyal, long-term clientele.



TCS leads with its extensive insurance industry expertise and end-to-end solutions across the P&C value chain.



WNS offers an extensive range of P&C solutions backed by a strong partner ecosystem and a significant presence in the U.S. It has an innovative range of outcome-based and commercial pricing models.



Property & Casualty Insurance BPO Services

Xceedance

Xceedance (Rising Star) offers deep insurance domain expertise, backed by investments in emerging technologies, diverse client profiles and vast experience with different P&C platforms.





"Xceedance assists insurers with its strong domain proficiency and intelligent technologies."

Ashish Jhajharia

Xceedance

Overview

Xceedance is a consulting, technology, and data services company with a strong focus on the insurance industry. Headquartered in Massachusetts, the company has more than 150 client partners and handles more than 250 insurance operation and technology projects. It has more than 3000 employees across nine global offices.

Strengths

Technical knowledge: Xceedance has comprehensive knowledge of multiple lines of business including direct and facultative (D&F), binders, cargo, property, marine, onshore and offshore energy, specie, terrorism, and construction.

Platform experience: Xceedance is technology agnostic and proficient in integrating digital technologies, data science, and specialized automation. It has experience in multiple platforms such as Salesforce, Oasis, AIR Touchstone, Akur8, Anaplan, BriteCore, Insurity, ACORD, and Duck Creek. The company also offers its own proprietary

platforms.

Domain expertise: Xceedance has extensive domain expertise in the insurance/reinsurance market, with a sole focus on the insurance industry. Nearly 80 percent of its team has deep industry acumen across the lifecycle of insurance operations. The company leverages its insurance and technology expertise to simplify, automate, and optimize insurance lifecycle functions.

Caution

Xceedance's delivery mix is predominately focused in India,, Poland, and North America. North American insurers are supported by more than 80 percent of its offshore IT services resources. To better serve its regional clients, the company has recently begun to invest in enhancing its onshore capabilities but requires a balance in delivering these capabilities.





Appendix

Methodology & Team

The ISG Provider Lens – Insurance Services analyses the relevant service providers in the U.S. market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research methodology.

Lead Author:

Ashish Jhajharia

Editors:

Ambrosia Sabrina & Mark Brownstein

Research Analysts:

Sandhya Hari Navage

Data Analyst:

Sarida Khatun

Consultant Advisors:

Yadu Singh, Rob Brindley & Dennis Winkler

Project Manager:

Shona Merin Jacob

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The research and analysis presented in this report includes research from the ISG Provider Lens program, ongoing ISG Research programs, interviews with ISG advisors, briefings with services providers and analysis of publicly available market information from multiple sources. The data collected for this report represents information that ISG believes to be current as of September 2022, for providers who actively participated as well as for providers who did not. ISG recognizes that many mergers and acquisitions have taken place since that time, but those changes are not reflected in this report.

All revenue references are in U.S. dollars (\$US) unless noted.

The study was divided into the following steps:

1. Definition of Insurance Services market
2. Use of questionnaire-based surveys of service providers/ vendor across all trend topics
3. Interactive discussions with service providers/vendors on capabilities & use cases
4. Leverage ISG's internal databases & advisor knowledge & experience (wherever applicable)
5. Use of Star of Excellence CX-Data
6. Detailed analysis & evaluation of services & service documentation based on the facts & figures received from providers & other sources.
7. Use of the following key evaluation criteria:
 - * Strategy & vision
 - * Tech Innovation
 - * Brand awareness and presence in the market
 - * Sales and partner landscape
 - * Breadth and depth of portfolio of services offered
 - * CX and Recommendation



Author & Editor Biographies

Lead Author



Ashish Jhajharia
Lead Analyst

Ashish has experience and learnings from more than two decades in the global insurance and reinsurance industry, with leading management consulting firms and in various capacities. He has been involved in a spectrum of assignments related to strategic research, changes in regulatory frameworks, business and digital transformation, customer experience reinvention, operating model and business design, core systems replacement, and sourcing strategy. With ISG, he is leading the ISG Provider Lens™ (IPL) Insurance

Services and Platforms Study for the U.S. and Europe (including the U.K.) regions.

Research Analyst



Sandhya Hari Navage
Research Analyst

Sandhya Navage is a research specialist at ISG and is responsible for supporting and co-authoring Provider Lens™ studies on insurance services and power and utilities services. She has experience in creating actionable insights and value-added competitive analysis for multiple industries including insurance, banking, financial services, manufacturing and energy and utilities.

She is responsible for supporting research authors and authoring blogs, enterprise content and the global summary report with market trends and insights.



Author & Editor Biographies



IPL Product Owner

Jan Erik Aase
Partner and Global Head – ISG Provider Lens™

Mr. Aase brings extensive experience in the implementation and research of service integration and management of both IT and business processes. With over 35 years of experience, he is highly skilled at analyzing vendor governance trends and methodologies, identifying inefficiencies in current processes, and advising the industry. Jan Erik has experience on all four sides of the sourcing and vendor governance lifecycle - as a client, an industry analyst, a service provider and an advisor.

Now as a partner and global head of ISG Provider Lens™, he is very well positioned to assess and report on the state of the industry and make recommendations for both enterprises and service provider clients.



About Our Company & Research

Provider Lens™

The ISG Provider Lens™ Quadrant research series is the only service provider evaluation of its kind to combine empirical, data-driven research and market analysis with the real-world experience and observations of ISG's global advisory team. Enterprises will find a wealth of detailed data and market analysis to help guide their selection of appropriate sourcing partners, while ISG advisors use the reports to validate their own market knowledge and make recommendations to ISG's enterprise clients. The research currently covers providers offering their services across multiple geographies globally.

For more information about ISG Provider Lens research, please visit this [webpage](#).

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Founded in 2006, and based in Stamford, Conn., ISG employs more than 1,300 digital-ready professionals operating in more than 20 countries—a global team known for its innovative thinking, market influence, deep industry and technology expertise, and world-class research and analytical capabilities based on the industry's most comprehensive marketplace data. For more information, visit www.isg-one.com.





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