

# Insurance Services

A research report comparing provider strengths,  
challenges and competitive differentiators

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**AI plays a crucial role in determining which insurers will lead the industry's transformation.**

In the broader insurance sector, the life insurance industry has remained relatively stable and predictable over the decades, especially compared to the volatile general or property and casualty (P&C) sectors. This steadiness can sometimes make the industry seem uneventful.

The long-term nature of life insurance has functioned as a protective barrier against the disruptive technological advancements that have profoundly impacted other industries, including publishing, retail, music, entertainment and automotive. However, the accelerating pace of change is challenging the traditional actuarial models by affecting human longevity and their stable health span and introducing uncertainties in investment returns.

Meanwhile, rapid AI advancements are offering new tools that can tackle both existing and emerging challenges across the insurance value chain. Although the timeline for these transformative changes to fully take effect in the industry is uncertain, proactive adjustments now — such as strategic planning for future talent needs — will be critical to ensure business success.

Historically, actuarial models have been regarded as reliable, requiring minimal modifications. This has reduced the need for excessive sales force training or recruitment of additional agents. As we approach the end of 2024, considerable changes are rapidly emerging, putting fundamental assumptions to the test. For the first time in decades, the rapidly evolving risk landscape is disrupting well-established actuarial models. This disruption is driven by the unpredictable mortality effects of COVID-19, the ongoing global climate crisis and heightened heat and environmental stress, all of which impact various factors related to human longevity and their stable health span.

In the next 1-2 years,  
European insurers  
can leverage  
**AI to attract talent  
and ensure future  
success.**



## Executive Summary

Moreover, an increasingly unstable geopolitical climate introduces further uncertainties regarding investment returns.

We are also witnessing the nascent stages of an AI super-cycle, which presents numerous unanswered questions. AI is introducing a new dimension and recalibrating long-held assumptions. For instance, a social media influencer augmented by AI algorithms along with AI-supported insurance team members may be as effective as a small team of agents and insurance professionals, significantly enhancing overall enterprise productivity.

In reality, a fundamental change is rarely the result of a single trend or technology but a convergence of several powerful forces. This non-linear shift is hard to spot, especially if one is focused only on the industry's day-to-day operations or sales-to-service loop. For instance, in terms of ongoing global advancements, AI has evolved from a mere speculative concept into a transformative force that is significantly impacting the insurance industry. Its diverse applications are driving substantial and unprecedented changes across various aspects of the industry.

These applications include data-driven agent profiling, which enhances the ability to match agents with suitable clients; predictive health analytics, which helps forecast potential health challenges for policyholders; and advanced fraud detection techniques that safeguard insurers against emerging threats. Insurers actively integrating these sophisticated technologies are not only enhancing their operational efficiency but are also establishing themselves as market leaders by providing their customers with increasingly personalized and expedient services.

To effectively leverage AI's vast potential, insurers must comprehensively evaluate their current organizational posture. This assessment should include an analysis of their existing technological capabilities, workforce competencies and readiness to implement AI-driven solutions. Insurers can use a multistage AI maturity framework to gain valuable insights into their evolution, from existing capabilities to fulfilling their strategic goals. This framework will provide a structured approach for assessing current states and desired futures as well as facilitate informed decision-making as they

navigate the complexities of AI integration within their operations. Furthermore, insurers must align their talent needs with their current operational capabilities and strategic ambitions. This approach will help them establish a clear and realistic pathway for growth and innovation. Through careful planning and assessment, insurers can ensure they are well-equipped to thrive in an increasingly competitive landscape shaped by technological advancements.

The insurance industry is undergoing a major transformation, driven by an unpredictable global environment and the rapid advancement of intelligent technologies. This shift signifies more than just a simple adaptation; it represents a fundamental rethinking of how the industry operates and engages with clients, regulators and other key stakeholders. As a result, there is an increasing demand for leaders who navigate the complexities and uncertainties and leverage cutting-edge technological advancements to solve intricate challenges. Furthermore, these leaders must inspire their teams to innovate beyond traditional methodologies, fostering a culture that embraces exploration and creativity.

As insurers grapple with a rapidly changing and competitive marketplace, the need to rapidly evaluate and adopt emerging technologies becomes paramount. Companies must anticipate and respond to the evolving demand for personalized and efficient services.

The accelerated integration of AI and other advanced technologies can be overwhelming, posing challenges even for highly experienced executives, who may find it difficult to keep pace with such rapid developments. This scenario has led to a growing need for leaders who can manage change and embed AI into holistic, long-term strategies that promote innovation and operational efficiency across their organizations.

In the contemporary business landscape, effective leaders are responsible for fostering an adaptive mindset within their teams, promoting continuous learning and experimentation. This approach ensures that organizations become resilient and agile, enabling them to respond effectively to the challenges and opportunities that emerge in this dynamic sector. Cultivating an environment characterized by collaboration and innovative problem-solving is essential for



## Executive Summary

guiding firms toward sustainable growth and success. These leaders should prioritize the establishment of scalable AI infrastructures, encourage collaboration between data science and actuarial teams, and uphold a culture of continuous innovation.

For insurers in the preliminary stages of AI maturity, introducing technology leadership from outside the insurance industry may pose challenges due to potential mismatches in expectations. Nevertheless, external expertise, such as seasoned AI leaders or chief technology officers, may provide invaluable insights for organizations with advanced AI development.

As the adoption of AI accelerates, insurers need data-driven leaders. Chief data officers (CDOs) and Chief Artificial Intelligence Officers (CAIOs) will be instrumental in integrating insurance expertise with AI technologies. They will ensure predictive models and newly automated processes comply with regulatory standards while generating new business value.

These leaders will be vital in establishing robust data governance frameworks, applying predictive analytics to underwriting and claims processes, and ensuring AI systems remain transparent, ethical and interpretable. This approach complements the broader need for developing AI-driven solutions, which are becoming increasingly critical to insurers' client value propositions, particularly reinsurers that rely on technological advancements and data-driven insights.

Ultimately, insurers that proactively invest in the appropriate talent today will be positioned to shape the future as AI and data become fundamental elements of the forthcoming generation of the insurance industry.

Insurers who actively invest in advanced AI capabilities while attracting and retaining highly qualified leadership talent will be optimally positioned to influence and steer the insurance industry's evolving landscape. Their strategic focus on innovation and skilled management will enable them to respond effectively to emerging challenges and opportunities in the market.





## Provider Positioning

Page 1 of 5

	Life and Retirement (L&R) Insurance BPO Services	Property and Casualty (P&C) Insurance BPO Services	Insurance ITO Services	Insurance ITO Services – Midmarket	Insurance ITO Services – Midmarket Next-Gen
Accenture	Leader	Leader	Leader	Not In	Not In
Aspire Systems	Not In	Not In	Not In	Contender	Contender
Atos	Not In	Not In	Leader	Not In	Not In
Birlasoft	Not In	Not In	Contender	Contender	Contender
Capgemini	Not In	Not In	Leader	Not In	Not In
Capita	Market Challenger	Not In	Not In	Not In	Not In
CGI	Not In	Not In	Market Challenger	Not In	Not In
Charles Taylor	Not In	Product Challenger	Not In	Leader	Not In
Cloud4C	Not In	Not In	Not In	Not In	Product Challenger
Coforge	Contender	Contender	Product Challenger	Product Challenger	Product Challenger
Cognizant	Leader	Leader	Leader	Not In	Not In





## Provider Positioning

Page 2 of 5

	Life and Retirement (L&R) Insurance BPO Services	Property and Casualty (P&C) Insurance BPO Services	Insurance ITO Services	Insurance ITO Services – Midmarket	Insurance ITO Services – Midmarket Next-Gen
Davies Group	Not In	Product Challenger	Not In	Not In	Not In
DXC Technology	Not In	Market Challenger	Leader	Not In	Not In
ELCA Group	Not In	Not In	Not In	Product Challenger	Product Challenger
Ensono	Not In	Not In	Not In	Not In	Product Challenger
EPAM	Not In	Not In	Product Challenger	Product Challenger	Product Challenger
Espire Infolabs	Not In	Not In	Not In	Contender	Not In
Eviden (Atos Group)	Contender	Contender	Contender	Not In	Not In
EXL	Contender	Leader	Product Challenger	Leader	Product Challenger
Fujitsu	Not In	Not In	Not In	Not In	Leader
Genpact	Leader	Leader	Contender	Leader	Product Challenger
GFT	Not In	Not In	Not In	Not In	Leader





# Provider Positioning

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	Life and Retirement (L&R) Insurance BPO Services	Property and Casualty (P&C) Insurance BPO Services	Insurance ITO Services	Insurance ITO Services – Midmarket	Insurance ITO Services – Midmarket Next-Gen
Happiest Minds	Not In	Not In	Not In	Contender	Not In
HCLTech	Rising Star ★	Not In	Leader	Not In	Not In
Hexaware	Not In	Not In	Product Challenger	Leader	Product Challenger
Hitachi Digital Services	Not In	Not In	Product Challenger	Product Challenger	Product Challenger
Infosys	Product Challenger	Product Challenger	Leader	Not In	Not In
Innovation Group	Not In	Contender	Not In	Not In	Not In
Iron Mountain	Not In	Not In	Not In	Not In	Leader
Kyndryl	Not In	Not In	Leader	Not In	Not In
LTIMindtree	Not In	Not In	Product Challenger	Not In	Not In
Mphasis	Not In	Contender	Product Challenger	Leader	Product Challenger
msg global solutions	Contender	Not In	Not In	Leader	Not In







## Provider Positioning

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	Life and Retirement (L&R) Insurance BPO Services	Property and Casualty (P&C) Insurance BPO Services	Insurance ITO Services	Insurance ITO Services – Midmarket	Insurance ITO Services – Midmarket Next-Gen
Nous Infosystems	Not In	Not In	Not In	Not In	Contender
Novum	Contender	Not In	Not In	Not In	Not In
NTT DATA	Product Challenger	Product Challenger	Leader	Not In	Not In
Persistent Systems	Not In	Not In	Contender	Product Challenger	Contender
Publicis Sapient	Not In	Not In	Not In	Not In	Leader
Quantiphi	Not In	Not In	Not In	Contender	Not In
Randstad Digital	Not In	Not In	Not In	Not In	Leader
ReSource Pro	Not In	Contender	Not In	Not In	Not In
Sollers Consulting	Not In	Not In	Not In	Product Challenger	Product Challenger
Sopra Steria	Not In	Not In	Rising Star ★	Leader	Leader
Sutherland	Product Challenger	Leader	Not In	Not In	Not In





## Provider Positioning

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	Life and Retirement (L&R) Insurance BPO Services	Property and Casualty (P&C) Insurance BPO Services	Insurance ITO Services	Insurance ITO Services – Midmarket	Insurance ITO Services – Midmarket Next-Gen
TCS	Leader	Leader	Leader	Not In	Not In
Tech Mahindra	Contender	Contender	Leader	Leader	Leader
Tietoenvy	Not In	Not In	Market Challenger	Market Challenger	Market Challenger
Unisys	Not In	Not In	Not In	Not In	Leader
UST	Contender	Contender	Product Challenger	Rising Star ★	Product Challenger
Virtusa	Not In	Not In	Product Challenger	Not In	Product Challenger
Wipro	Contender	Contender	Leader	Not In	Not In
WNS	Leader	Leader	Not In	Not In	Not In
Xceedance	Contender	Rising Star ★	Contender	Product Challenger	Not In
Zensar Technologies	Not In	Not In	Contender	Product Challenger	Not In
Zuehlke	Not In	Not In	Not In	Leader	Rising Star ★



In this study, ISG will assess providers' **ability to support insurance firms** in operational efficiency, customer engagement and agility.

Simplified Illustration Source: ISG 2024

**Life and Retirement (L&R)  
Insurance BPO Services**

**Property and Casualty (P&C)  
Insurance BPO services**

**Insurance ITO Services**

**Insurance ITO Services —  
Midmarket**

**Insurance ITO Services —  
Midmarket Next-Gen**

### Definition

Insurance organizations continuously need technology maintenance support to run their business as usual (BAU) seamlessly. They seek modern technologies to enhance their process efficiencies and operational effectiveness and help create customer value.

These organizations are in various stages of digital transformation, with some implementing modern or low-code/no-code tools for straight-through processing (STP), embedding intelligence in process automation, exploring enterprise-wide AI and ML applications and migrating from legacy to cloud solutions or even piloting generative AI (GenAI) in parts of their operations.

Insurance organizations are rapidly adopting next-generation technology to enhance operational resilience and delivery capabilities. They are also increasingly partnering with outsourcing and technology service providers to help them achieve their strategic objectives.

These strategic partners help in operational resilience and transform businesses to provide enhanced CX and business outcomes through improved productivity and cost optimization across the insurance value chain. With the growing emphasis on CX and innovation as key competitive differentiators in the insurance industry, these partners enable insurance organizations to grow their businesses cost-effectively and sustainably in the mid to long run.

Many providers are building long-term, mutually beneficial relationships with insurance firms, enabling them to move up the services value chain. Insurance organizations understand that these strategic partners can create immense value by applying next-generation technologies, innovative business processes and insurance domain capabilities and can deliver improved value with a quick turnaround time.



## ISG's Insurance Services Framework

Key characteristics of the proprietary framework:

- Encapsulates what enterprises are doing across insurance markets and helps connect them to the ITO, BPO and TPA insurance service providers
- Represents the entire value chain of supply and demand within the market
- Inner tiles represent themes of enterprise objectives
- Outer tiles represent initiatives
- Behind each outer tile is a specific set of capabilities with unique market-leading providers and solutions



\*Sourced from Insurance Services 2024 study brochure



### Scope of the Report

In this ISG Provider Lens™ quadrant study, ISG includes the following five quadrants: Life and Retirement (L&R) Insurance BPO Services, Property and Casualty (P&C) Insurance BPO Services, Insurance ITO Services, Insurance ITO Services — Midmarket and Insurance ITO Services — Midmarket Next-Gen.

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 Europe market

Our study serves as the basis for important decision-making by covering providers' 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 providers for a defined market segment (quadrant). Without further additions, the position always applies to all company sizes classes and industries. In case the service requirements from enterprise customers differ and the spectrum of providers operating in the local market is sufficiently wide, a further differentiation of the 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 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 & Market Challenger and Contender), and the providers are positioned accordingly. Each ISG Provider Lens™ quadrant may include a service provider(s) which 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.





# Life and Retirement (L&R) Insurance BPO Services

## Life and Retirement (L&R) Insurance BPO Services

### Who Should Read This Section

This report is relevant to European enterprises evaluating providers offering life and retirement (L&R) BPO services. In this quadrant report, ISG assesses the current market positioning of these service providers in Europe based on the depth of their service offerings and market presence.

Various macro and micro factors challenge the growth of the L&R insurance BPO service market. A few macro challenges include stringent regulatory requirements, economic fluctuations and intense competition, which pressure profit margins and require compliance with evolving data protection laws. Some micro-challenges involve outdated manual processes that hinder efficiency, resulting in slow policy approvals and poor CX.

Enterprises are increasingly adopting automation and digital solutions to address these challenges, streamline operations and enhance service delivery. They are also leveraging partnerships with BPO providers to focus on core competencies while outsourcing

non-core functions. Such collaborations facilitate improved operational efficiency and cost management.

Providers help insurers transition to more agile, cost-efficient models and better manage growing complexities. L&R insurance service providers are integral to this transition as they offer technology-driven outsourcing solutions, including advanced analytics, regulatory compliance and customer support.

European insurers collaborate with L&R BPO service providers and insurtechs to harness GenAI technologies for advanced data analysis, predictive modelling and risk assessment. This approach improves decision-making, operational efficiency, and CX while reducing the turnaround time for quote-to-issuance.



**Business professionals** should read this report to understand providers' capabilities to build and manage complex business processes, reduce costs and improve CX and process efficiency.



**Digital professionals** should read this report to understand the providers' technologies and services supporting the digital transformation of legacy processes that would improve CX and benefits for stakeholders.



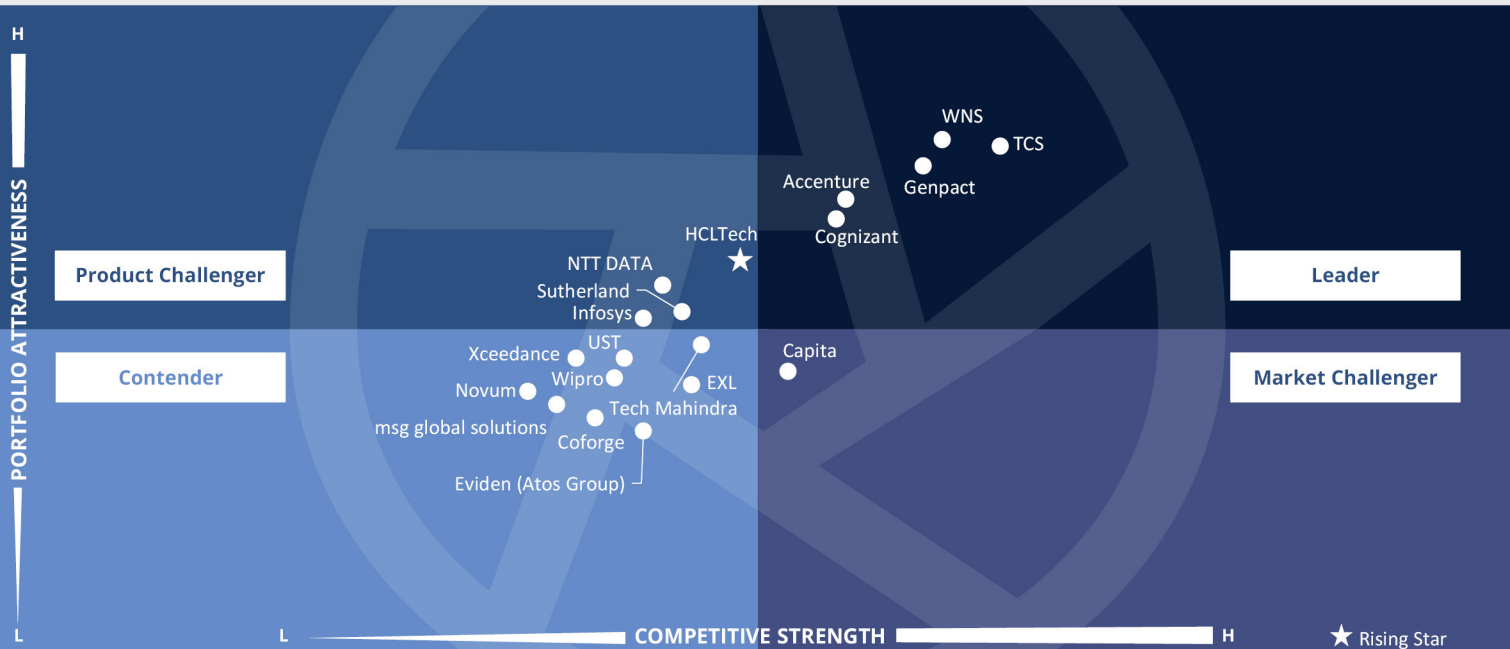
**Technology professionals** should read this report to assess the L&R service providers' offerings, capabilities, market presence and latest technologies to serve enterprise needs.



**Operations professionals** should read this report to understand the service providers' relative positioning and discern the right partners for higher ROI and business performance improvements.







L&R BPO service providers focus on **enhancing the complete experience** of their insurance clients' ecosystem. They assist L&R insurers in **achieving enterprise transformation**, enabling them to **explore new opportunities** in the policyholder journey.

Ashish Jhajharia



## Life and Retirement (L&R) Insurance BPO Services

### Definition

#### Insurance BPO Services

BPO is a category in which providers manage processes on clients' behalf, thereby enhancing processes through digitalization and integrating emerging technologies such as intelligent automation, advanced analytics, GenAI, and AI and ML.

Digitized operations incorporate second-generation processes to provide speed, cost and accuracy benefits. The insurance BPO services quadrant covers these outsourced insurance operations services, including customer care centers, new business support, underwriting, policyholder services, claims processing, actuarial, analytics and front-, back- and middle-office insurance processes.

#### Life and Retirement (L&R) Insurance

L&R insurance covers outsourcing services such as consulting, technology enablement, policy administration systems (PAS) and managed services for insurance products, including life, annuity and supplemental benefits.

ISG will evaluate L&R outsourcing providers based on their support in areas such as backend services, front- and middle-office operations and technology enablement services for different insurance products.

The focus is on insurance offerings, with firms modernizing services and improving customer management and technology enablement in each functional area. These offerings are key to enhancing CX across the L&R lifecycle, from purchasing to post-sales services. Service providers help insurance firms digitize their BPO operations to boost CX, reinvent business designs and improve L&R services.

This study will cover various life insurance, annuities and supplemental benefits products and services as illustrated below.

Simplified Illustration

Life Insurance	Annuities	Supplemental Insurance
Term life	Fixed annuities	Accidental death & dismemberment
Whole life	Variable annuities	Critical illness
Universal or adjustable life	Fixed indexed annuities	Hospital indemnity
Variable life	Immediate annuities	Short and long-term disability
Variable-universal life	Deferred annuities	Dental, Vision, Cancer and Other

Source: ISG 2024



## Life and Retirement (L&R) Insurance BPO Services

### Eligibility Criteria

1. **Provide managed services for L&R**, covering one or more products specified in the preceding table.
2. **Expertise** in Managing **end-to-end L&R processes**.
3. **Expertise** in enablement with **digital technologies** such as intelligent automation, data analytics and cloud computing.
4. **Offer innovative solutions** through various forms (including pricing and delivery models) and types of partners (such as insurtechs, industry players and technology and digital specialists).
5. **Translate experience and expertise** into tools and reusable components, including playbooks, assessments, templates and blueprints.
6. **Substantiate industry experience** through references and use cases across **North America, Europe (including the U.K.) or ANZ**.
7. **Ability to execute** multiple insurance **L&R BPO projects** across functional areas, with at least one project underway in the current year.



## Life and Retirement (L&R) Insurance BPO Services

### Observations

In recent years, L&R insurers across Europe have significantly increased their use of various insurance solutions, reflecting an evolving landscape within the industry. This shift has been catalyzed by external factors such as the global pandemic and rising inflation concerns, prompting policyholders to reassess their insurance coverage critically.

Many policyholders are not only examining the adequacy of their current amount assured but are strategically reallocating their pension fund investment portfolios to enhance their coverage's volume and quality. As policyholders' expectations and demands evolve, insurers must prioritize enhanced value propositions and adopt a more service-oriented framework to remain competitive.

The L&R BPO provider landscape is characterized by significant diversity, marked by differences in size, the range of services offered and the extent of experience in catering to the specific needs of L&R insurance firms.

These providers typically serve a clientele that includes various stakeholders in the life and pensions sectors, establishing them as critical partners in the insurance ecosystem. Service providers are also diligently expanding their product and service portfolios in response to the increasing complexity of their client's demands. This proactive approach enables them to ascend the services value chain and remain relevant and competitive, offering comprehensive end-to-end BPO partnerships that address the multifaceted needs of their L&R customers. Moreover, the role of digital transformation within this context cannot be overstated. It is a vital component that empowers providers to fundamentally digitize their operations, positioning them to meet a range of newly identified digital requirements throughout the L&R insurance value chain.

From the 55 companies assessed for this study, 19 qualified for this quadrant, with five being Leaders and one a Rising Star.



**Accenture's** intelligent automation and NLP tools are both mature and highly adaptable. Its extensive subject matter expertise and ability to integrate AI and ML with advanced analytics distinguish it from other companies in acquiring and retaining L&R insurance clients.



**Cognizant** has partnered with an insurtech to optimize the onboarding process for all L&R solutions. The firm's cutting-edge contact centers, along with its associated analytics, significantly enhance the participant experience.



**Genpact** supports European L&R insurers through its specialized actuarial solutions to achieve swift automation and embrace digital transformation within high-return sectors.



**TCS** has a high level of insurance and pension services expertise and a comprehensive portfolio of solutions. The company benefits from access to a diverse global team of professionals with extensive experience in the insurance industry.



**WNS** prioritizes hyperautomation and developing innovative concepts through data wrangling and NLP. It continues to invest in its actuarial excellence center, which leverages its core competencies to enhance client service and outcomes.



**HCLTech** (Rising Star) supports its European L&R BPO clients in accelerating their innovation efforts in the cloud. This initiative enables clients to introduce new insurance products, services and business models while reducing TCO.





# Property and Casualty (P&C) Insurance BPO Services

## Property and Casualty (P&C) Insurance BPO Services

### Who Should Read This Section

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

The P&C insurance BPO services market faces numerous challenges, including climate fluctuations, natural disasters, economic instability, regulatory scrutiny and rising inflation, all of which affect consumer spending on insurance products. Additionally, low interest rates impact insurers' investment returns, necessitating adjustments in pricing strategies.

At a micro level, the industry grapples with the need for technological advancements to meet customer expectations for personalized and efficient services. The growing demand for digital platforms for policy management and claims processing also complicates operational efficiency.

To address these challenges, European enterprises are prioritizing digital transformation with a strong emphasis on compliance and regulatory alignment. They are steadily increasing their use of AI and automation to streamline operations and enhance CX. Collaborations with insurtech companies are also becoming common, enabling traditional insurers to leverage innovative solutions.

P&C insurance BPO service providers offer specialized solutions that integrate advanced technologies such as AI and ML to improve claims processing, policy administration and customer service while ensuring compliance with evolving regulations. Their key focal areas in Europe are data-driven decision-making and predictive analytics for effective risk management and regulatory compliance.



**Technology professionals** should read this report to assess the P&C service providers' offerings, capabilities, market presence and latest technologies to serve enterprise needs.



**Operations professionals** should read this report to understand the service providers' relative positioning and discern the right partners for higher ROI and business performance improvements.

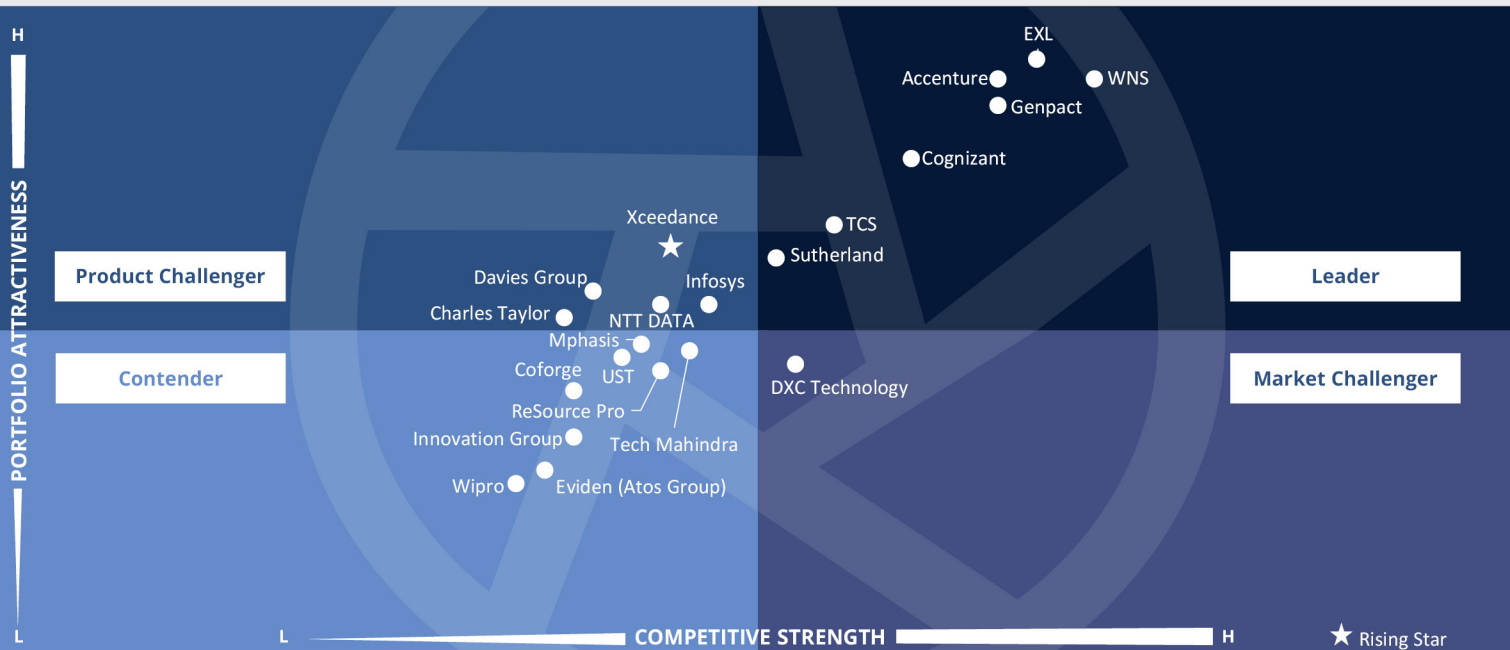


**Business professionals** should read this report to understand providers' capabilities to build and manage complex business processes, reduce costs and improve CX and process efficiency.



**Digital professionals** should read this report to understand the providers' technologies and services supporting the digital transformation of legacy processes to improve CX and benefits for stakeholders.





Insurers in Europe **prioritize regulatory compliance** while **progressively adopting AI and automation to enhance efficiency and operations**. This quadrant focuses on providers supporting insurers throughout the P&C insurance value chain.

Ashish Jhajharia

## Property and Casualty (P&C) Insurance BPO Services

### Definition

#### Insurance BPO Services

BPO is a category in which providers manage processes on clients' behalf, thereby enhancing processes through digitalization and integration of emerging technologies such as intelligent automation, advanced analytics, GenAI, and AI and ML.

Digitized operations incorporate second-generation processes to provide speed, cost and accuracy benefits. The insurance BPO services quadrant covers these outsourced insurance operations services, including customer care centers, new business support, underwriting, policyholder services, claims processing, actuarial, analytics and front-, back- and middle-office insurance processes.

#### Property and Casualty (P&C) Insurance

P&C outsourcing services include consulting, technology enablement and managed services across the P&C insurance coverage areas, including auto, theft, property and natural catastrophes.

ISG will evaluate P&C outsourcing providers based on their support across areas such as backend services, front- and middle-office operations and technology enablement services for different P&C insurance products.

Insurance firms focus on modernizing services and improving customer management and technology enablement in each functional area, which are key to enhancing CX across the P&C lifecycle, from purchasing to post-sales services. Service providers help insurance firms transform their BPO into digitized operations to boost CX, reinvent business designs and improve P&C services.

This study will cover an array of P&C insurance products and services as illustrated below:

Simplified Illustration

Personal Lines	Commercial Lines	Specialty Lines & Other
Homeowners and Renters	Surety & Fidelity	Pet Insurance
Travel and Accident	Property	Parametric & Index
Boat and Watercraft	Worker's Compensation	Umbrella and Excess
Motor/Auto/Bike (comprehensive)	Inland and Overseas Marine	Fleet Telematics
Personal Drone	General Liability	On-Demand/Exclusive type Coverage
Mobile Home	Commercial Auto	Commercial Cyber
Cyber and eWallet	Errors & Omissions	Embedded Insurance
Mortgage Protection	Business Interruption Insurance	Trade Credit Insurance
Identity Theft protection	Crop-hail Damage	Digital Assets

Source: ISG 2024





## Property and Casualty (P&C) Insurance BPO Services

### Eligibility Criteria

1. Offer **transaction processing** or **managed services for P&C services**, covering one or more products specified in the preceding table
2. Expertise in **managing end-to-end P&C insurance processes**
3. Expertise in enablement with **digital technologies**, including intelligent automation, advanced analytics and cloud computing
4. Offer **innovative solutions** through various forms (including pricing and delivery models) and types of partners (such as insurtechs, industry players and technology specialists)
5. **Translate experience and expertise** into tools and reusable components, including playbooks, assessments and blueprints
6. **Substantiate industry experience** through references and use cases across **North America, Europe (including the U.K.) or ANZ**
7. **Execute multiple insurance P&C BPO projects** across functional areas, with at least one project underway in the current year



## Property and Casualty (P&C) Insurance BPO Services

### Observations

The P&C insurance BPO service provider market in Europe is rapidly evolving, emphasizing digital transformation while navigating stringent regulatory compliance. Europe has one of the most stringent regulatory environments, with compliance with GDPR being a major concern. GDPR enforces strict data privacy standards, compelling insurers and BPO providers to prioritize data handling and customer trust. Additionally, Lloyd's Blueprint Two initiative drives the digitization of contracts, enhancing operational efficiency across the industry.

The newly enacted EU AI Act establishes comprehensive guidelines for AI deployment, categorizing systems by risk level and mandating ethical use. This regulatory framework aims to foster innovation while ensuring consumer protection, particularly in high-risk applications relevant to insurance.

As insurers increasingly adopt GenAI and AI copilots, significant use cases are emerging throughout the insurance value chain for automating claims processing, enhancing customer interactions and employing predictive analytics for risk management.

European insurers are mainly concerned with data privacy and regulatory compliance, which influences their approach to automation and AI adoption.

The balance between innovation and compliance will be crucial as BPO providers support their clients' digital transformation journeys in this dynamic environment.

The P&C Insurance BPO Services 2024 quadrant identifies 21 providers in the market. New entrants this year include Charles Taylor and Coforge. WNS, EXL, Genpact, Accenture, Cognizant, TCS and Sutherland have been recognized as Leaders. Notably, this year, Sutherland has moved to the Leader quadrant. Infosys, NTT DATA, Davies Group and Charles Taylor are positioned as Product Challengers, while Xceedance is identified as the Rising Star. The Contenders quadrant includes Tech Mahindra, Mphasis, UST, Coforge, ReSource Pro, Innovation Group, Wipro and Eviden (Atos Group).

From the 55 companies assessed for this study, 21 qualified for this quadrant, with seven being Leaders and one a Rising Star.



**Accenture** delivers a strong value proposition with its global presence, domain expertise, SynOps-driven transformation, strategic partnerships and acquisitions, enabling impactful business outcomes and enhanced client success.



**Cognizant** leads the P&C insurance BPO market with its strong technology integration, comprehensive service offerings, customer-centric approach, agile engagement models and ongoing investments in innovation.



**EXL** consistently delivers value to its clients through domain expertise, data-driven frameworks and a client-focused approach. It has strengthened its position by integrating advanced technology, digital solutions and data into P&C BPO service delivery.



As an experienced P&C insurance BPO provider, **Genpact** combines its domain capability with data tech AI solutions and has successfully demonstrated its ability to drive value for clients.



**Sutherland** has a strong insurance domain. It transforms P&C insurance operations by leveraging its in-house and partner network and integrates advanced technologies to provide regionally tailored solutions.



**TCS** leads in helping insurers adopt new technologies by leveraging its domain CoEs and technical expertise. It is actively involved in multiple POCs, driving innovation across the insurance value chain.



## Property and Casualty (P&C) Insurance BPO Services

### WNS

**WNS** provides a comprehensive range of digital-first P&C insurance services using its extensive industry expertise, unique accelerators, advanced analytics and domain-led hyperautomation to innovate and enhance P&C insurers' operations.

### xceedance

**Xceedance** (Rising Star) has established a loyal and long-term clientele in Europe. It uses a well-balanced mix of extensive insurance expertise, technology-driven processes and strategic partnerships to provide agile and cost-effective solutions.





"Sutherland drives growth, innovation and transformation for its insurance clients by leveraging its P&C insurance domain knowledge, innovative partnerships and digital solutions."

*Sandhya Navage*

# Sutherland

## Overview

Sutherland is headquartered in New York, U.S. It has more than 55,000 employees across 71 offices in 15 countries. The company has been serving the insurance industry for almost two decades, generating more than 95 percent of its insurance revenue from North America and Europe. The company serves its P&C insurance BPO clients from 15 locations worldwide. It transforms its insurance clients' business using proprietary products and solutions that employ domain-driven analytics, end-to-end automation and cloud-based insurance technology for faster and seamless data infusion.

## Strengths

### Curated London-market solutions:

Sutherland has partnered with Imaginera to build a customized connected underwriting solution for specialty insurers and intermediaries, which accelerates the launch of insurance production within Lloyd's of London. Partnerships with Bold Penguin and Tazi augment Sutherland's data enrichment capabilities, while its credit-control-as-a-service offering digitalizes inward remittances, accelerates debt recovery and drives significant cost efficiencies for clients.

**Proprietary digital tools:** Sutherland delivers comprehensive, integrated digital solutions, including Connected Underwriting, system unification (SUL), Connect for omnichannel outreach, Extract.AI for intelligent intake, HelpTree for smart knowledge management,

Robility for hyperautomation, CX360 for interaction analytics, conversational AI chatbots, Sentinel AI for remote worker security, and Collect.AI for credit control and delinquency modeling.

### End-to-end claims digitalization:

Sutherland's CognilinkClaims solution combines advanced AI, analytics and automation to deliver a transformative, end-to-end digital solution to minimize fraud, optimize costs and streamline claims processes. Sutherland also provides end-to-end P&C Claims third-party administrator solutions in partnership with CoreLogic for self-insured leading travel and hospitality brands.

## Caution

Sutherland should focus on enhancing its brand recognition as a leader in end-to-end transformation within the P&C insurance BPO sector in Europe while expanding its BPO capabilities to support continued growth.





# Insurance ITO Services

### Who Should Read This Section

This report is relevant to insurers in Europe evaluating providers offering insurance ITO services. In this quadrant report, ISG assesses the current market positioning of providers offering insurance ITO services in Europe based on the depth of their service offerings and market presence.

The European ITO services market is grappling with significant challenges, including digital disruption, regulatory complexities and escalating cyberthreats. As these threats intensify, the demand for cyber insurance has surged, highlighting the need for protection against data breaches and financial losses. The push for digital transformation has compelled insurers to adopt modern IT systems while complying with evolving data privacy laws.

To address these challenges, enterprises are prioritizing digital transformation initiatives. They are modernizing legacy systems and enhancing their IT infrastructure to improve efficiency and customer service.

This shift is essential for adapting to changing regulatory environments and meeting evolving consumer expectations.

ITO service providers are instrumental in this transformation, offering specialized solutions that include AI, advanced data analytics and cloud migration. They help insurers streamline operations, improve claims processing and ensure compliance with regulatory standards.

In Europe, investing in cloud-based core systems and cybersecurity-focused outsourcing are gaining traction. Additionally, insurers are exploring partnerships with insurtech firms to foster innovation and maintain competitiveness in an increasingly dynamic market.



**Technology professionals** should read this report to assess the ITO service providers' offerings, capabilities, market presence and latest technologies to serve enterprise needs.



**Operations professionals** should read this report to understand the service providers' relative positioning and discern the right partners for higher ROI and business performance improvements.

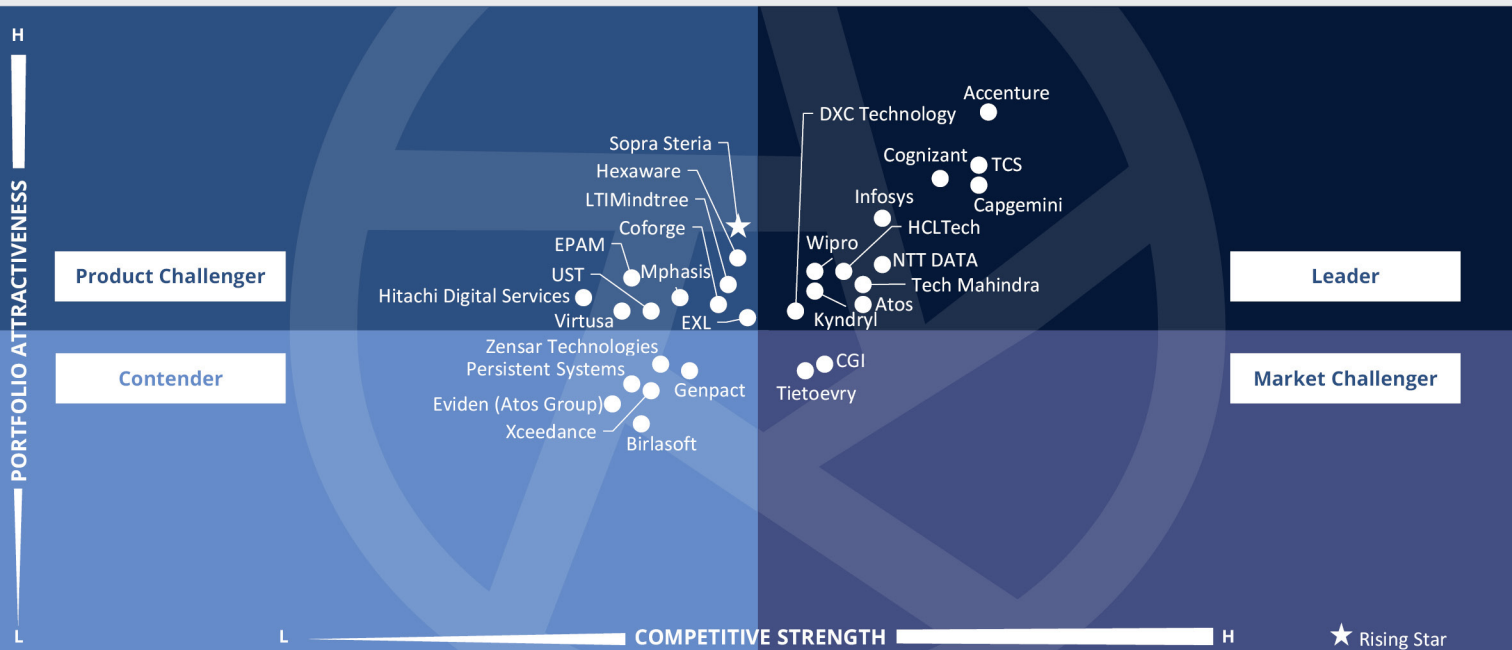


**Business professionals** should read this report to understand providers' capabilities to build and manage complex business processes, reduce costs and improve CX and process efficiency.



**Digital professionals** should read this report to understand the providers' technologies and services supporting the digital transformation of legacy processes to improve CX and benefits for stakeholders.





Geo-political and economic environmental uncertainty has increased the demand for **advanced ITO skills** among insurers in Europe, emphasizing **process optimization** and **strategic support** for employees, policyholders and the **broader business ecosystem**.

Ashish Jhajharia



## Insurance ITO Services

### Definition

The Insurance ITO Services quadrant includes providers that offer traditional and modern digital services. Insurance firms observe immense scope and urgency in transforming their legacy businesses using modern digital technologies. They seek providers with the necessary IT skills to reinvent themselves.

These transformation programs can lead to vast operational improvements for businesses and enable a competitive advantage for insurance firms. This study covers technology support and business transformation programs that are ongoing or implemented across operational parts of their value chain.

ITO service providers help insurance firms manage multiple services to improve profitability, optimize costs and provide enhanced CX and operational engagements by transforming their front-to-back offices through digital technologies.

These providers have expertise in system integration and business transformation, with sophisticated IT capabilities and digital technologies such as GenAI, AI or ML. They have an advantage in agility, growth and cost, enabling them to fulfill the market's needs.

ISG will evaluate ITO service providers based on their ability to support insurance firms, digital changes and adoption of business transformation services involving insurance-specific exponential technologies for enhanced business designs and transformational outcomes.

We will also note ITO services related to the Lloyd's of London reinsurance and large commercial segments (RLC) for the European market.

### Eligibility Criteria

1. Provide **ITO services for insurance firms**, reinsurers, digital/virtual insurers, brokers, etc.
2. Expertise in **managing end-to-end transformation**
3. Expertise in **technology enablement and business architecture** using digital technologies, including AI/ML, GenAI, intelligent automation, advanced analytics, cloud computing and other applications such as core insurance systems
4. Offer **innovative solutions** through various forms (including pricing and delivery models) and partners (such as enterprise insurtechs and system integrators)
5. **Translate experience and expertise** into tools and reusable components, including playbooks
6. Substantiate **industry experience** through references and use cases across **North America, Europe (including the UK) or ANZ**
7. **Execute multiple insurance ITO projects** across functional areas, with at least one project underway in the current year





### Observations

The ITO service providers landscape is characterized by a diverse range of provider sizes, scopes and offerings, each exhibiting varying capacities to meet the rapidly changing demands of the insurance sector. This sector comprises many clients, including L&R insurers, P&C insurers and reinsurers, as well as various intermediary entities such as direct brokers, reinsurance brokers, managing general agents, MUAs and DUAs. It also has innovative players such as digital insurers and digital brokers. Digital twins have also emerged as a cutting-edge approach within this industry.

To remain competitive and effectively implement comprehensive ITO services, these providers are actively broadening their portfolios, introducing new capabilities and accelerating their progress in the ITO services value chain. These efforts enable them to stay relevant and anticipate and adapt to the complexities and nuances of an ever-evolving insurance marketplace.

Traditional offerings such as managed services and ADM remain a significant part of insurance enterprises' IT budgets. Many ITO service providers are expanding their portfolios into system integration, IT advisory and business consulting, driven by the demand for agile core insurance systems, especially CoTS solutions and bespoke AI-based applications. They are also focusing on developing and implementing cutting-edge digital technologies, including cloud computing for scalable storage, cybersecurity for protecting sensitive data, advanced analytics for data-driven decisions and conversational AI to improve customer engagement. They are diversifying their services through partnerships to facilitate seamless integration and equip themselves to meet the industry's complex demands in a digital and evolving AI landscape.

From the 55 companies assessed for this study, 30 qualified for this quadrant, with 12 being Leaders and one a Rising Star.

### accenture

**Accenture** has a robust presence and extensive experience in the European insurance sector. The firm has developed comprehensive capabilities to execute various ITO services that yield measurable results.

### Atos

**Atos** distinguishes itself through its extensive European presence, facilitating sustained growth via its insurance ITO capabilities. The company also emphasizes developing and maintaining long-term client relationships.

### Capgemini

**Capgemini** offers a comprehensive portfolio covering the broader insurance industry ecosystem. Its Capgemini Engineering division effectively addresses challenges at the C-suite level within the insurance industry.

### cognizant

**Cognizant** is dedicated to serving large and mid-sized insurance companies while enhancing its service offerings through strategic collaborations with hyperscalers. It aids clients in identifying transformation opportunities within their operations.

### DXC TECHNOLOGY

**DXC Technology** helps European insurers embrace insurance ecosystems to manage change.

### HCLTech

**HCLTech** has established a well-defined set of capabilities through its Insurer of the Future framework to effectively navigate the insurance industry's evolving landscape.



## Insurance ITO Services



For more than two decades, **Infosys** has shown a strong commitment to the European market, steadily growing its insurance ITO services business.



**Kyndryl** emphasizes innovation and utilizes cutting-edge technologies to enhance operational efficiency and drive its clients' growth.



**NTT DATA** continues to broaden its service offerings and demonstrate considerable expertise within the southern European insurance sector.



**TCS** provides diverse services and solutions tailored to meet the unique ITO needs of insurance organizations across Europe.



**Tech Mahindra's** insurance ITO service team is committed to enhancing its offerings by developing more specialized services tailored to the entire European insurance value chain.



**Wipro** is an Indian service company that was among the first globally to offer insurance as a fundamental component of its business operations.



**Sopra Steria** (Rising Star) has established itself as a significant player in the European insurance industry, providing solutions that enhance operational efficiency and improve customer experience.





# Insurance ITO Services – Midmarket

### Who Should Read This Section

This report is relevant to insurers in Europe evaluating midsize service providers that offer insurance ITO services. In this quadrant report, ISG assesses the current market positioning of midsize providers offering insurance ITO services in Europe based on the depth of their service offerings and market presence.

The European ITO services market is grappling with significant challenges, including digital disruption, regulatory complexities and escalating cyberthreats. As these threats intensify, the demand for cyber insurance has surged, highlighting the need for protection against data breaches and financial losses. The push for digital transformation necessitates insurers adopt modern IT systems while complying with evolving data privacy laws.

To address these challenges, enterprises are prioritizing digital transformation initiatives. They are modernizing legacy systems and enhancing their IT infrastructure to improve efficiency and customer service.

This shift is essential for adapting to changing regulatory environments and meeting evolving consumer expectations.

Midsize ITO service providers are instrumental in this transformation, offering specialized solutions that include AI, advanced data analytics, and cloud migration. They help insurers streamline operations, improve claims processing and ensure compliance with regulatory standards while staying within budget.

In Europe, insurers are investing in cloud-based core systems and cybersecurity-focused outsourcing. They are also exploring partnerships with insurtech firms to foster innovation and maintain competitiveness in an increasingly dynamic market.



**Technology professionals** should read this report to assess the ITO service providers' offerings, capabilities, market presence and latest technologies to serve enterprise needs.



**Operations professionals** should read this report to understand the service providers' relative positioning and discern the right partners for higher ROI and business performance improvements.

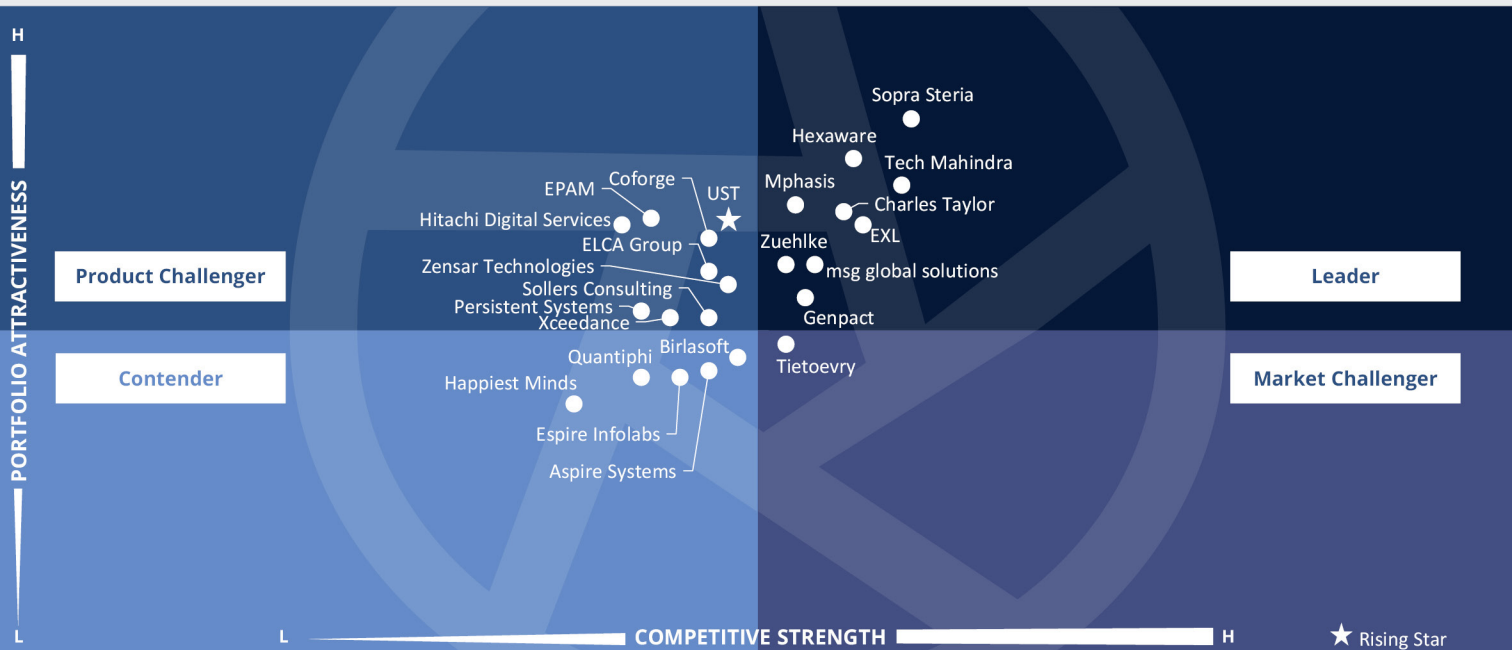


**Business professionals** should read this report to understand providers' capabilities to build and manage complex business processes, reduce costs and improve CX process efficiency.



**Digital professionals** should read this report to understand the providers' technologies and services supporting the digital transformation of legacy processes to improve CX and benefits for stakeholders.





**Midmarket ITO service providers** with global insurance revenues below \$500 million **are evolving and growing faster than the industry average.** This quadrant's assessment highlights the market positions, competitive strengths and service appeal of such providers in the European insurance landscape.

Ashish Jhajharia



## Insurance ITO Services – Midmarket

### Definition

The Insurance ITO Services quadrant includes providers that offer traditional and modern digital services. Insurance firms observe immense scope and urgency in transforming their legacy businesses using modern digital technologies. They seek providers with the necessary IT skills to reinvent themselves.

These transformation programs can lead to vast operational improvements for businesses and enable a competitive advantage for insurance firms. This study covers technology support and business transformation programs that are ongoing or implemented across operational parts of their value chain.

ITO service providers help insurance firms manage multiple services to improve profitability, optimize costs and provide enhanced CX and operational engagements by transforming their front-to-back offices through digital technologies.

These providers have expertise in system integration and business transformation, with sophisticated IT capabilities and digital technologies such as GenAI, AI or ML. They have an advantage in agility, growth and cost, enabling them to fulfill the market's needs.

ISG will evaluate ITO service providers based on their ability to support insurance firms, digital changes and adoption of business transformation services involving insurance-specific exponential technologies for enhanced business designs and transformational outcomes.

ITO service providers participating in the midmarket quadrant should have global insurance ITO services revenues between \$20 million and \$499 million.

### Eligibility Criteria

1. Provide **ITO services for insurance firms**, reinsurers, digital/virtual insurers, brokers, etc.
2. Expertise in **managing end-to-end transformation**
3. Expertise in **technology enablement and business architecture** using digital technologies, including AI/ML, GenAI, intelligent automation, advanced analytics, cloud computing and other applications such as core insurance systems
4. Offer **innovative solutions** through various forms (including pricing and delivery models) and partners (such as enterprise insurtechs and system integrators)
5. **Translate experience and expertise** into tools and reusable components, including playbooks
6. Substantiate **industry experience** through references and use cases across **North America, Europe (including the UK) or ANZ**
7. **Execute multiple insurance ITO projects** across functional areas, with at least one project underway in the current year



## Insurance ITO Services – Midmarket

### Observations

Midmarket ITO service providers — firms with annual global revenues of less than \$500 million — are experiencing growth that outpaces the broader industry trends. This dynamic market segment has providers that are effectively adapting to rapid technological advancements and the changing demands of their clients. Their agile response to these transformations highlights their resilience and positions them as significant players within an increasingly fluid market landscape.

In this detailed quadrant analysis, ISG provides an in-depth evaluation of the market positions held by various participants, shedding light on critical competitive advantages such as operational efficiency, exceptional customer service and innovative service solutions. The quadrant also assesses the overall appeal of their service offerings, encompassing a wide array of meticulously crafted solutions that meet the unique needs of the European insurance sector.

Europe is marked by diverse industries and intricate regulatory frameworks, creating distinct opportunities for midmarket ITO providers to carve out their niche and explore new business avenues. By leveraging their agility and specialized expertise, these firms are strategically poised to thrive in this increasingly competitive environment, ready to take on the challenges and opportunities that lie ahead.

From the 55 companies assessed for this study, 24 qualified for this quadrant, with nine being Leaders and one a Rising Star.

### Charles Taylor

**Charles Taylor** provides advanced SaaS platforms and services that empower insurers, brokers and stakeholders in the insurance ecosystem to optimize their operations.

### EXL

**EXL** is a prominent midsize player in the European insurance IT sector, offering innovative solutions and services tailored to insurers' unique needs.



**Genpact** is a significant midsize player in the European insurance IT sector, providing services and solutions that enhance operational efficiency and improve customer experiences.

### HEXAWARE

**Hexaware** stands out for its innovative digital solutions that enhance operational efficiency and accelerate business transformation for insurers and brokers, enabling them to stay ahead in the competitive European insurance IT sector.



**Mphasis** offers cutting-edge, customer-centric solutions that drive efficiency and innovation. These solutions enable insurers to adapt swiftly to market changes and enhance customer experiences.

### msg global solutions

**msg global solutions** specializes in delivering tailored IT solutions that enable insurers to enhance their business processes, improve customer satisfaction and foster innovation in a rapidly evolving market.

### sopra Steria

**Sopra Steria's** expertise includes services tailored for consulting, system integration and managed services, which help insurance companies adapt to changing regulations, enhance customer experience and leverage new technologies.



**Tech Mahindra** empowers insurers in Europe with transformative solutions and innovative services that enhance customer engagement, streamline operations and facilitate regulatory compliance.



## Insurance ITO Services – Midmarket

### Zühlke

**Zühlke** is a prominent player in the European insurance sector. It delivers innovative IT solutions that enhance business agility and customer engagement, ensuring insurers' competitiveness in a rapidly evolving market.

### U - S T

**UST** (Rising Star) offers solutions that help businesses modernize their IT infrastructure, enhance customer experiences and improve operational efficiency.







# Insurance ITO Services – Midmarket Next-Gen

### Who Should Read This Section

This report is relevant to insurers in Europe evaluating midsize service providers offering next-generation insurance ITO services. In this quadrant report, ISG assesses the current market positioning of midsize providers offering next-generation insurance ITO services in Europe based on the depth of their service offerings and market presence.

Europe's midmarket next-generation ITO services landscape faces distinct macro and micro challenges. On a macro level, regulatory complexities significantly impact operations, particularly around data privacy and compliance. Additionally, the increasing demand for cybersecurity solutions amid rising cyberthreats poses a substantial challenge. Micro challenges include outdated legacy systems and high operating costs, which hinder scalability and adaptability to new technologies.

To address these issues, insurance enterprises are prioritizing digital transformation initiatives and investing in modern IT infrastructure and cloud solutions to enhance efficiency and customer service. Such a shift is essential for meeting evolving consumer expectations and regulatory requirements.

Midsize next-generation ITO service providers are crucial by offering specialized cloud, data and security solutions. They assist insurers in streamlining operations, improving risk management and ensuring compliance with regulations.

In Europe, a notable trend is toward investing in cloud-based core systems and cybersecurity-focused outsourcing. Additionally, insurers are partnering with insurtech firms for innovations and competitive edge in an increasingly dynamic market.



**Technology professionals** should read this report to assess the ITO service providers' offerings, capabilities, market presence and latest technologies to serve enterprise needs.



**Operations professionals** should read this report to understand the service providers' relative positioning and discern the right partners for higher ROI and business performance improvements.

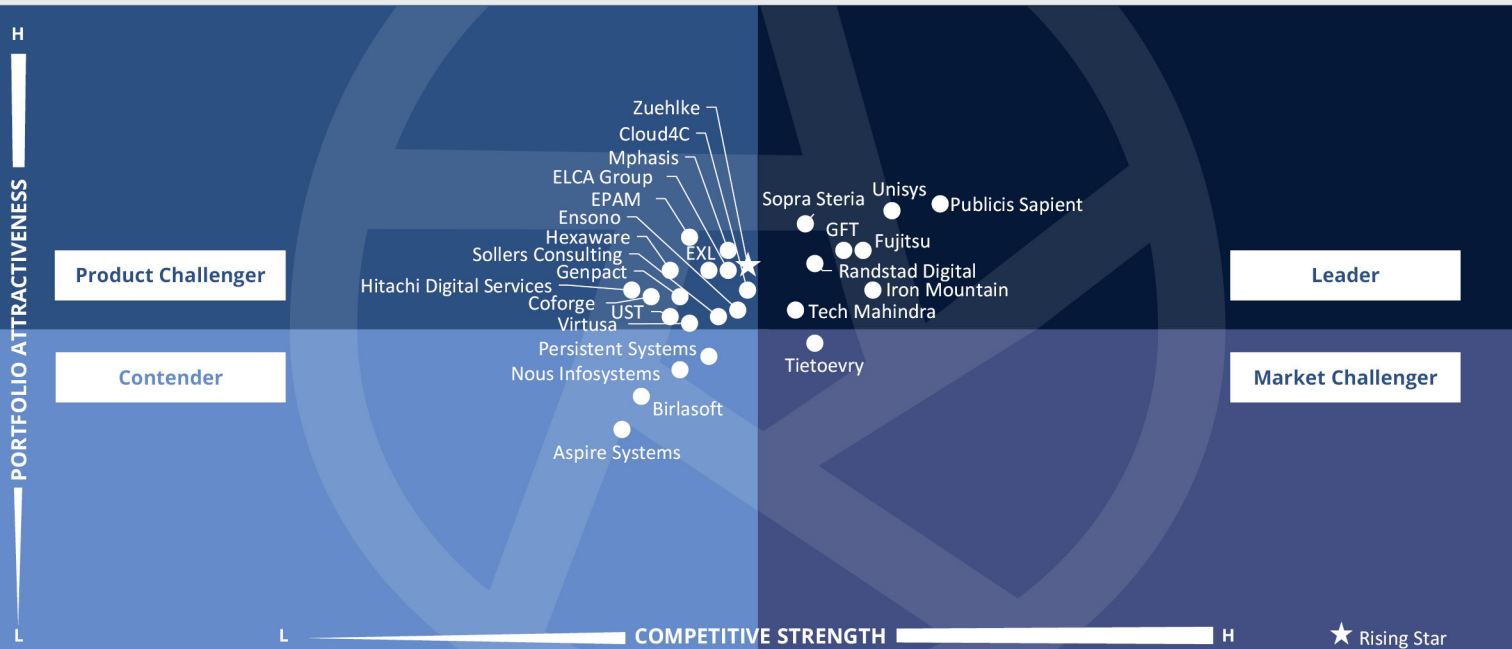


**Business professionals** should read this report to understand providers' capabilities to build and manage complex business processes, reduce costs and improve CX process efficiency.



**Digital professionals** should read this report to understand the providers' technologies and services supporting the digital transformation of legacy processes to improve CX and benefits for stakeholders.





The quadrant assesses **midmarket ITO providers** with global insurance revenues under \$500 million; they are **leveraging cloud computing, data modernization, infrastructure and cybersecurity** to advance AI adoption for European insurers.

Ashish Jhajharia



### Definition

The Insurance ITO Services Midmarket Next-Gen quadrant evaluates providers that offer services specific to the cloud, data and security segments in the insurance ITO services.

ITO service providers participating in this quadrant should have global insurance ITO services revenues between \$20 million and \$499 million.

ISG will evaluate next-gen providers of insurance ITO services based on their ability to support insurance firms, digital changes and the adoption of business transformation services. These services involve insurance-specific cloud, data and security exponential technologies for improved business designs and transformational outcomes.

We will also note aspects of this quadrant related to the Lloyd's of London RLC segment for the European market.

### Eligibility Criteria

1. Demonstrate consulting, technology implementation, operationalization and maintenance expertise through the **use of next-gen digital technologies specific to the cloud, data and security segments**
2. Provide **next-gen ITO services** for insurance firms, reinsurers, digital/virtual insurers, brokers etc.
3. Expertise in **managing end-to-end transformation**
4. Offer **innovative solutions** to the ITO next-gen market through various forms (including pricing and delivery models) and ecosystem partners
5. **Translate experience and expertise** into tools and reusable components, including playbooks
6. Substantiate **industry experience** through references and use cases across **North America, Europe (including the U.K.) or ANZ**
7. **Ability to execute multiple insurance ITO next-gen projects** across functional areas, with at least one project underway in the current year



## Insurance ITO Services – Midmarket Next-Gen

### Observations

Midmarket next-generation ITO service providers — firms generating revenues below \$500 million from global insurance ITO — are establishing themselves as pivotal players in the evolving technology landscape. These organizations are actively embracing and implementing cutting-edge technologies, including sophisticated cloud computing solutions, innovative data management systems, versatile, scalable infrastructures and comprehensive cybersecurity frameworks to safeguard sensitive information. Integrating cloud computing solutions allows these providers to offer flexible and scalable services, enabling them to readily adjust to the dynamic client requirements in the insurance sector.

These insurers are also enhancing their data analytics capabilities through data modernization and scalable data infrastructures. Such capabilities deepen their understanding of customer behavior and enable them to optimize their service offerings and better meet the needs and expectations of their clientele.

ITO providers are also equipping their services with advanced cyber defenses that safeguard sensitive information while complying with industry regulations such as DORA, EU AI Act, GDPR and CDR. In the current digital landscape, cybersecurity measures have become increasingly essential. Providers are implementing robust infrastructure solutions that facilitate seamless operations to ensure systems remain reliable and efficient amid fluctuating demand.

As European insurers strive to modernize their operations, the above-mentioned capabilities are crucial for successfully integrating AI. Integrating AI will help improve decision-making processes, enhance customer experiences and drive innovation within the industry, enabling these companies to thrive in a competitive market.

From the 55 companies assessed for this study, 27 qualified for this quadrant, with eight being Leaders and one a Rising Star.



As trust plays a pivotal role in the success of insurance and financial services, **Fujitsu** is committed to safeguarding the financial well-being of its insurance customers and actively pursues strategic digital transformation.

### GFT

**GFT** collaborates with various European insurance companies to help them adopt innovative technologies and streamline their operations.

### Iron Mountain

**Iron Mountain** is committed to protecting and managing information for insurance clients. It combines its secure storage solutions with advanced data management technologies to ensure compliance and safeguard sensitive information.

### Publicis Sapient

**Publicis Sapient** helps European insurance companies navigate the rapidly changing landscape by leveraging technology, data and design.



**Randstad Digital** plays a pivotal role in shaping the future workforce in the European insurance landscape by providing varied offerings and solutions.

### sopra steria

**Sopra Steria** is a prominent player in cloud services and cybersecurity, offering various solutions to help organizations enhance their digital capabilities and protect their information assets.



## Insurance ITO Services – Midmarket Next-Gen



**Tech Mahindra** offers a comprehensive suite of services in cloud computing, data management and cybersecurity, enabling insurers in Europe to adopt innovative technologies while maintaining robust security frameworks.



**Unisys** is a leader in cloud, data and cybersecurity solutions. Its expertise in these areas enables organizations to enhance operational efficiency, secure sensitive information and leverage data for strategic decision-making.

### Zühlke

**Zühlke's** (Rising Star) expertise in cloud architecture allows European insurers to scale and innovate efficiently, while its data management services ensure that companies can harness the power of their data.





# Star of Excellence

A program, designed by ISG, to collect client feedback about providers' success in demonstrating the highest standards of client service excellence and customer centricity.







# Appendix

The ISG Provider Lens 2024 – Insurance Services research study analyzes the relevant software vendors/service providers in the European market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research methodology.

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The research and analysis presented in this study will include data from the ISG Provider Lens™ program, ongoing ISG Research programs, interviews with ISG advisors, briefings with service providers and analysis of publicly available market information from multiple sources. ISG recognizes the time lapse and possible market developments between research and publishing, in terms of mergers and acquisitions, and acknowledges that those changes will not reflect in the reports for this study.

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 Author**

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.

*Co-Author*



**Sandhya Hari Navage**  
**Research Specialist**

Sandhya Navage is a research specialist at ISG and is responsible for supporting and co-authoring Provider Lens™ studies on power and utilities services, insurance BPO and IT services, and payroll services. She supports the lead authors in the research process and authors the global summary report. She also develops content from an enterprise perspective and collaborates with advisors and enterprise clients on ad-hoc research assignments. She has been associated with ISG since 2021.

Prior to this role, she worked with IT/BPO and financial services companies and has more than twelve years of experience in market research. 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.



## Author & Editor Biographies



*Study Sponsor*

**Iain Fisher**  
**Director, Research**

Iain leads ISG's Future of Work, Customer Experience and ESG solutioning redefining business models and operating models to drive out new ways of working with a CX and ESG focus. He joins up end to end value chains across a number of markets and advises clients on where digital and technology can be used to maximize benefit. A regular Keynote speaker and online presenter, Iain has also authored several eBooks on these subjects.



*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.



### ISG 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](#).

### ISG Research™

ISG Research™ provides subscription research, advisory consulting and executive event services focused on market trends and disruptive technologies driving change in business computing. ISG Research™ delivers guidance that helps businesses accelerate growth and create more value.

ISG offers research specifically about providers to state and local governments (including counties, cities) as well as higher education institutions. Visit: [Public Sector](#).

For more information about ISG Research™ subscriptions, please email [contact@isg-one.com](mailto:contact@isg-one.com), call +1.203.454.3900, or visit [research.isg-one.com](https://research.isg-one.com).

### ISG

ISG (Information Services Group) (Nasdaq: III) is a leading global technology research and advisory firm. A trusted business partner to more than 900 clients, including more than 75 of the world's top 100 enterprises, ISG is committed to helping corporations, public sector organizations, and service and technology providers achieve operational excellence and faster growth. The firm specializes in digital transformation services, including AI and automation, cloud and data analytics; sourcing advisory; managed governance and risk services; network carrier services; strategy and operations design; change management; market intelligence and technology research and analysis.

Founded in 2006, and based in Stamford, Conn., ISG employs 1,600 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.

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**REPORT: INSURANCE SERVICES**