ISG Provider Lens®

Insurance Services – Strategic Advisory and Enablement

A research report comparing provider strengths, challenges and competitive differentiators in the insurance strategic advisory and enablement services space

QUADRANT REPORT | JUNE 2026 | GLOBAL

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SUTHERLAND

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Insurance advisory is becoming an embedded, outcome-accountable partner in AI-led transformation

This ISG Provider Lens® Insurance Strategic Advisory and Enablement Services 2026 — Global study evaluates providers helping global insurers navigate a defining moment where GenAI, agentic AI led automation, regulatory complexity, and shifting policyholders' expectations are converging to reshape insurance operating models; this report examines how advisory and enablement are evolving from one-off strategy decks to embedded, outcome-accountable partners co-creating transformation across underwriting, claims, distribution, and enterprise functions.

Market Context

Global insurers are increasingly reevaluating the role of consulting partners as transformation shifts beyond discrete strategy projects toward continuous, enterprise-wide reinvention.

Insurance consulting has evolved from upstream advisory into an integrated strategic advisory and enablement model that bridges business strategy, operating model redesign, AI adoption and execution governance. In response, insurers are prioritizing consulting partners that can combine CXO-level strategic counsel with tangible enablement frameworks to drive measurable and sustained outcomes across global markets.

The global insurance consulting market is being reshaped by sustained margin pressure, heightened regulatory scrutiny, capital volatility and rapid digital disruption across life and property & casualty businesses. Insurers face climate-driven loss volatility, evolving distribution models, growing policyholder experience expectations and increasing dependence on data, analytics and AI to protect profitability and relevance. As a result, traditional episodic consulting engagements are giving way to long-standing transformation partnerships that align strategy with operationalizable end state from the outset.

Global insurance consulting **shifts from strategy**-first to **AI-enabled, operations-ready** models.

At the same time, the market has shifted decisively toward AI-centric consulting mandates. What initially began as experimentation with automation and analytics has matured into enterprise-scale initiatives spanning GenAI, agentic AI, responsible AI governance and AI-embedded operating models. Regulatory expectations around transparency, explainability, model risk management and ethical AI further amplify the need for structured advisory support rather than ad-hoc innovation. Consulting providers that can contextualize AI within insurance-specific workflows, such as underwriting, claims, actuarial decisioning and policyholder engagement, are increasingly preferred.

Global scale and regulatory diversity remain defining market forces. Large insurers continue to pursue cross-border operating model harmonization while remaining compliant with local regulatory regimes. As a result, consulting providers with established global insurance practices, multi-region delivery model and deep regulatory advisory capabilities are better positioned to support complex, multinational transformation programs compared with providers operating primarily through regional or function-led models.

Enterprise Priorities

Insurance enterprises engaging strategic advisory and enablement providers are increasingly focused on closing the operationalization gap between strategy formulation and operational impact. Boards and executive leadership teams expect consulting engagements to deliver not only strategic clarity but also clearly articulated roadmaps, governance structures and performance metrics that sustain value realization over time. As a result, insurers are prioritizing partners that can embed advisory into ongoing transformation programs rather than deliver static recommendations.

A core enterprise priority is designing AI-first operating models. Insurers are seeking guidance on where and how to embed AI across underwriting, claims, distribution, fraud detection and incumbent policyholder engagement and prospecting, while maintaining control over data privacy, regulatory compliance and ethical standards. Strategic advisory now encompasses AI portfolio prioritization, responsible AI frameworks, organizational readiness and workforce enablement, moving well beyond technology selection or pilot activities.

Another critical priority is business and operating model reinvention. Insurers are reassessing distribution economics, capital allocation, portfolio mix and cost structures to address persistent profitability challenges. They expect consulting partners to bring evidence-based research, actuarial and capital strategy insights, and scenario-driven decision support. For global insurers, priorities also include navigating regulatory divergence, shaping cross-border data strategies and capturing region-specific growth opportunities.

Finally, insurers continue to emphasize CXO-level engagement and credibility. Strategic advisory mandates, spanning AI and growth strategies, M&A and long-term operating model decisions, are increasingly anchored at the CEO, board and executive committee level. Providers that combine strong thought leadership, proprietary research and sustained executive engagement are better positioned to influence large-scale transformation agendas.

Provider Dynamics

The global strategic advisory and enablement services landscape is characterized by clear segmentation across pure-play strategy firms, integrated consulting and technology providers, the Big Four consultancies and insurance specialists. Each cohort brings distinct strengths and trade-offs across strategic depth, execution continuity and domain specialization. Insurers select partners based on transformation scope and risk appetite.

Leading providers stand out by delivering strategy-to-operationalization continuity at global scale. Integrated consulting firms leverage proprietary frameworks, AI studios and ecosystem partnerships to connect CXO-level advisory with enterprise enablement. Consulting is positioned not as an isolated layer, but as a coordinating force across strategy, experience design, technology transformation and operating model execution.

This approach is particularly attractive for insurers pursuing multi-year, enterprise-wide reinvention.

Pure-play strategy firms continue to set the benchmark for CEO-level counsel, capital strategy and board engagement, supported by deep actuarial expertise and industry-defining research. However, insurers increasingly balance these strengths against the need for downstream enablement, particularly when transformation programs require sustained operational execution and AI industrialization. As a result, collaboration or hybrid engagement models are becoming more common in large, global programs.

AI-led advisory has emerged as a core differentiator across the landscape. Providers are investing heavily in GenAI platforms, agentic AI frameworks, AI governance models and industry-specific accelerators to move beyond experimentation toward scaled adoption. Notably, insurers increasingly favor advisory models that integrate AI strategy with regulatory readiness, organizational design and operating discipline.

Insurance specialists and operations-led consultancies offer deep domain expertise across underwriting, claims, actuarial and reinsurance functions. Their relevance is particularly strong for carriers seeking targeted transformation in specific value-chain areas. However, their scope may be narrower for enterprise-wide strategy or cross-industry benchmarking.

Outlook

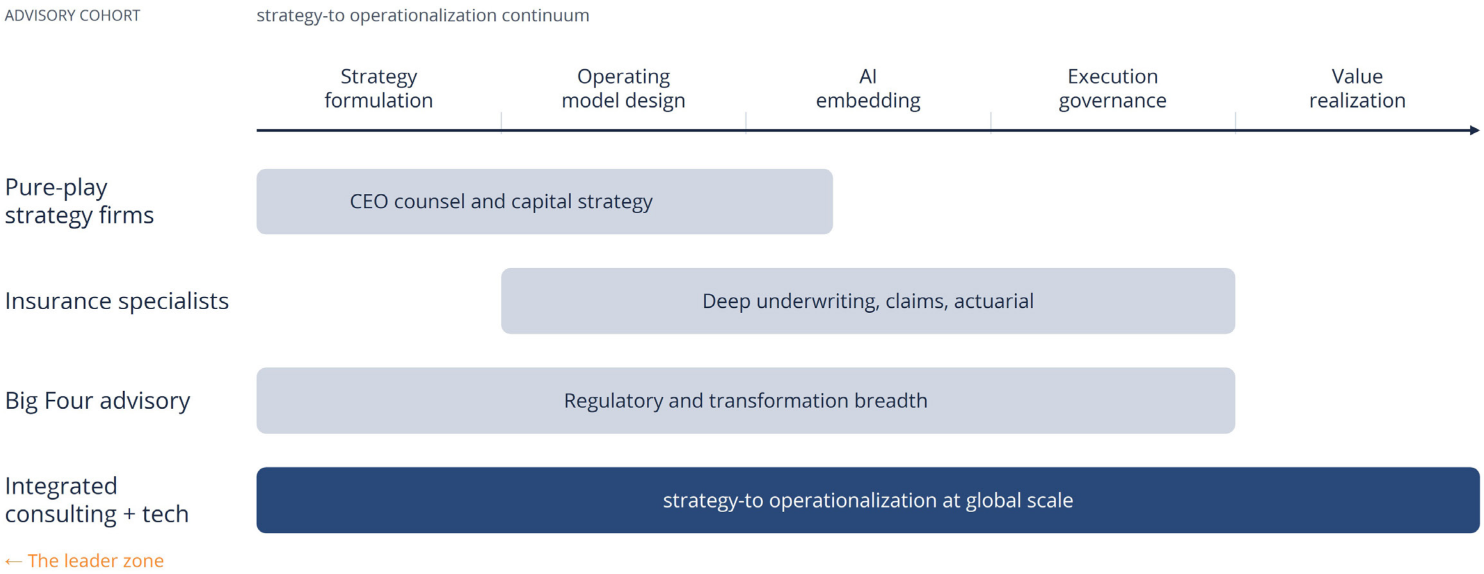
Looking ahead, global insurance consulting will continue to evolve toward outcome-oriented, AI-embedded and ecosystem-driven advisory models. Insurers will demand greater accountability for measurable impact, pushing consulting providers to further integrate strategy, enablement and performance governance. AI advisory will move beyond capability design to focus on value realization, operating resilience and regulatory confidence.

Providers that combine global insurance expertise, CXO trust, proprietary research and operational-ready AI frameworks will be best positioned to lead the next phase of insurance transformation. At the same time, competitive differentiation will depend on providers' ability to remain independent strategic advisors while seamlessly enabling execution across complex, multi-region environments.

Insurers increasingly favor consulting partners that combine CXO-level strategic counsel, proprietary research and AI-led enablement frameworks to translate ambition into measurable outcomes. Providers that align strategy with operating model redesign, responsible AI adoption and sustained execution governance are becoming long-term transformation partners rather than episodic advisors.

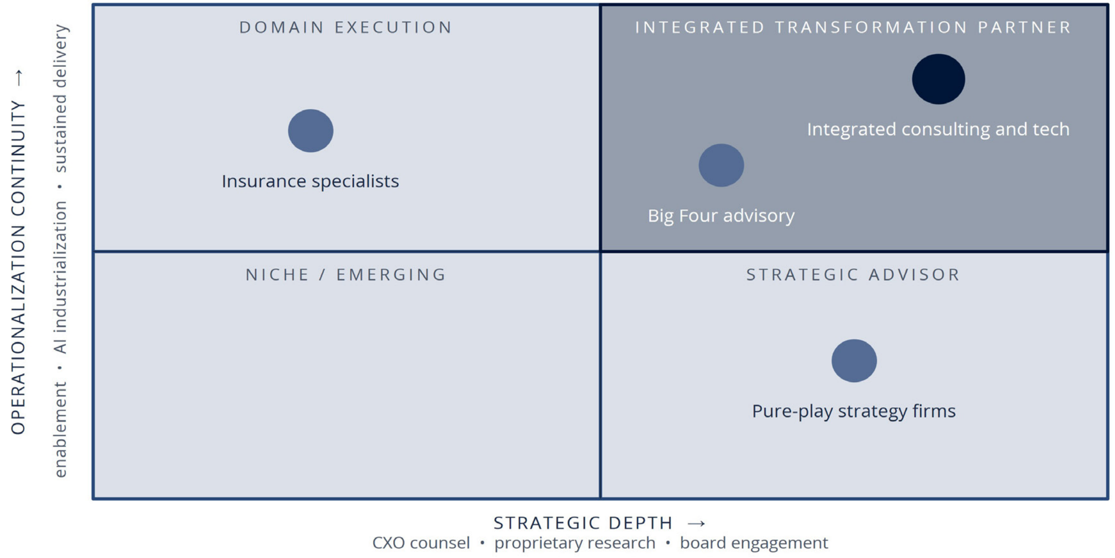
The winning model is strategy-to-operationalization continuity

How each advisory cohort covers the transformation spine and where the integrated zone earns the leader position.



Four cohorts, two dimensions, one winning quadrant

Where each cohort sits on strategic depth versus operationalization continuity and which quadrant insurers increasingly select.



Provider Positioning

	Strategic Advisory and Enablement Services
ABeam Consulting	Market Challenger
Accenture	Leader
Andersen	Contender
Atos	Product Challenger
Bain & Company	Market Challenger
Baringa Partners	Market Challenger
BCG	Leader
BearingPoint	Product Challenger
Capgemini	Leader
Coforge	Contender

Provider Positioning

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	Strategic Advisory and Enablement Services
Cognizant	Leader
Deloitte	Leader
DXC Technology	Product Challenger
EXL	Leader
EY	Leader
Genpact	Leader
GFT	Contender
Happiest Minds	Contender
HCLTech	Product Challenger
Hitachi Digital Services	Contender

Provider Positioning

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	Strategic Advisory and Enablement Services
HTC Global Services	Contender
IBM	Leader
Infosys	Leader
Kearney	Market Challenger
KPMG	Leader
Kyndryl	Rising Star ★
LTM	Product Challenger
McKinsey & Company	Leader
NTT DATA	Leader
Oliver Wyman	Leader

Provider Positioning

	Strategic Advisory and Enablement Services
Persistent Systems	Contender
PwC	Leader
Roland Berger	Market Challenger
SIA Partners	Product Challenger
Simon- Kucher	Market Challenger
Sopra Steria	Product Challenger
Sutherland	Leader
Synechron	Contender
Synpulse	Product Challenger
TCS	Leader

Provider Positioning

	Strategic Advisory and Enablement Services
Tiger Analytics	Contender
ValueMomentum	Contender
Wipro	Rising Star ★
Xceedance	Leader
Zensar Technologies	Contender

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

Strategic Advisory and Enablement Services

Simplified Illustration Source: ISG 2026

Definition

Insurance consulting services help insurance enterprises make informed, strategic decisions throughout their transformation journeys. These services include expert-led advisory services aimed at improving growth, profitability, operational effectiveness, transformation outcomes and turnaround efforts, while enhancing PX across segments such as life and retirement (L&R); property and casualty (P&C); reinsurance; specialty lines; Lloyds of London; and managing general agents (MGAs)/managing underwriting agents (MUAs).

These services span a wide range of focus areas, including extensive insurance domain expertise, with capabilities to deliver measurable and sustainable business outcomes.

These services span areas such as:

- Management and strategy consulting
- Business and operating model transformation consulting
- Systems integration consulting
- Digital readiness consulting
- Technology transformation consulting
- Regulatory and actuarial consulting
- Enterprise and business architecture consulting
- CX (including PX) consulting
- Value chain/ecosystem partnership consulting
- Enterprise AI consulting
- Process reengineering consulting
- Design and interactive solutions consulting
- GCC design and setup consulting

These service providers combine deep insurance domain expertise with the above-mentioned capabilities to enable insurance enterprises to deliver measurable business outcomes.

They may have expertise in catering to insurance entities across the insurance value chain, including reinsurers, insurers, brokers and other intermediaries, as well as bancassurance, MGAs/MUAs, claims specialists and regulators.

Audit, taxation, legal and assurance offerings are not included in the scope of insurance consulting services.

Scope of the Report

This ISG Provider Lens® quadrant report covers the following one quadrant for services: Insurance Strategic Advisory and Enablement 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 (quadrants)
- Focus on the global 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.

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.

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 follow sensible market approach with a goal of becoming a Product or Market Challenger within 12 to 18 months.

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.

Strategic Advisory and Enablement Services

Who Should Read This Section

This report is valuable for providers offering insurance consulting services globally to understand their market position and for enterprises looking to evaluate these providers. In this quadrant, ISG highlights the current market positioning of these providers based on the depth of their service offerings and market presence.

Technology professionals

should read this report to gain a comprehensive understanding of the strengths and limitations of insurance strategic advisory and enablement service providers. The report evaluates their insurance consulting offerings, technical capabilities, market presence and ecosystem partnerships, while showcasing how they apply advanced technologies to meet evolving enterprise demands.

Marketing and sales professionals

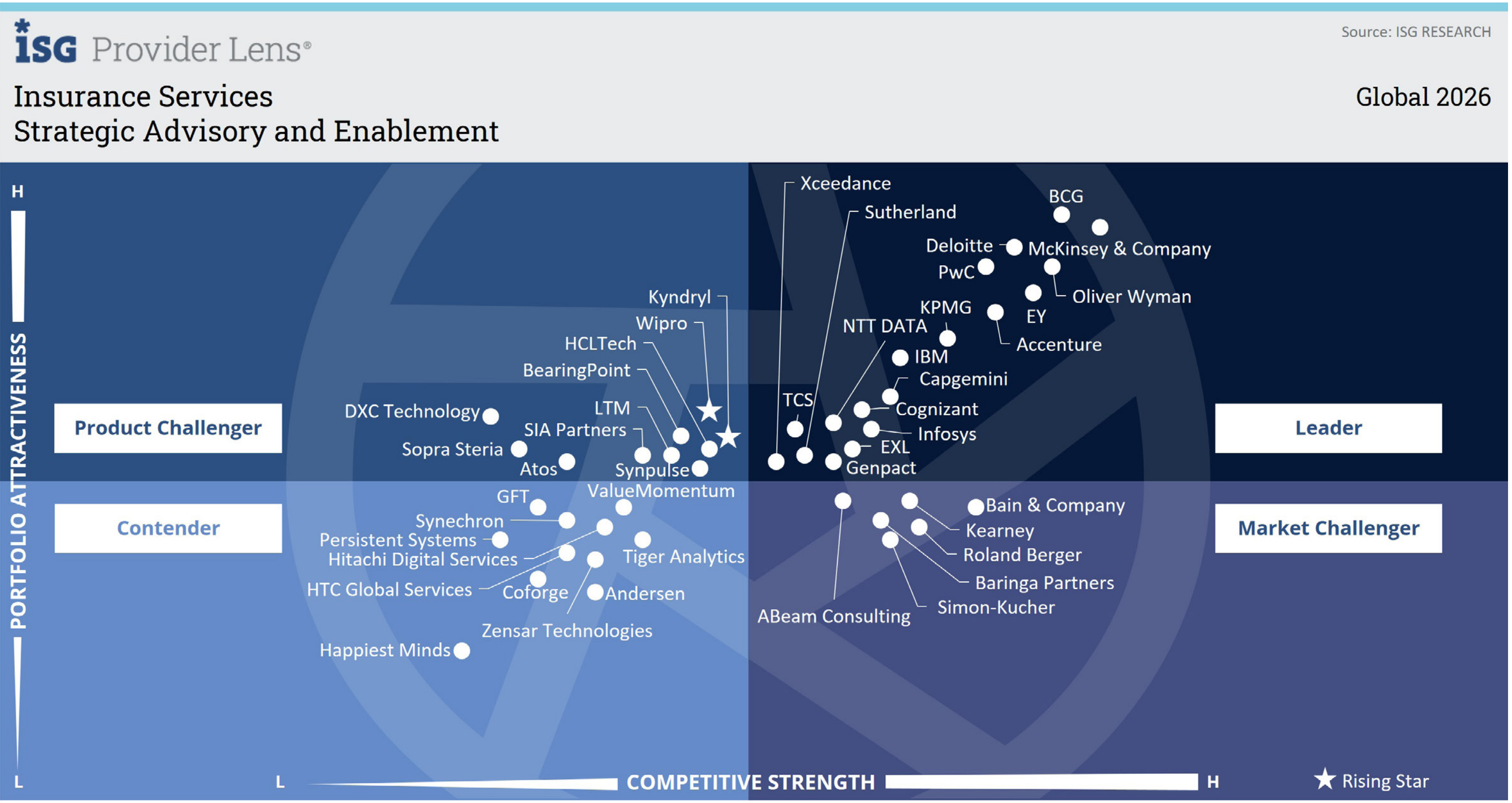
should read this report to gain strategic insights into the positioning, capabilities and value propositions of insurance strategic advisory and enablement service providers. The report helps identify partners that can support the design and management of complex business processes, enhance CX and optimize data utilization to drive sales growth and market impact.

Operations professionals

should read this report to gain a comprehensive understanding of the competitive positioning and core capabilities of insurance strategic advisory and enablement service providers. The report serves as a strategic guide to help identify partners that can streamline operational processes, enhance financial performance and deliver measurable ROI.

Digital professionals

should read this report to gain a clear understanding of the technologies, platforms and services offered by insurance consulting service providers that enable the modernization of legacy systems. The report highlights how these providers support digital transformation initiatives across the enterprise, improve CX and deliver enhanced value to stakeholders.



This quadrant evaluates providers offering **strategic advisory and enablement** services that help insurers navigate **AI-led modernization,** regulatory shifts and operating model reinvention, turning insights into measurable operational outcomes.

Ashish Jhajharia and Sandhya Navage

Definition

The Insurance Consulting Services quadrant evaluates providers that deliver specialized advisory solutions, enabling insurance enterprises to make informed decisions about their operational strategies for a successful transformation journey.

Insurance consulting encompasses expert advisory offerings designed to help insurance enterprises enhance their growth, profitability, transformation/turnaround and PX in the segments of L&R, P&C, reinsurance, specialty and Lloyd's of London, and MGAs.

Insurance consulting firms may offer a mix of these services or focus on specific areas, delivering them either globally or in a particular region. Consulting engagements can include specialized capabilities aligned with the insurance vertical, such as AI consulting, GCC consulting, or cybersecurity advisory services, integrated within the core service categories mentioned above.

ISG will evaluate insurance consulting providers based on their ability to deliver independent, expert advisory support across the insurance value chain.

Eligibility Criteria

1. Demonstrate **insurance consulting expertise** for insurance firms, reinsurers, digital/virtual insurers, brokers or local insurance regulators
2. Offer **one or more consulting services** across the **insurance value chain**
3. Advise insurance enterprises and manage, execute and operationalize **transformational initiatives** across the insurance value chain (for example, distribution, underwriting, claims, customer service, actuarial and pricing) or demonstrate deep expertise in any area
4. Deliver performance improvement or turnaround consulting for insurance entities (for example, operational transformation, cost reduction, underwriting [UW] profitability, distribution ecosystem, claims effectiveness, PX reinvention or actuarial modelling)
5. Offer **innovative consulting** through various engagement models and ecosystem partnerships
6. **Translate experience and expertise** into tools and reusable components, including playbooks
7. Substantiate **insurance consulting experience** through references and case studies across any region
8. Execute **multiple insurance consulting projects** across functional areas, with at least one project underway in the current year
9. **Open to all consulting firms,** irrespective of their revenue size from the insurance industry or geographic footprint

Observations

The 2026 Insurance Strategic Advisory and Enablement Services quadrant reflects an industry in active reset rather than incremental change. Insurers are no longer seeking optimization of existing operating model; they are expecting a re-architecture suited to an environment defined by agentic AI, sustained margin pressure, climate-linked volatility and shifting customer and distribution economics.

The historical line between strategy firms, Big Four advisory and IT and BPM services-led consulting continues to blur. Strategy firms are moving deeper into engineering and AI productization, Big Four players are scaling industrialized AI and managed transformation offerings, and global IT and BPS service firms are advancing upstream into board-level reinvention agendas, often anchored by acquired or incubated strategy units. As capability claims converge, factors such as proprietary AI assets, sector benchmarks, regulatory depth and outcome accountability define differentiation.

M&A and partnerships over the past 12-18 months have reinforced these shifts. Several providers have expanded through targeted acquisitions of actuarial, climate-risk, AI engineering and CX design firms, while others strengthened alliances with core platform providers, hyperscalers and GenAI ecosystem players. Few deals were transformative in scale, but their cumulative effect is a more complete advisory and enablement footprint across most evaluated providers.

In response, insurers are shortening shortlists, demanding insurance-specific proof points and linking commercials to measurable transformation outcomes.

From the 55 companies assessed for this study, 45 qualified for this quadrant, with 18 being Leaders and two Rising Stars.

accenture

Accenture combines deep insurance domain expertise with industrialized AI through its AI Refinery to help global insurers redesign operating models, accelerate core modernization on Guidewire and Duck Creek, and orchestrate enterprise-wide reinvention at scale.

BCG

BCG combines top-tier strategy advisory with BCG X engineering to help insurers drive growth, execute M&A, redesign organizations and innovate AI-driven business models, with a strong reputation for high-impact, CEO-level engagements globally.

Capgemini

Capgemini, led by Capgemini Invent for strategy and Frog for experience design, supports insurers across Europe and globally with intelligent industry transformation, sustainability and customer-centric operating model reinvention, underpinned by deep sector research.

cognizant

Cognizant brings strong P&C and L&A expertise, leveraging its Neuro AI and platform partnerships, advising clients on underwriting modernization, claims reinvention and distribution strategy, with a focus on the North American market.

Deloitte.

Deloitte offers comprehensive advisory services across regulatory, actuarial, risk, finance and technology to help insurers navigate IFRS 17, Solvency reforms and core transformation, leveraging its Future of Insurance perspectives and global delivery scale.

EXL

EXL differentiates with an analytics- and AI-led approach, embedding domain-trained data science and EXL.AI into advisory engagements to help insurers reimagine claims, underwriting and finance functions through measurable, data-driven transformation outcomes.

EY's NextWave Insurance strategy guides insurers through finance transformation, IFRS 17 implementation, regulatory complexity and AI-enabled operating model redesign, combining Big Four assurance heritage with sector-specific advisory across global markets.

Genpact combines strong process expertise with its AI Gigafactory and riskCanvas platforms to advise insurers on finance, claims and underwriting reinvention. It blends operations heritage with strategic advisory to drive measurable productivity and growth outcomes.

IBM differentiates through watsonx-powered AI, hybrid cloud advisory and deep mainframe modernization heritage. It helps insurers redesign core platforms, embed responsible AI and transform legacy estates without disruptive lift-and-shift.

Infosys leverages Topaz AI, Cobalt cloud and McCamish L&A expertise to help insurers reimagine core platforms, distribution and customer journeys. It combines strategic advisory with industrial-scale delivery and maintains a strong specialty insurance footprint.

KPMG's Connected Enterprise framework anchors its insurance advisory, combining Big Four regulatory, tax and audit heritage with technology partnerships to help carriers tackle compliance reform, strengthen AI governance and deliver customer-centered operating model transformation.

McKinsey & Company

McKinsey & Company delivers premier strategy advisory backed by QuantumBlack AI, guiding global insurers on growth, M&A, distribution reinvention and GenAI productivity. Deep proprietary benchmarks and CEO-level access position the firm to deliver high-stake transformation programs.

NTT DATA blends Japanese engineering rigor with global insurance advisory, leveraging its Smart AI Agent ecosystem and infrastructure heritage to help insurers modernize core platforms, embed agentic AI and execute resilient, network-grade transformation programs.

Oliver Wyman

Oliver Wyman is a strategy boutique firm, with strong expertise in actuarial science, capital and risk advisory. It partners with insurance executives on portfolio strategy, climate and ESG risks, M&A and pricing reinvention, bringing quantitative rigor and senior-level engagement.

PwC combines Big Four advisory heritage, strong technology alliances and ESG, tax and regulatory depth to help insurers design AI-powered operating models, deliver IFRS 17 and prudential reforms, and execute trust-led transformation across global and regional markets.

Sutherland differentiates with a digital-first, CX-centric advisory model fusing GenAI, automation and design thinking. It helps insurers reinvent claims, distribution and customer journeys with strong midmarket presence and outcome-based pricing.

TCS leverages its TCS BaNCS insurance platform, MFDM and ignio AI to help insurers modernize core, enable cognitive operations and build ecosystem strategies, drawing on deep contextual knowledge from long-standing client relationships and global delivery scale.

Xceedance

Xceedance is an insurance-only specialist serving Lloyd's. With a strong footprint in specialty and program markets, it offers advisory, technology and operations expertise and stands out with underwriter-led talent and pure-play focus across carriers, MGA and brokers.

Kyndryl Consult (Rising Star) delivers infrastructure-led advisory rooted in mainframe and mission-critical systems expertise. It partners with insurers on resilience strategy, hybrid cloud roadmaps, cyber and data sovereignty, and pragmatic modernization of legacy core estates.

Wipro (Rising Star) combines Capco's insurance strategy heritage with FullStride Cloud and ai360 to help carriers reinvent operating models, modernize core platforms and embed responsible AI, combining boutique-style advisory with the delivery scale of a global IT services firm.

Sutherland

Leader

"Sutherland provides a distinctive experience-led insurance consulting offering fusing CX advisory depth, an AI-driven roadmap and a digital transformation perspective tailored to P&C and life insurers globally."

Ashish Jhajharia and Sandhya Navage

Overview

Sutherland is headquartered in New York, U.S. It has more than 55,000 employees across 15 countries. The company has been providing BPO and consulting services to the insurance industry for over 19 years. It offers experience-led insurance advisory voice combining CX strategy depth, AI-driven journey design and digital transformation framework. Through proprietary platforms such as Sutherland Sentinel AI, conversational AI enablement and human-centered design counsel, Sutherland enables global P&C and life insurers to reimagine policyholder engagement, modernize service economics and enhance distribution experiences across global insurance markets.

Strengths

Sutherland Sentinel AI and conversational intelligence advisory: Sutherland's Sentinel AI platform, along with deep conversational intelligence capabilities, enables global insurers to transform policyholder journeys, agent enablement and service economics. This experience-led AI advisory voice differentiates Sutherland among traditional insurance consulting peers worldwide.

Human-centered design and CX advisory: Sutherland adopts a human-centered design approach to insurance advisory, combining CX strategy, journey orchestration and digital experience design. This experience-first advisory dimension enables global P&C and life insurers to enhance CX economics and stay ahead of the competition.

Digital transformation and insurance process reinvention: Sutherland's digital transformation advisory practice, powered by deep insurance process reinvention expertise across underwriting, claims and policyholder service, enables global insurers to orchestrate end-to-end CX-led transformation. This blend of process and experience advisory is differentiated among global insurance consulting peers.

Caution

Sutherland's CX- and experience-led advisory depth, while differentiating, has the potential to deepen its upstream strategic consulting and CEO-level transformation capabilities, where pure-play strategy peers continue to set the pace for end-to-end engagement with global insurance leaders.

Appendix

The ISG Provider Lens® 2026 – Insurance Services - Strategic Advisory and Enablement - Global study analyzes the relevant providers in the global 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 report includes research 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. The data collected for this report represent information that ISG believes to be current as of June 2026 for providers that actively participated and for providers that did not. ISG recognizes that many mergers and acquisitions may have occurred since then, but this report does not reflect these changes.

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

The study was conducted in the following steps:

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

Lead Author

Ashish Jhajharia
Lead Analyst - Insurance

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 transformation, and sourcing strategy.

With ISG, he is leading the ISG Provider Lens® (IPL) Insurance Services and Platforms Study for study for North America, the UK & Europe and the Asia-Pacific regions.

Research Analyst and Co-Author

Sandhya Navage
Lead Research Specialist

Sandhya Navage is a Lead Research Specialist at ISG and is responsible for supporting and co-authoring Provider Lens® studies on Insurance BPO and IT Services, and Insurance Platform Solutions, Banking Industry Services and Power and Utilities Services. She supports the lead authors in the research process and authors the enterprise content, global summary report, focal points and a few study quadrants. 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.

With over 12 years of research and consulting expertise in the IT/BPO sector, she previously collaborated with various IT/BPO and financial firms. Her extensive background spans market research, yielding actionable insights and competitive analysis across diverse sectors like insurance, banking, finance, manufacturing, energy, and utilities.

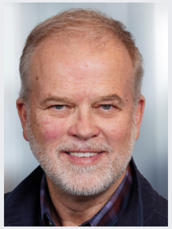
Study Sponsor

Iain Fisher
Director, Research

Iain Fisher is ISG's head of industry research and market trends. With over 20 years in consulting and strategic advisory, Iain now focuses on cross industry research with an eye on technology led digital innovation, creating new strategies, products, services, and experiences by analysing end-to-end operations and measuring efficiencies focused on redefining customer experiences. Fisher is published, known in the market and advises on how to achieve strategic advantage. A thought leader on Future of Work, Customer Experience, ESG, Aviation and cross industry solutioning. He provides major market insights leading to changes to business models and operating models to drive out new ways of working.

Fisher works with enterprise organizations and technology providers to champion the change in customer focused delivery of services and solutions in challenging situations. Fisher is also a regular Keynote speaker and online presenter, having authored several eBooks on these subjects.

IPL Product Owner



Jan Erik Aase
Partner and Global Head – ISG Provider Lens®/ISG Research

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. 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.

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ISG

ISG (Information Services Group) (Nasdaq: III) is a leading global AI-centered technology research and advisory firm. A trusted partner to more than 900 clients, including 75 of the world's top 100 enterprises, ISG is a long-time leader in technology and business services sourcing that is now at the forefront of leveraging AI to help organizations achieve operational excellence and faster growth.

The firm, founded in 2006, is known for its proprietary market data, in-depth knowledge of provider ecosystems, and the expertise of its 1,600 professionals worldwide working together to help clients maximize the value of their technology investments.

For more information, visit isg-one.com.

ISG Provider Lens®

JUNE, 2026

REPORT: INSURANCE SERVICES - STRATEGIC ADVISORY AND ENABLEMENT