iSG Provider Lens™

Insurance BPO Services

Life & Retirement TPA Services

U.S. 2021

Quadrant
Report

A research report comparing provider strengths, challenges and competitive differentiators

Customized report courtesy of:

DXC TECHNOLOGY

March 2022

About this Report

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

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

The lead author for this report is Peggy Bresnick Kendler. The lead advisor is Dennis Winkler. The editors are John Burnell and Grant Gross. The research analyst is Sandhya Hari Navage, and the data analyst is Komal Kumari. The quality and consistency advisors are Dennis Winkler, Paul Schreiner, Yadu Singh and Jarrod Magill.

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ISG Provider Lens™ delivers leading-edge and actionable research studies, reports and consulting services focused on technology and service providers' strengths and weaknesses and how they are positioned relative to their peers in the market. These reports provide influential insights accessed by our large pool of advisors who are actively advising outsourcing deals as well as large numbers of ISG enterprise clients who are potential outsourcers.

For more information about our studies, please email ISGLens@isg-one.com, call +1.203.454.3900, or visit ISG Provider Lens™ under ISG Provider Lens™.

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EXECUTIVE SUMMARY

Meeting The Evolving Technology Needs of Today's Insurers

Like most industries, insurance was turned on its head when the COVID-19 pandemic hit in early 2020. There was widespread disruption to normal business operations as employees had to work from home, with only essential personnel permitted in the office environment. In-person agent sales were limited due to COVID-19. There was a loss of premiums on some lines of business impacted by pandemic restrictions, like travel, which suffered losses as people stayed in place. Life insurance payouts were the highest in more than 100 years. Business interruption insurance claims soared as companies of all kinds were stuck without business continuity provisions in place. But the impacts were not all bad. Because people were not getting out and about during lockdown periods, claims decreased in many segments. And demand for life insurance products increased substantially, as families and individuals considered their own mortality a little bit more seriously.

In order to drive sales, carriers needed to be able to sell remotely with mobile applications that would deliver an Amazon-like experience. With more people working remotely, insurers needed the right technology in place to help associates do their jobs from home. Many carriers that were far along in their digital transformations and had advanced digital capabilities pre-pandemic were able to shift easily to remote sales and work models

because they could provide their customers and workforces with tools and technologies to automate processes and connect them with agents and colleagues, as they were already using these tools across their offices. Other carriers were left scrambling to put the right processes in place, to keep their internal workforces and distribution channels in business.

Today, approximately two years after COVID-19 altered normal life in the U.S., insurers are turning to business process services providers that offer a variety of people, processes and technologies to help carriers navigate the new normal and to deal with the challenges – and take advantage of the opportunities – the pandemic has presented. Insurance companies have tapped provider expertise to supplement their own in-house talent in response to the Great Resignation. They are leveraging provider technologies to automate processes and reduce manual handling to reduce headcount in some areas, and to redirect their company professionals in areas like underwriting and claims to more value-added activities. And they are turning to providers to build and grow their online sales channels, help them innovate and differentiate, cut costs and optimize their processes – from onboarding to claims and disbursements.

While provider technologies have helped carriers during the pandemic, the same technologies will help organizations remain competitive and meet new and existing challenges going forward into the future. Many life and retirement (L&R) and property and casualty (P&C) insurance organizations are still dealing with pre-pandemic issues like legacy system constraints, while selling to an increasingly digitally savvy public that wants a personalized experience, talent attrition, increasing competition from traditional and non-traditional market players, regulatory mandates, cybersecurity concerns, data challenges, ever-increasing operating costs and an imperative to grow.

L&R and P&C business process outsourcing (BPO) service providers and third-party administrators (TPAs) can help carriers in the following ways.

Achieve market growth: Today, insurance organizations have an imperative to grow, either inorganically through mergers and acquisitions, or organically by increasing revenue and sales. At the same, boosting sales and increasing market share is becoming increasingly difficult. Carriers need to successfully compete not only with traditional insurance organizations, but with non-traditional players like InsurTechs that typically don't have the burden of complex legacy environments and can operate more nimbly than established carriers. Carriers across segments need to be able to innovate quickly, to bring new products that fit evolving customer needs to market rapidly or to expand into new geographies with ease and to satisfy customers, whether in commercial or personal lines. And as insurers work to ensure that they are meeting the requirements to grow in the marketplace, they also must contain costs.

Insurance organizations of all types and across all segments are looking to BPO service providers and TPAs to meet these objectives. Providers can help carriers get products to market and get established in new markets. Many providers have sophisticated analytics and data management capabilities that can help insurers make sense of their data so they can get the right insights to inform their strategic business decisions on everything including product development, risk management, pricing and fraud detection.

Realize operational efficiencies. Balancing the imperative to grow with the imperative to cut costs and run lean and mean is no easy feat. Carriers can manage both by optimizing efficiencies across the enterprise, and provider technologies can help. There are many ways that insurance organizations can operate more efficiently and effectively. For example, automating parts of the underwriting process can free highly trained and effective professionals from performing redundant and manual tasks so they can focus on their core competencies. Providers that offer insurance organizations tools that can capture both structured and unstructured data and then perform an analysis on the information can enable more accurate pricing aligned to risk, boost productivity and improve employee satisfaction. Carriers can also opt for a more end-to-end approach, automating the insurance policy lifecycle from application to claims for efficiencies across processes. Outsourcing arrangements can allow insurance organizations to reduce or avoid enormous capital expenses.

Meet evolving customer expectations. In today's market, customer experience is a competitive differentiator, and insurance organizations are under constant pressure to

ensure that they meet ever-changing customer expectations. If a policyholder does not receive exemplary service, does not feel valued, has a disappointing or frustrating online experience or cannot conduct business with his or her insurer via a preferred channel, he or she may opt to buy coverage elsewhere. Consumers are now demanding that every interaction with their insurer to be frictionless and pleasant, and they want to do business on their own terms.

BPO services providers and TPAs can help carriers create personalized experiences, facilitate processes from applications through claims, and ensure omnichannel communications with policyholders. Providers can help carriers offer the self-service options policyholders demand. In addition, many providers offer technology to help improve the agent and broker experience, leading to better relationships and increased sales.

Secure the enterprise. Insurance organizations deal with highly sensitive data. Commercial carriers need to gather and process proprietary data from businesses, while life insurers deal with medical records and other personal information. Insurers absolutely need to uphold the highest level of security and compliance in their organizations. There are serious ramifications to security breaches, including loss of policyholder trust, regulatory and legal fines, damage to a company's brand and ultimately, lost business.

It's understandable that carriers might have reservations about entering into a business relationship with an outside services provider. Today, however, providers are coming to the

table with processes and extensive capabilities that meet or exceed the regulatory data protection standards. These provisions can help carriers feel more confident that their customer and business data is secure. At the same time, many BPO services providers and TPAs offer sophisticated fraud detection and data security technologies that help organizations proactively fight against fraud and cyberattacks.

ISG evaluated insurance BPO services providers in the L&R and P&C space along with TPAs to gauge their ability to meet the evolving needs of carriers across segments.

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Introduction

Simplified Illustration

Insurance Services - U.S.		
Insurance BPO Services		BPaaS and TPA Insurance Services
Life & Retirement Services	Property & Casualty Services	Life & Retirement TPA Services

Source: ISG 2021

Definition

Insurance coverage can be invaluable to policyholders, yet it is not a tangible product but a contract between insurer and insured. Insurance is a risk management plan for businesses, individuals and other entities that pay premiums to offset financial exposure due to a potential future event or circumstance, or to ensure a financial payout in the event of a loss of life or damage to property.

A homeowner's policy, for example, can give policyholders some peace of mind that they are covered if their home is damaged by a weather event and protects them from personal liability if someone is injured on their property. Some types of policies are not just encouraged but mandated by law. In all states, individuals cannot legally drive without insurance that protects them from damages or liability if they have an accident. And while life insurance isn't required, a life policy can provide a specific sum of money to beneficiaries after the policyholder's death, to care for survivors and take care of final expenses.

Definition (cont.)

Property insurance provides an individual or other entity with financial protection or reimbursement from losses due to losses or damage to property due to events like fire, theft, weather damage or catastrophic events.

Casualty insurance is a very broad category of insurance coverage protects individuals and entities against financial losses if they are legally liable for an accident or other event that results in personal injury or property damage.

Life insurance provides financial protection for beneficiaries and survivors. Life insurance payouts can also be used to accomplish other financial objectives of the insured upon their demise, like making gifts to charities or funding relatives' education.

Retirement products include annuities that can provide a retiree with regular financial payouts, supplemental medical insurance that can cover medical expenses not covered by Medicare, and long-term care insurance that can help ensure that aging individuals will be able to cover the expenses of personal care as they age.

Scope of Report

ISG uses a holistic approach to assess insurance BPO services that includes:

- **Strategy and management,** including strategic management, pricing, product sales and marketing

- **Front and middle office services,** including research and analytics, actuarial and modeling, investment management and sales support

- **Back office/transaction processing** including underwriting, policyholder services and claims processing

Digital transformation has become a priority for enterprises that want to stay relevant to their millennial customers and remain competitive. Enterprises are transforming by embracing digital technologies such as automation, AI and cloud solutions. ISG also measured outsourcing providers on their level of technology adoption to help them better support insurance companies in the following areas:

- **Business process outsourcing (BPO)** services such as customer care centers, new business support, policyholder services, claims processing, actuarial and support for other insurance processes.

Definition (cont.)

Scope of Report (cont.)

- **Policy administration system (PAS)** software that provides the processing platform for insurance policy administration either as a software license or via a software-as-a-service (SaaS) model.
- **Third-party administrator (TPA)** services that are bundled together to provide insurance companies with an all-encompassing BPO/PAS solution (BPaaS), typically through a licensed TPA.

Therefore, ISG studies are comprised of multiple quadrants covering the spectrum of services that an enterprise client would require. The quadrant descriptions follow.

Life & Retirement Insurance BPO Services: This quadrant includes providers that offer a wide variety of services that include consulting, technology enablement and managed services, in the form of backend services, front- and middle-office support and other services, for carriers that offer a variety of life insurance, supplemental insurance and retirement products such as annuities. ISG evaluates life and retirement outsourcing providers based on the scope of services offered, vision and ability to execute, market strength and awareness, partner ecosystem, scalability and more.

Property & Casualty Insurance Services: Property and casualty (P&C) insurance business process outsourcing providers offer an array of services that include consulting, technology enablement and managed services for carriers that provide a wide range of coverage in areas that include homeowner, auto, theft and natural catastrophes, as well as coverage to financially protect individuals and businesses from legal liability claims from outside parties. Provider offerings include backend services, front- and middle-office support and other services. ISG evaluates P&C business process outsourcing providers based on the scope of services offered, vision and ability to execute, market strength and awareness, partner ecosystem, scalability and more.

Third-Party Administrator (TPA) Services: Third-party administrator outsourcing providers offer consulting, technology enablement and managed services, in the form of backend services, front- and middle-office support and other services, for carriers that offer a variety of life insurance, supplemental insurance and retirement products such as annuities. The TPA environment is highly regulated, and it is essential that providers in this space are compliant with all regulations and hold TPA licenses for all states in which they operate. ISG evaluates TPA providers based on the scope of services offered, vision and ability to execute, market strength and awareness, partner and ecosystem scalability and more.

Provider Classifications

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

- **Mid Market**: 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.

Provider Classifications

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.

Leader

The Leaders among the vendors/ providers have a highly attractive product and service offering and a very strong market and competitive position; they fulfill all requirements for successful market cultivation. They can be regarded as opinion leaders, providing strategic impulses to the market. They also ensure innovative strength and stability.

Product Challenger

The Product Challengers offer a product and service portfolio that provides an above-average coverage of corporate requirements, but are not able to provide the same resources and strengths as the Leaders regarding the individual market cultivation categories. Often, this is due to the respective vendor's size or weak footprint within the respective target segment.

Market Challenger

Market Challengers are also very competitive, but there is still significant portfolio potential and they clearly fall behind the Leaders. Often, the Market Challengers are established vendors that are somewhat slow to address new trends due to their size and company structure, and therefore have some potential to optimize their portfolio and increase their attractiveness.

Contender

Contenders still lack mature products and services or sufficient depth and breadth in their offering, but also show some strengths and improvement potential in their market cultivation efforts. These vendors are often generalists or niche players.

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Provider Classifications (cont.)

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).

Rising Star

Companies that receive the Rising Star award have a promising portfolio 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. This award is only given to vendors or service providers that have made significant progress toward their goals in the last 12 months and are expected to reach the Leader quadrant within the next 12-24 months due to their above-average impact and strength for innovation.

Not In

The service provider or vendor was not included in this quadrant. There might be one or several reasons why this designation is applied: 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 qualify due to market share, revenue, delivery capacity, number of customers or other metrics of scale to be directly compared with other providers in the quadrant. Omission from the quadrant does not imply that the service provider or vendor does not offer this service or solution, or confer any other meaning.

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Insurance BPO Services - Quadrant Provider Listing 1 of 3

	Life & Retirement Services	Property & Casualty Services	Life & Retirement TPA Services
Accenture	● Leader	● Leader	● Leader
Actuarial Management Services	● Contender	● Not In	● Contender
ATOS	● Contender	● Not In	● Not In
Capgemini	● Contender	● Contender	● Not In
Coforge	● Contender	● Contender	● Not In
Cogneesol	● Not In	● Contender	● Not In
Cognizant	● Leader	● Leader	● Leader
Concentrix	● Contender	● Contender	● Not In
Conduent	● Contender	● Market Challenger	● Not In
Datamatics	● Contender	● Not In	● Not In
DRAISI	● Contender	● Not In	● Not In
DXC	● Leader	● Leader	● Leader

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Insurance BPO Services - Quadrant Provider Listing 2 of 3

	Life & Retirement Services	Property & Casualty Services	Life & Retirement TPA Services
EXL	● Leader	● Leader	● Leader
Genpact	● Leader	● Leader	● Rising Star
HCL	● Contender	● Contender	● Not In
Hexaware	● Contender	● Not In	● Not In
Illumifin	● Rising Star	● Not In	● Market Challenger
Infosys	● Leader	● Leader	● Leader
Innovation Group	● Not In	● Contender	● Not In
LTCG	● Product Challenger	● Not In	● Product Challenger
Mphasis	● Product Challenger	● Product Challenger	● Not In
NTT Data	● Market Challenger	● Not In	● Leader
Patra Corp	● Not In	● Product Challenger	● Not In
ReSourcePro	● Not In	● Leader	● Not In

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Insurance BPO Services - Quadrant Provider Listing 3 of 3

	Life & Retirement Services	Property & Casualty Services	Life & Retirement TPA Services
SE2	● Leader	● Not In	● Product Challenger
Solartis	● Not In	● Contender	● Not In
Sutherland	● Contender	● Market Challenger	● Not In
TCS	● Leader	● Leader	● Product Challenger
Tech Mahindra	● Product Challenger	● Product Challenger	● Not In
Teleperformance	● Not In	● Rising Star	● Not In
West Point	● Not In	● Contender	● Not In
Wipro	● Contender	● Not In	● Not In
WNS	● Leader	● Leader	● Leader
Xceedence	● Not In	● Contender	● Not In

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Insurance BPO Services Quadrants

ENTERPRISE CONTEXT

Life & Retirement TPA Services

This report is relevant to enterprises in the U.S. for evaluating third-party administrators (TPAs) that offer insurers full, end-to-end insurance operations services ranging from basic policyholder services to claims administration.

In this quadrant report, ISG assesses the current market positioning of TPA insurance service providers in the region, based on the depth of their service offerings and market presence.

Demand for TPA services is surging due to changes in insurance carrier's strategies, the growth of venture capital firms entering the insurance market, and the growing need for digital transformation in insurance sector. Enterprises are increasingly relying on TPAs to manage all of the technology and processing services for policy administration, billing and payment processing, enrollment, customer service and member data management.

Who should read this report:

Chief information officers (CIOs) should read this report to better understand how TPAs can replace the enterprise's existing legacy systems plus the opportunities and potential limitations that may exist for adopting and integrating new capabilities.

Marketing and sales leaders should read this report to understand the relative positioning and capabilities of service providers that can help them build and manage complex business management systems for improving their underwriting, business data analysis and decision making.

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

Transformation project and delivery leads responsible for transformation and modernization across the insurance ecosystem should read this report to understand the differentiators among the leading insurance TPA service providers in the U.S.
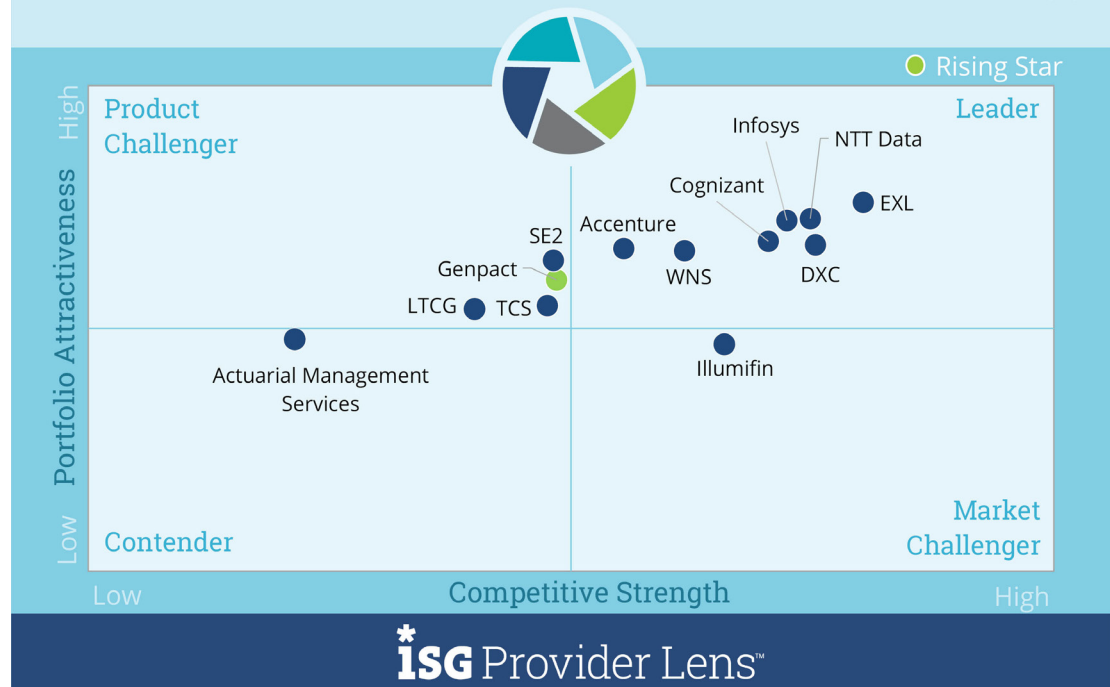
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LIFE & RETIREMENT TPA SERVICES

Definition

ISG defines business process as a service (BPaaS) as a type of business process outsourcing that encompasses the policy administration system (PAS), the ongoing technology support of the PAS, and the business processing support of the insurance products. BPaaS providers typically offer personnel and processes via internet-based, often-automated technologies that enable them to operate on a pay-per-policy service model. Since pricing is based on consumption, BPaaS can allow insurers to have a variable cost structure that reduces headcount and labor costs, and scales as necessary, potentially leading to significant cost savings.

Most BPaaS solutions are offered by licensed third-party administrators (TPAs). TPAs can vary significantly in size, scope of offerings and experience. They offer services that range from basic policyholder services and claims administration for closed blocks of business to full end-to-end insurance operations and administration for open blocks of business that encompass all aspects of the people, processes and technology, including actuarial, product development, underwriting, collections and billing, new business acquisition and enrollment.

Insurance BPO Services
Life & Retirement TPA Services

2021
U.S.

Product Challenger — High — Portfolio Attractiveness — Low — Contender

Leader — Rising Star

Infosys
NTT Data
Cognizant
EXL
Accenture
SE2
Genpact
WNS
DXC
LTCG   TCS
Actuarial Management Services
Illumifin

Market Challenger

Low — Competitive Strength — High

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Source: ISG Research 2021

LIFE & RETIREMENT TPA SERVICES

Eligibility Criteria

ISG assessed BPaaS/TPA providers by criteria that include the extent of support offered across insurance types, including life, annuity and supplemental, with the following eligibility criteria:

- Ability to provide TPA services for L&R (life, annuity and supplemental) products that cover a variety of services

- Can handle end-to-end processes, demonstrating strong domain expertise

- Possess technology enablement expertise through a processing platform and digital technologies like automation, cloud and other applications

- Offers industry solutions and forms partnerships

- Follows a strong consulting practice

Observations

Key observations about the providers, M&A, and key pointers about the leaders

- A Rising Star in last year's study, **Accenture** has been named a Leader in the 2021 TPA services quadrant. The firm brings its powerful ALIP platform and SynOps tool to serve its clients in this segment.

- An end-to-end services provider, **Cognizant** is a mature provider with robust technologies to serve insurers looking for TPA services.

- **DXC Technology** is a mature technology provider with a long history in the insurance field and significant experience in the insurance TPA market.

- **EXL** is a strong industry player. Over the past year, EXL has greatly expanded its TPA capabilities in distribution, sales and marketing, underwriting, operations and claims management, all capabilities that specifically benefit the firm's TPA/BPaaS customers.

- **Infosys** is a well-known player in the insurance space. The firm offers its TPA customers the power and capabilities of its Infosys McCamish platforms, including the VPAS™ platform that supports L&R services across distribution channels.

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LIFE & RETIREMENT TPA SERVICES

Observations (cont.)

- **NTT DATA** is one of the oldest insurance TPA providers in the U.S. and brings its powerful LifeSys™ platform to support its TPA customers L&R operations.

- **Offering** a host of life, annuity, pensions and other products in the L&R space, WNS employs creative outsourcing and commercial models to help its insurance TPA clients succeed in reaching its goals.

- **Genpact** is this year's Rising Star in the ISG TPA Services quadrant. The company has 25 years in the insurance industry and offers TPA customers a full range of end-to-end services across the insurance value chain.

DXC TECHNOLOGY

Overview

DXC Technology is headquartered in Virginia and operates in 70 countries. As a service provider, it has over 134,000 employees across more than 130 global offices. In FY21, the company generated $17.7 billion (-9.4 percent YoY) in revenue, with applications as its largest segment. DXC Technology was created by the merger of Computer Sciences Corporation and the Enterprise Services business of Hewlett Packard Enterprise in 2017. DXC Technology currently has more than 11 million life and wealth policies and contracts under management.

Strengths

Proven TPA/BPaaS solutions: DXC Technology has been offering third-party administration services to insurers for decades, helping carriers optimize and transform operations, reduce costs, increase agility and grow businesses with digital capabilities, agile processes and data-driven insights. The firm provides services from 35 delivery locations worldwide.

Modular digital platform: For its open block customers, DXC Technology offers the end-to-end capabilities of its DXC Technology Assure Digital Platform. This includes software, infrastructure and operations and suits customers looking to modernize legacy platforms while improving their go-to-market approaches. The modular platform enables carriers to select from some or all platform capabilities. DXC Technology offers closed-block BPaaS customers the DXC Technology CyberLife and Wealth Management Accelerator offering.

Deep domain expertise: DXC Technology has more than 35 years of insurance industry experience. The company's core differentiators are its experience in the insurance BPaaS arena and the commercial insurance market.
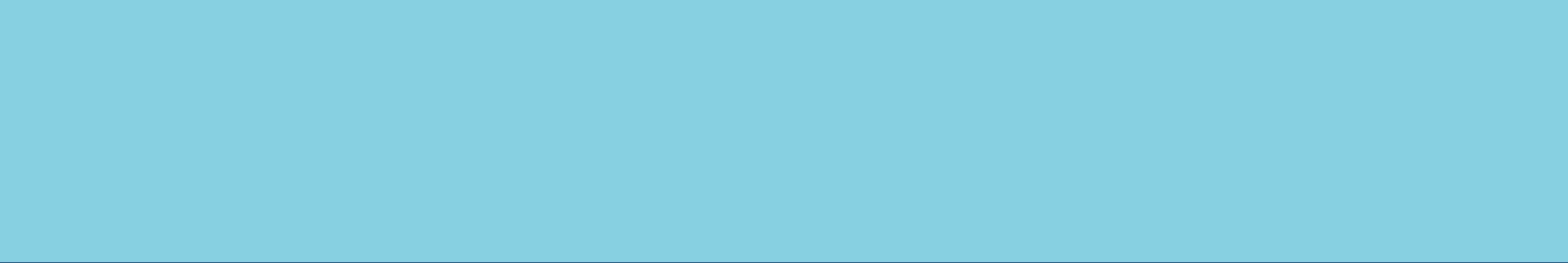
Caution

DXC Technology is a long-established, strong TPA player and continues to improve both its technology and operations to support carriers. The company has learned lessons from large conversions and is putting these into action on new large TPA engagements.

2021 ISG Provider Lens™ Leader

DXC Technology brings insurance organizations a wealth of proven TPA/BPaaS solutions to help them modernize legacy platforms and improve go-to-market approaches.

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Methodology

METHODOLOGY

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

The study was divided into the following steps:

1. Definition of Insurance Services - Life and Retirement, Property and Casualty and TPA U.S. 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 and experience (wherever applicable)

5. Detailed analysis and evaluation of services and service documentation based on the facts and 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

Authors and Editors

Peggy Bresnick Kendler, Author
Lead Analyst — Insurance

Peggy Bresnick Kendler has covered the insurance technology vertical since 1997, writing for and about some of the most prominent editorial brands, technology providers and insurance carriers in the field. In addition to researching and writing in-depth features and articles for Insurance & Technology and Digital Insurance magazines, Peggy was responsible for writing a monthly Virtual Roundtable feature for Insurance & Technology for more than a decade. She has authored hundreds of white papers, case studies, promotional video scripts, thought leadership pieces and additional custom materials for insurance technology providers. In addition, Peggy regularly moderates and presents popular webinars on cutting-edge B2B topics and technologies and she writes blogs and articles covering innovative technologies across industries.

Dennis Winkler, Author
Senior Director, Americas

Dennis is a leader in the ISG Insurance practice with 25-plus years of experience helping enterprises develop and execute their transformation and sourcing strategies across the globe. He has worked with most large insurance companies including advising on the largest insurance BPO, ITO and TPA deals in history. Dennis has advised hundreds of companies on their sourcing strategies and set up shared service centers and outsourcing relationships around the globe. Dennis has worked with numerous insurance clients including AIG, Chubb, Allstate, Transamerica, ING/VOYA, CNO, Global Atlantic, Assurant, Grange, Everlake and others. He is a thought-leader and author on insurance sourcing, negotiations, governance and benchmarking.

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Authors and Editors

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 insurance services and power and utilities services. She has experience in creating actionable insights and value-added competitive analysis for multiple industries including insurance, banking, financial services, manufacturing and energy and utilities. She is responsible for supporting research authors and authoring blogs, enterprise content and the global summary report with market trends and insights.

Jan Erik Aase, Editor
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 research director, Partner and Global Head - 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.

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March 2022

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