

Insurance Services – Strategic Capabilities

A research report comparing service providers' strengths, challenges and competitive differentiators



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The 2025 series of studies, titled Insurance Services – Strategic Capabilities, explores the dynamic and rapidly expanding ecosystem of service providers that address the complex needs of global insurance enterprises.

This series examines four critical segments of insurance service offerings:

- **Insurance Global Capability Centers (GCCs) by Service Providers:** These centers, along with capability-center-as-a-service (CaaS) offerings, serve as innovation hubs, delivering specialized services that enhance operational efficiency and strategic effectiveness.
- **Insurance GenAI and Agentic AI Services:** Harnessing advanced AI and ML, these services offer transformative solutions that revolutionize customer interactions and streamline operational processes.
- **Insurance Services Specialists:** This segment encompasses a diverse array of expert, tailored services that empower insurance enterprises to maintain a competitive edge in a saturated market.

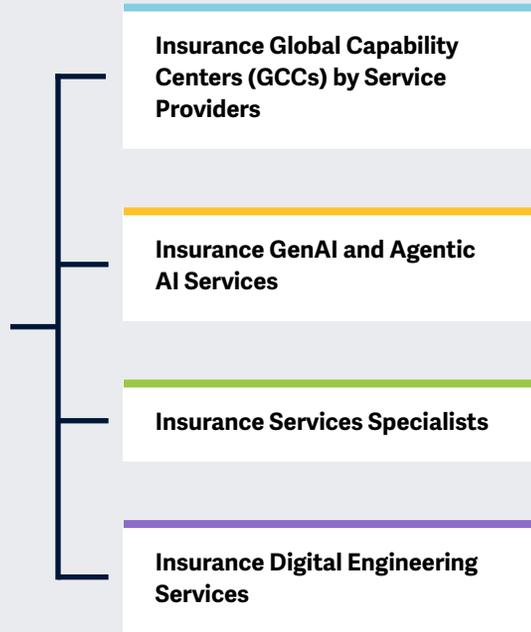
- **Insurance Digital Engineering Services:** Focusing on harnessing advanced technologies, these services drive the digital transformation of insurance operations, enabling companies to adapt to an ever-evolving landscape.

Collectively, these segments form a comprehensive framework that highlights the strategic capabilities essential for success in the competitive global insurance market. Each segment aids in developing a nuanced understanding of the factors required to guide insurance enterprises toward sustained success.



This series of global IPL reports aims to assess **service providers' strategic capabilities** to address the unmet needs of insurance enterprises.

Simplified Illustration Source: ISG 2025



Definition

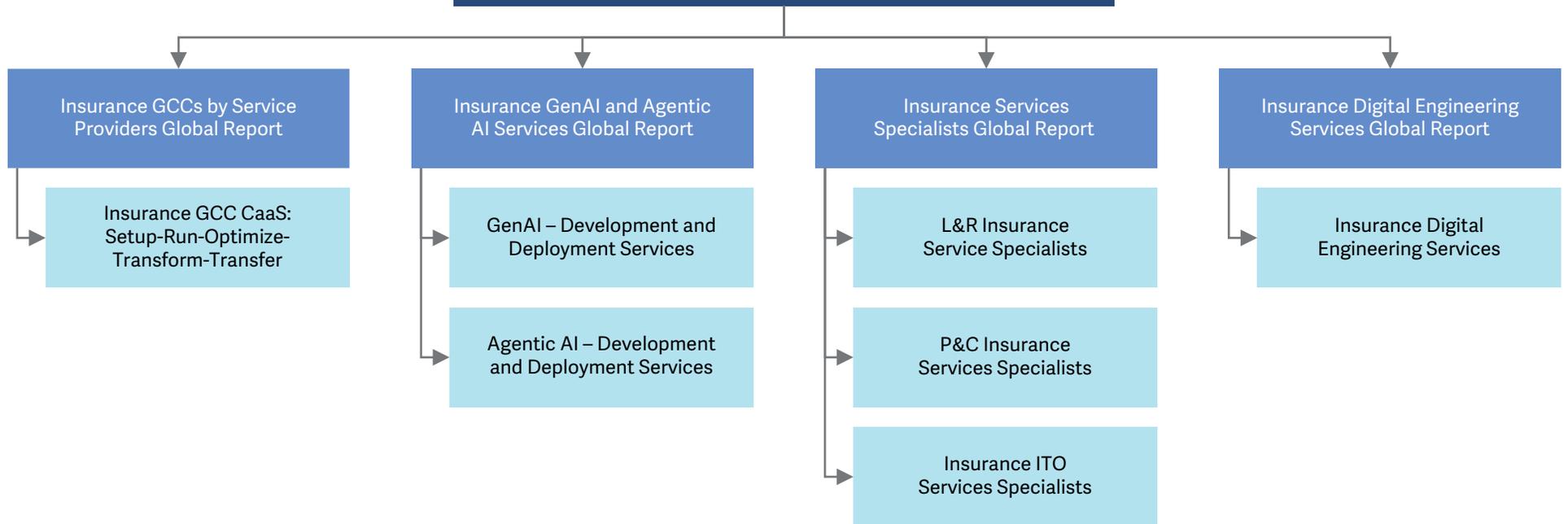
The ISG Provider Lens™ Insurance Services – Strategic Capabilities 2025 collection of studies offers the following to business and IT decision-makers:

- Transparency on the strengths and weaknesses of relevant providers
- A differentiated positioning of providers by segments on their competitive strengths and portfolio attractiveness
- Focus on the global insurance markets

Our study serves as an important decision-making basis for positioning, key relationships and go-to-market considerations. ISG advisors and enterprise clients also use information from these reports to evaluate their current vendor relationships and potential engagements.



Insurance Services – Strategic Capabilities 2025



Blueprint* – Insurance Services – Strategic Capabilities

Innovation (IP – Accelerators) Partner Ecosystem (Tiers – Types) Competency and Talent (Resources – Certifications) Insurance Industry Focus and Alignment Experience, Engagement and Case Study	Insurance GCCs by Service Providers	Insurance GCC CaaS: Setup-Run-Optimize-Transform-Transfer	Capabilities								
			Setup/Acquire (Model design)	Run & Optimize (IT/Operations/ Corporate Functions)			Manage/Transformation	Transition/Transfer			
	Insurance GenAI and Agentic AI Services	GenAI – Development and Deployment Services	Capabilities								
		Agentic AI – Development and Deployment Services	Use Case/PoC	Reimagining Process	Insurance Domain LLMs/SLMs	Framework & Control	Data Management & Security	Pilot, Build & Deploy	Workforce Readiness	Operationalization	Performance & Model Training
			Use Case/PoC	Productivity/Process Improvement	Smarter & Transparent Decision making	Pilot, Build & Deploy	Standardized and Efficient Operationalization	Improved UX and Managed Service	Collaboration & Orchestration		
	Insurance Services Specialists	L&R Insurance Services Specialists	Capabilities								
		P&C Insurance Services Specialists	Key Insurance Offering Propositions	Proprietary Solutions	Spectrum/ Specialization		Competitive Differentiator	Impacts & Benefits Delivered			
		Insurance ITO Services Specialists	Key Insurance Offering Propositions	Proprietary Solutions	Spectrum/ Specialization		Competitive Differentiator	Impacts & Benefits Delivered			
	Digital Engineering Services	Insurance Digital Engineering Services	Capabilities								
			Software Product Engineering & Modernization	Platform Engineering & Modernization	Cloud Engineering	Sustenance & Support		AR/VR/XR Services			

*Non-exhaustive



Insurance Global Capability Centers (GCCs) by Service Providers

A research report comparing service providers' strengths and competitive differentiators in insurance GCCs



The Insurance GCCs Services 2025 study analyzes the growing ecosystem of service providers supporting GCCs for global insurance enterprises.

In recent years, GCCs have become essential for businesses aiming to optimize processes and enhance operational efficiency. Their rise has led to a dynamic partnership landscape, fostering collaboration between insurance enterprises and service providers.

Service providers no longer view GCCs as competitors but as an opportunity to leverage their expertise and offer mutually beneficial services. Many have launched **capability-center-as-a-service (CaaS)** models that offer end-to-end support for GCC setup, operation and optimization, transform and transfer.

As insurance enterprises focus on the strategic advantages of GCCs, service providers play a crucial role in assessing alignment with enterprise needs and scalability. They also help identify suitable operating models that meet strategic goals while navigating tax and regulatory complexities.

A robust segment of providers focus on acquiring/optimizing existing insurance GCCs. Through services such as process reengineering, benchmarking and digital transformation initiatives, they empower organizations to enhance efficiency and adapt swiftly to new technologies. They help derisk insurance clients during independent implementation while significantly decreasing the setup and upfront capital expenditure costs and facilitating the development of new capabilities, ensuring GCCs stay agile and competitive in a fast-changing environment.

This study aims to elucidate providers' critical roles in establishing, optimizing and transforming GCCs, highlighting their impact on insurance enterprises' organizational success and the broader economic landscape.

Note:

- **Will not qualify for this quadrant if** they do not operate in any of the insurance category insurance enterprise clients (Life, Retirement, Pensions, Annuities, Reinsurance, Long Term care, Accident and Disability, Health Insurance, Group

benefits, Superannuation, Property & Casualty, Specialty, Reinsurance and Large Commercial, Provident Fund, 401K etc)

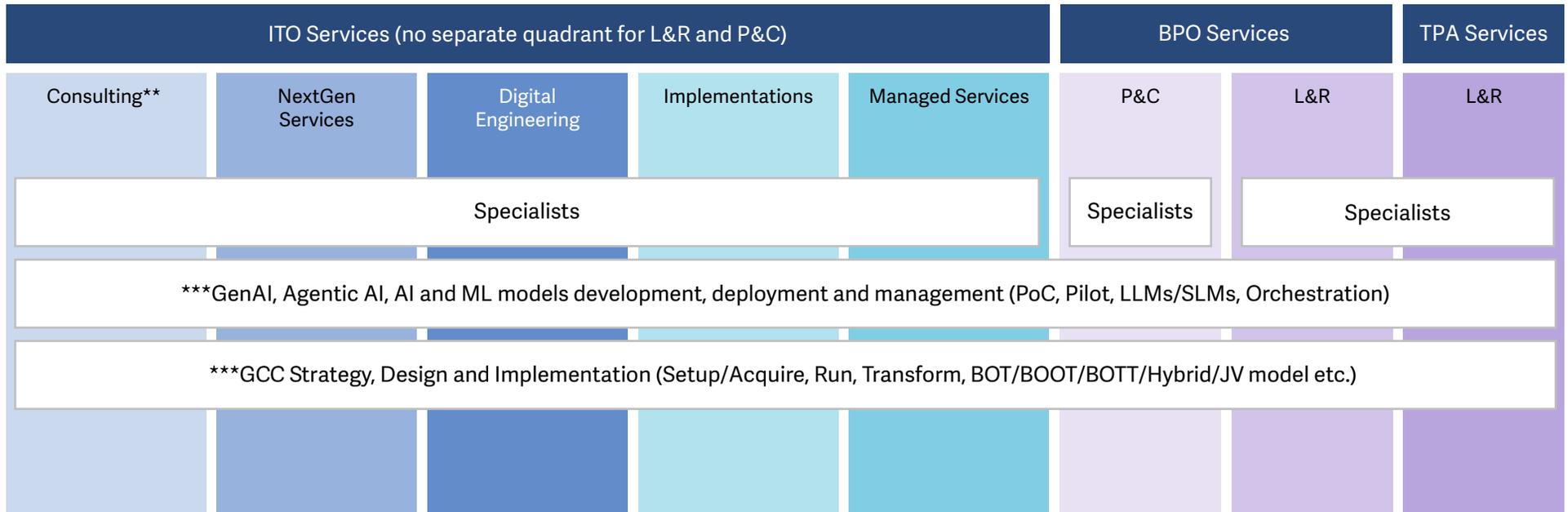
- **Will not qualify for this quadrant if** the GCC Service is not in Insurance IT services, Insurance Software, BPO/TPA/Claims Adjusting/Customer Care services, or any combination/mix thereof.
- **Will not qualify for this quadrant if** they don't demonstrate case studies of successful setups and delivery of committed benefits of setting up GCCs
- **Will not qualify for this quadrant if** they are not in insurance services but only in proprietary software products or platforms, and for the insurance industry, and that entity (ODC) is owned, run and managed by that software enterprise themselves (e.g., Vitech, Verisk, DuckCreek, Guidewire, etc.), if the same is run and managed by Service Provider as a separate entity and it has some transition/transfer clause which can be executed by that enterprise in future, then it will qualify here.
- **Will not qualify for this quadrant if** it's a staff supply or resource augmentation work as part of GCC Services.

- **Will qualify for this quadrant if** the Service Provider is running a dedicated CoE inside or outside the premises of the existing GCC/ODC and transition/transfer clause attached to it, which can be executed by that enterprise in the future.
- **Will not qualify for this quadrant if** they have not added any new insurance clients in the last three financial years
- **Will not qualify for this quadrant if** they are owned and managed by the Insurance Enterprise themselves, or set up under a DIY model. (Swiss Re, Allstate, SunLife, TIAA, Chubb, MassMutual, MetLife, Vitech, Guidewire, Duck Creek etc)
- **Will not qualify for this quadrant if** the entity has been acquired and merged by any incumbent services provider or the insurance enterprise, and the acquired entity's brand name no longer exists.
- GCC service can be focused on insurance clients of any region (North America, UK/ Europe, Asia Pacific, Latin America, MENA, Africa etc.) or any mix of them, but must qualify the above-mentioned criteria.



Blueprint* Insurance Services Strategic Capabilities IPL Reports 2025

Insurance Services Lines



* Non-exhaustive

** Audit, Taxation and Assurance services are not considered as part of Insurance Services. ** Growing area across all the service lines



Insurance GCCs by Services Providers



The Insurance GCCs by Service Providers 2025

study aims to enable insurance enterprises to evaluate providers in a broader focus area.

Simplified Illustration Source: ISG 2025

Insurance GCC CaaS: Setup-Run-Optimize-Transform-Transfer

Definition

The ISG Provider Lens™ Insurance GCCs by Service Providers 2025 study offers the following to business and IT decision makers:

- Transparency on the strengths and weaknesses of relevant providers
- A differentiated positioning of providers by segments on their competitive strengths and portfolio attractiveness
- Focus on the global insurance market

Our study serves as an important decision-making basis for positioning, key relationships and go-to-market considerations. ISG advisors and enterprise clients also use information from these reports to evaluate their current vendor relationships and potential engagements.



Insurance GCC CaaS: Setup-Run-Optimize-Transform-Transfer

Definition

This quadrant assesses service providers that set up, run, optimize, transform and transfer GCCs using various approaches to drive operational excellence. They help insurance firms automate and streamline processes while reducing manual effort to maximize GCCs' value. They adopt digital transformation initiatives to modernize legacy systems, integrate advanced analytics and enable data-driven decision-making.

Providers help build frameworks that foster a culture of constant improvement by embedding Lean, Six Sigma and design thinking, enhancing efficiency and service quality. They help drive innovation by introducing emerging technologies such as AI and ML.

Providers offer digital engineering capabilities to build robust platforms and scalable solutions, ensuring insurance GCCs have the technological infrastructure to support complex operations. They help evolve GCC's operations to deliver significant value and align with organizational goals, industry trends and changing business needs.

Eligibility Criteria

1. Ability to design, build and maintain robust **digital platforms and scalable technology solutions** to support complex and evolving insurance GCC operations
2. Successful management of **large-scale digital and process transformations** in diverse industries, showcasing adaptability and scalability
3. Expertise in guiding organizations through change while ensuring seamless adoption of **new technologies and processes**
4. Offers **tailored optimization strategies** that align with the unique business needs and strategic goals of GCCs
5. Ability to introduce and integrate **cutting-edge technologies**, such as AI, ML and cloud computing, into GCC operations to foster innovation
6. Provides end-to-end services for GCC **performance benchmarking and process reengineering** while implementing best practices across functions
7. Offers access to specialized **talent pools and staffing solutions**
8. Established networks and partnerships to rapidly source and onboard skilled talent for insurance GCC-specific functions
9. Run an insurance GCC (under any model BOT, BOOT, BOTT, Hybrid or JV etc.) where they may have to transfer operations to the insurance enterprise. These GCC operations must not be run inside the insurance enterprise premises



Insurance GenAI and Agentic AI Services

A comparative analysis of service providers focused on unlocking and maximizing the potential of GenAI and agentic AI for the insurance industry



Generative AI (GenAI) has gained prominence in recent years, but the rise of autonomous AI agents reshapes the landscape. While GenAI serves as a foundational technology, agentic AI represents a more advanced approach that enhances operational efficiency and decision-making capabilities.

Agentic AI is emerging as a powerful tool for enterprises, enabling systems to operate with greater independence, context and coordination. While its potential is significant, challenges remain. As the next evolution of AI, agentic AI empowers systems to make complex decisions and pursue goals autonomously, building on GenAI's knowledge-extraction capabilities. This enables enterprises to harness AI without direct human prompting, although these applications are still emerging, and most enterprises must undergo significant changes to deploy the technology successfully.

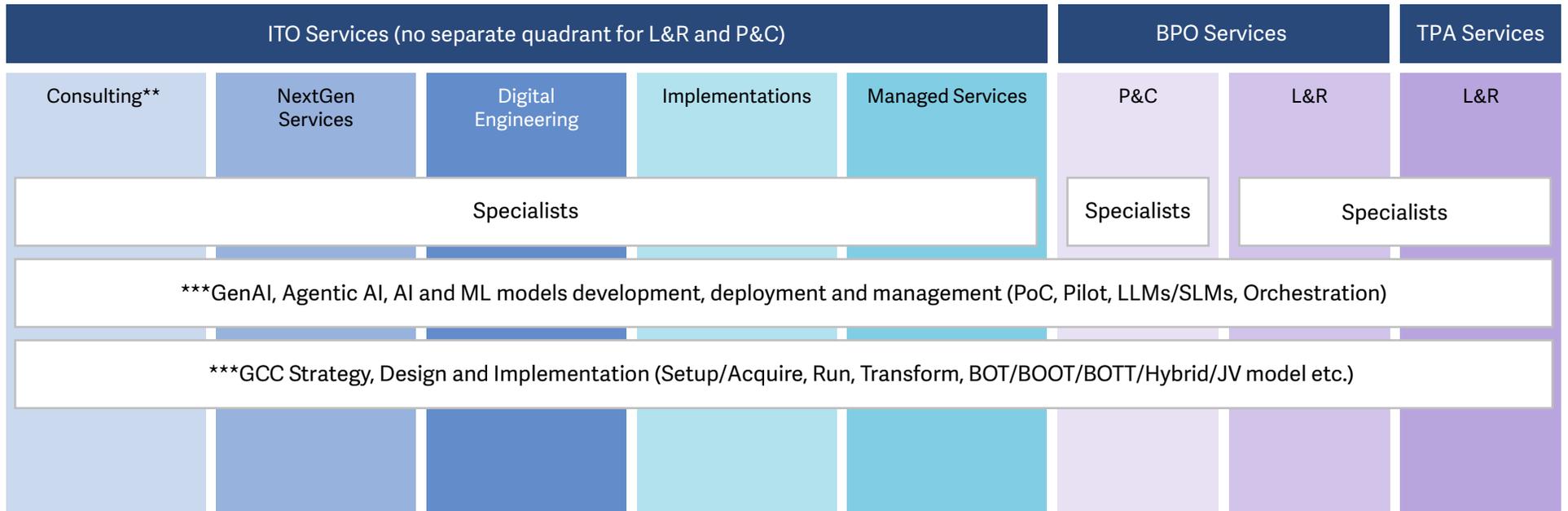
GenAI primarily addresses information extraction and summarization, providing faster access to organizational knowledge. However, it lacks the ability to perform logical subsequent tasks. For example, GenAI can summarize insurance policy details, but it cannot make policy changes or initiate claim processes. While GenAI holds vast potential, businesses must address issues like scalability, cost and strategic alignment. Collaborating with experienced providers can deliver tailored, production-ready solutions for successful deployment.

Providers offer clients quick results with prebuilt solutions for specific processes, while also investing in complex SLMs/LLMs and multiagent systems. Leading insurance enterprises expect GenAI and agentic AI to enhance profitability and drive the reinvention of products and business models.



Blueprint* Insurance Services Strategic Capabilities IPL Reports 2025

Insurance Services Lines



* Non-exhaustive

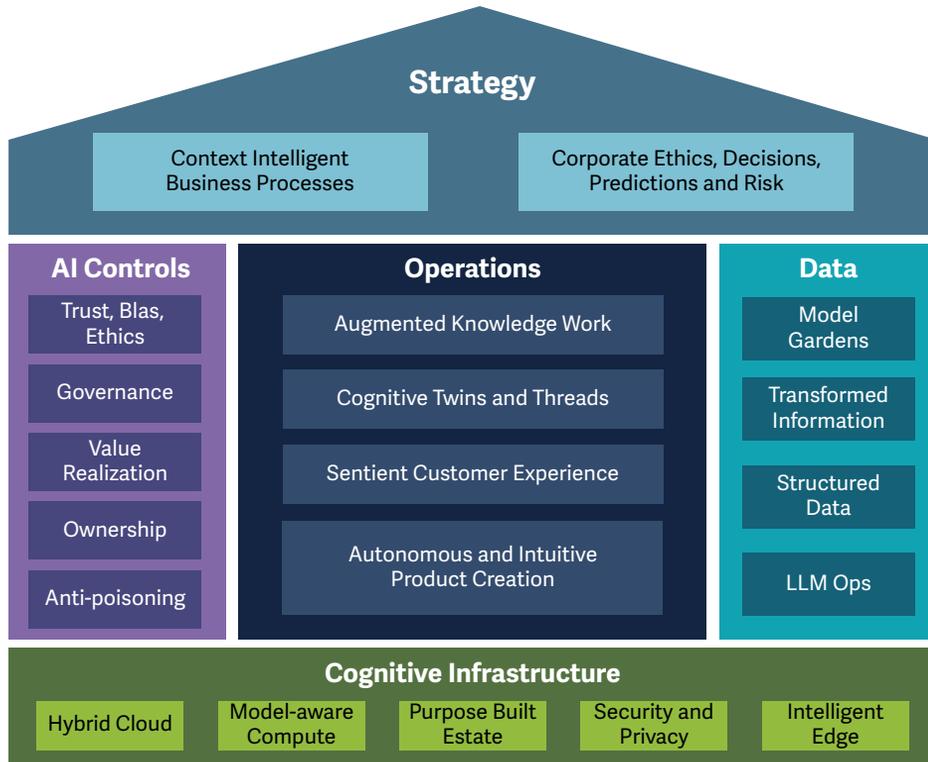
** Audit, Taxation and Assurance services are not considered as part of Insurance Services. ** Growing area across all the service lines



Insurance GenAI and Agentic AI Services



Figure 1: GenAI (Source: State of GenAI Market Report – ISG 2023)



Note: This is NOT a technology architecture map.

Figure 2: Agentic AI (Source: State of Agentic AI Market Report – ISG 2025)

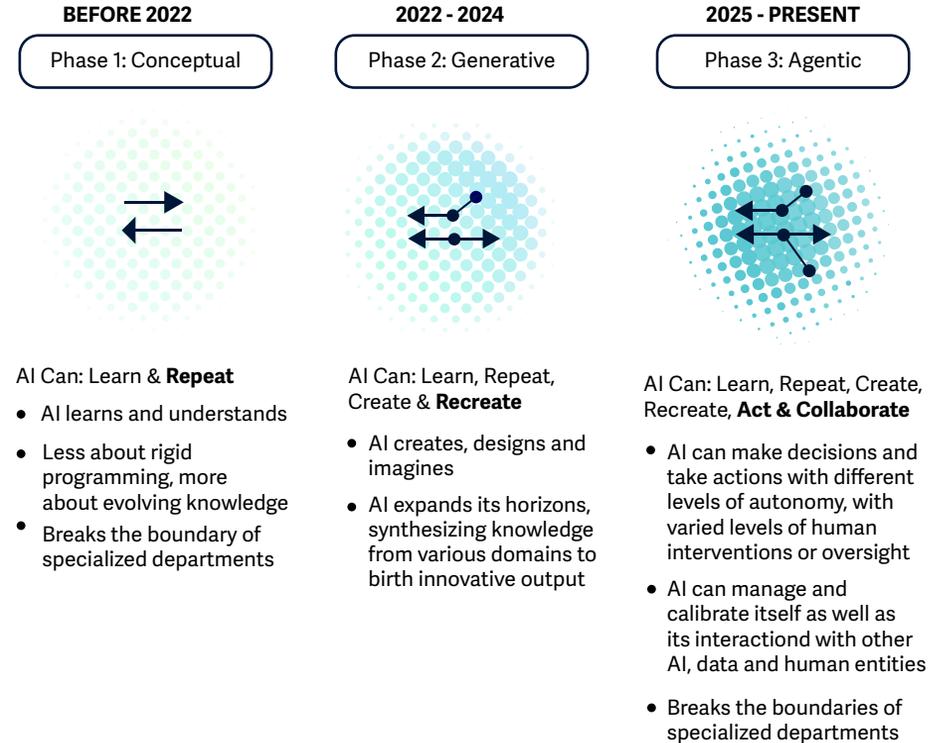
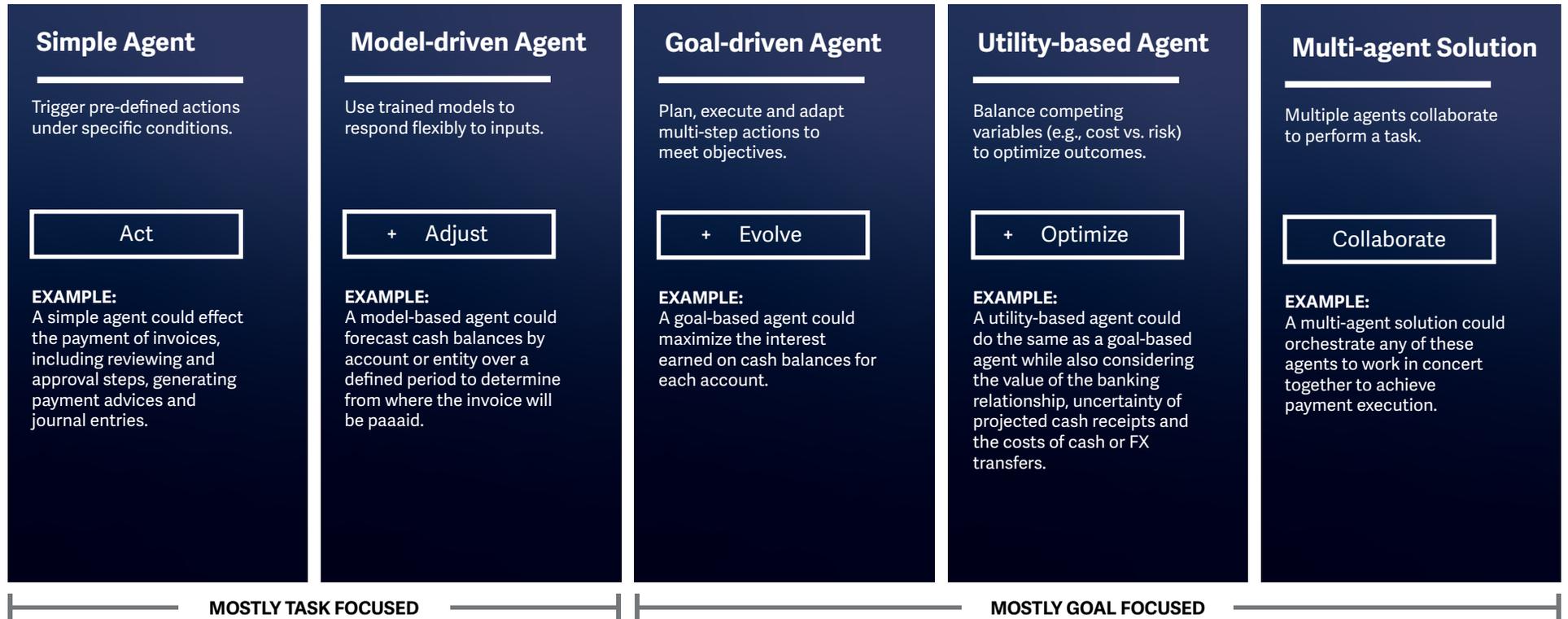


Figure 3: Types of Agentic AI (Source: State of Agentic AI Market Report — ISG 2025)



A study analyzing market trends, **provider capabilities and competitive dynamics of GenAI services** and the evolution of agentic AI and autonomous systems in the global insurance industry.

GenAI – Development and Deployment Services

Agentic AI – Development and Deployment Services

Definition

The ISG Provider Lens™ Insurance GenAI and Agentic AI Services 2025 study offers the following to business and IT decision-makers:

- Transparency on the strengths and weaknesses of relevant providers
- A differentiated positioning of providers by segments on their competitive strengths and portfolio attractiveness
- Focus on the global insurance market

Our study serves as an important decision-making basis for positioning, key relationships and go-to-market considerations. ISG advisors and enterprise clients also use information from these reports to evaluate their current vendor relationships and potential engagements.

Simplified Illustration Source: ISG 2025



Definition

In this quadrant, ISG evaluates providers offering development and deployment services to help insurance enterprises with the entire process, from creating PoCs to delivering GenAI solutions, along with monitoring and management.

Providers should implement cost-effective cloud infrastructure for insurance-specific needs, optimizing resource allocation for efficient model training and deployment, while minimizing time and costs. They should help select the right platforms and tools for data preprocessing, model training and experimentation. Providers should also support the fine-tuning of pretrained models and facilitate their integration and deployment for specific use cases.

Establishing LLMOps practices for monitoring and retraining models is vital for optimizing performance. Providers must also implement security protocols, including encryption, access control and compliance with insurance-specific data privacy regulations. By partnering with providers to reduce costs and management efforts, enterprises can focus on their core business while leveraging GenAI's potential.

Eligibility Criteria

1. Insurance domain experience for tailored strategy and consulting offerings
2. Understanding of cloud platforms and resource allocation for model training and execution
3. References for use cases and PoCs with ideation, value creation and ROI measurement frameworks
4. Proven knowledge of LLMs, cloud platforms and data science and best practices for model training, deployment and integration
5. Use cases and PoCs transitioning from strategy to implementation
6. Partnerships with technology providers, academia and startups
7. Investments in IP accelerators, tools, frameworks and platforms
8. Development of ethical frameworks for responsible AI use, prioritizing data quality, fairness, transparency and bias mitigation
9. Facilitation of human-in-the-loop strategies and guidance for GenAI adoption through effective communication and ongoing support
10. Training optimization for efficient use of compute resources
11. Ability to fine-tune pretrained models and SLMs to meet insurance-specific needs
12. Establishment of a data science team skilled in GenAI data cleaning, feature engineering and model fine-tuning
13. Adoption of LLMOps practices for continuous monitoring and performance optimization
14. Strong security practices for model deployment, data transmission and access controls
15. Capabilities in building and deploying multimodal applications



Agentic AI – Development and Deployment Services

Definition

In this quadrant, ISG evaluates providers offering development and deployment services for agentic AI solutions that autonomously plan, execute and refine tasks with minimal human input. These solutions enhance insurance firms' efficiency by integrating reasoning, adaptive learning and multimodal interactions for intelligent decision-making.

Agentic AI systems use task orchestration, memory management and self-correction mechanisms to optimize insurance workflows and automate insurance processes. AI agents can assess objectives, interact with external tools and collaborate with other agents or humans.

Providers utilize insurance LLM evaluations, multimodal processing and reinforcement learning to enhance AI agents' adaptability and performance. To ensure responsible AI, they implement governance frameworks, ethical safeguards and transparency measures to mitigate bias and align AI with insurance firms' policies.

By combining automation and intelligence, agentic AI enables scalable and goal-oriented automation, helping insurance firms achieve outcomes with increased productivity and precision.

Eligibility Criteria

1. Ability to **design agentic AI solutions from ideation through value creation and strategic business alignment**
2. PoCs for agentic AI systems capable of **autonomous planning, execution and self-improvement** across enterprise workflows
3. Agentic AI solutions that facilitate **seamless human intervention** and ensure **AI oversight, real-time corrections and adaptive decision control** in critical workflows
4. AI ecosystems where multiple agents can **communicate, delegate tasks and share insights**, simulating human teamwork
5. **Bias mitigation, transparency, ethical AI safeguards and compliance frameworks** to ensure accountability and fairness
6. **LLM evaluation, fine-tuning and reinforcement learning** to enhance AI responsiveness and accuracy
7. Ability to build and deploy solutions that integrate **multimodal structured and unstructured data** for complex real-world decision-making
8. Various insurance-specific and functional **agentic AI applications, supported by solution demonstrations and success stories**
9. Ability to demonstrate how **agentic AI solutions improve efficiency, reduce costs, accelerate decision-making and drive tangible business outcomes**
10. **Ecosystem partnerships** with hyperscalers, technology providers, academia and startups



Insurance Services Specialists

A research report comparing insurance service specialist providers' strengths, challenges and competitive differentiators



Insurance organizations require ongoing technology support to maintain seamless business operations. They are increasingly adopting modern technologies to improve process efficiency and deliver greater customer value. Organizations are at various stages of digital transformation, utilizing low-code/no-code tools, AI, ML and cloud solutions, while also piloting GenAI and agentic AI initiatives. To enhance operational resilience, many are partnering with outsourcing and technology service providers.

A key challenge in talent orchestration is the skill gap between insurance and technology, a situation exacerbated by the industry's limited appeal to younger generations and an aging workforce. Consequently, insurance services specialists have become preferred partners for insurers, known for their tailored solutions and focus on the industry.

These specialists have expertise in building relationships, adapting to business needs and delivering agile, innovative solutions in BPO, TPA and insurance-specific IT services. They also enhance operational resilience and transform businesses within the insurance value chain, leading to improvements in CX and outcomes through productivity and cost optimization.

As CX and innovation become key competitive differentiators, these specialist service partners help insurance organizations grow sustainably and efficiently. By forming long-term relationships, they enhance services and deliver significant value through next-generation technologies, innovative processes and industry expertise.

With the rising demand for insurance service specialists, ISG evaluates providers that are establishing distinctive niches in the industry.

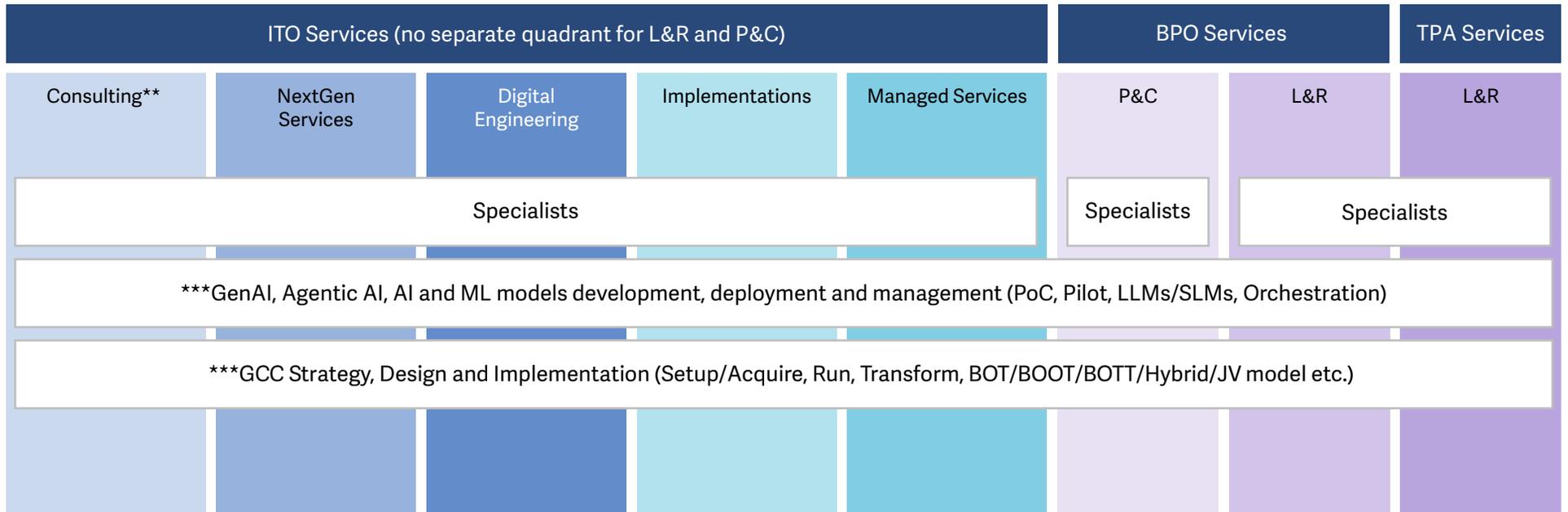
Note:

- Providers must present at least one case study for a client in at least one of the participating categories (**L&R BPO/TPA, P&C BPO/TPA, or insurance ITO**).
- Providers may **focus on any region** (including North America, U.K./Europe, APAC, Latin America and MENA) or a combination thereof, but they must meet the above-mentioned criteria.
- Providers may or **may not operate offshore centers** in common locations such as India, Eastern Europe or the Philippines; they may also be purely onshore or nearshore.
- **Providers will not qualify for this quadrant if** their focus is solely on proprietary software products or platforms for the insurance industry (e.g., Vitech, Verisk FAST, Duck Creek, Guidewire, FINEOS and Sapiens).
- **Providers will not qualify for this quadrant if** they have not onboarded any new insurance enterprise clients in the last three financial years.
- **Providers will not qualify for this quadrant if** they do not operate in any of the following insurance categories: life insurance, retirement, pension, annuity, reinsurance, long-term care (LTC), health insurance or group benefits, superannuation, P&C, specialty insurance, reinsurance and large commercial (RLC), provident fund and 401(k).
- **Providers will not qualify for this quadrant if** they have been acquired by an incumbent service provider and the brand name of the acquired entity is no longer in use.



Blueprint* Insurance Services Strategic Capabilities IPL Reports 2025

Insurance Services Lines



* Non-exhaustive

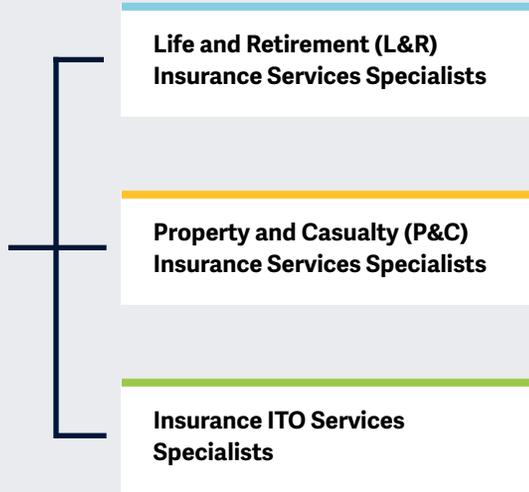
** Audit, Taxation and Assurance services are not considered as part of Insurance Services. ** Growing area across all the service lines



Insurance Services Specialists



A study assessing specialist service providers' **ability to support insurance firms in enhancing** operational efficiency, customer engagement and agility



Simplified Illustration Source: ISG 2025

Definition

The ISG Provider Lens™ Insurance Services Specialists 2025 study offers the following to business and IT decision-makers:

- Transparency on the strengths and weaknesses of relevant providers
- A differentiated positioning of providers by segments on their competitive strengths and portfolio attractiveness
- Focus on the global insurance market

Our study serves as an important decision-making basis for positioning, key relationships and go-to-market considerations. ISG advisors and enterprise clients also use information from these reports to evaluate their current vendor relationships and potential engagements.



Life and Retirement (L&R) Insurance Services Specialists

Definition

This quadrant analyzes specialist service providers that offer L&R insurance operations outsourcing, including customer care, underwriting, claims processing, LTC management and annuity servicing. These BPO and TPA providers manage client processes and enhance them through digitalization and technologies such as intelligent automation, advanced analytics and AI. They offer digitalized operations to yield improvements in speed, cost-efficiency and accuracy.

L&R insurance specialists cover outsourcing services such as consulting, technology enablement and managed services for products, including life insurance and annuity. They focus on modernizing insurance services to enhance customer management and technology across the L&R lifecycle, from purchasing to post-sales support.

This quadrant evaluates L&R outsourcing providers based on how they support backend, front-end and middle-office operations, along with their technology enablement capabilities. It examines various life insurance, annuity and supplemental benefits services, as illustrated below:

Eligibility Criteria

1. Provide **managed services for L&R**, covering one or more products specified in the preceding table
2. Manage **end-to-end L&R processes with expertise**
3. Either **solely (100 percent) focus on L&R insurance services** or have at **least 20 percent of their global revenue** derived from this segment (BPO/TPA) if not exclusively focused
4. Enable the use of **digital technologies** such as intelligent automation, data analytics and cloud computing
5. Offer **innovative solutions** in various forms, including diverse pricing and delivery models and partnerships with insurtechs, industry players, and technology and digital specialists
6. **Translate experience and expertise** into tools and reusable components, including playbooks, assessments, templates and blueprints
7. **Substantiate industry experience** through references and use cases across **various regions or countries**
8. **Execute multiple insurance L&R BPO/TPA projects** across functional areas, with at least one project underway this year



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 Others

Source: ISG 2025



Property and Casualty (P&C) Insurance Services Specialists

Definition

This quadrant analyzes specialist service providers that offer P&C insurance operations outsourcing, including consulting and managed services related to automobiles, theft, property and natural catastrophes; customer care; underwriting; policyholder services; claims processing; and analytics. These BPO and TPA service providers manage various insurance processes for clients, improving efficiency through digitalization and technologies such as intelligent automation and AI.

These providers enhance operations by delivering speed, cost savings and accuracy. They focus on modernizing services and improving customer management and technology enablement across each functional area, which is key to enhancing CX throughout the P&C lifecycle, from purchasing to post-sales support. They also assist insurance firms in transforming their operations into digitalized processes that help enhance CX, reinvent business models and ultimately improve P&C services.

This quadrant evaluates P&C outsourcing providers based on how they support backend, front-end and middle-office operations, along with their technology enablement services. It covers various P&C insurance products and services, as illustrated below:

Eligibility Criteria

1. Offer **transaction processing** or **managed services for P&C**, covering one or more products specified in the preceding table.
2. Either **solely (100 percent)** focus on P&C insurance services or have at **least 20 percent of their global revenue** derived from this segment (BPO/TPA) if not exclusively focused
3. Demonstrate expertise in **managing end-to-end P&C insurance processes**
4. Enable the use of **digital technologies**, including intelligent automation, advanced analytics and cloud computing
5. Offer **innovative solutions** in various forms, including diverse pricing and delivery models and partnerships with insurtechs, industry players and technology specialists
6. **Translate experience and expertise** into tools and reusable components, including playbooks, assessments and blueprints
7. **Substantiate industry experience** through references and use cases across various **regions or countries**
8. Execute multiple insurance P&C BPO/TPA projects across functional areas, with **at least one project underway this year**



Simplifies Illustration

Personal Lines	Commercial Lines	Specialty Lines & Others
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 2025



Insurance ITO Services Specialists

Definition

This quadrant analyzes specialist insurance ITO service providers that offer both traditional and modern digital services. These providers help insurance firms transform legacy operations with new technologies, seeking IT partners with the necessary skills for this reinvention. Such transformation initiatives can significantly enhance operational efficiency and provide a competitive edge.

These providers assist firms in managing various services to increase profitability, optimize costs and enhance CX by digitally transforming their front-to-back offices. They possess expertise in system integration and business transformation, leveraging advanced IT capabilities and digital technologies such as GenAI, agentic AI, AI and ML. Their agility and cost-effectiveness enable them to meet the specific needs of the insurance industry.

This quadrant examines providers based on their ongoing or implemented technology support and business transformation programs across the insurance value chain. It focuses on their ability to support digital changes and the adoption of advanced business-specific technologies for enhanced business models and transformational outcomes.

Eligibility Criteria

1. Provide **ITO services for insurance firms**, reinsurers, digital/virtual insurers, reinsurance/insurance brokers and insurance startups
2. Either **solely (100 percent)** focus on **ITO** insurance services or have at **least 20 percent of their global revenue** derived from this segment (insurance ITO) if not exclusively focused
3. Demonstrate expertise in **managing end-to-end transformation**
4. Enable **technology and business architecture** using digital technologies, including AI, ML, GenAI, agentic AI, intelligent automation, advanced analytics, cloud computing and core insurance systems
5. Offer **innovative solutions** in various forms, including diverse pricing and delivery models and partnerships with insurtechs and system integrators
6. **Translate experience and expertise** into tools and reusable components, including playbooks
7. Substantiate **industry experience** through references and use cases across **regions or countries**
8. **Execute multiple insurance ITO projects** across functional areas, with at least one project underway this year



Insurance Digital Engineering Services

Analyzing provider digital engineering abilities from
designing to operationalizing insurance ecosystems



With technological advancements, insurance companies seek transformative journeys, leveraging digital technologies and provider experience to expedite and enhance product and service development.

ISG Index Insider reports a 36 percent growth in the overall annual contract value (ACV) of the digital engineering market, surpassing its five-year average by 90 percent, with over 25 acquisitions in this space.

The digital engineering market is propelled by industrial automation and AI, including GenAI and agentic AI, in design, use of digital twins and virtual prototyping. These technologies streamline design-to-execution processes, enhance platform outcomes, and reduce risks, innovation cycle times and costs across the value chain. Mobility, big data, AI/GenAI/ agentic AI, ML, IIoT and predictive analytics drive visibility, traceability, reliability and consistency across the value chain.

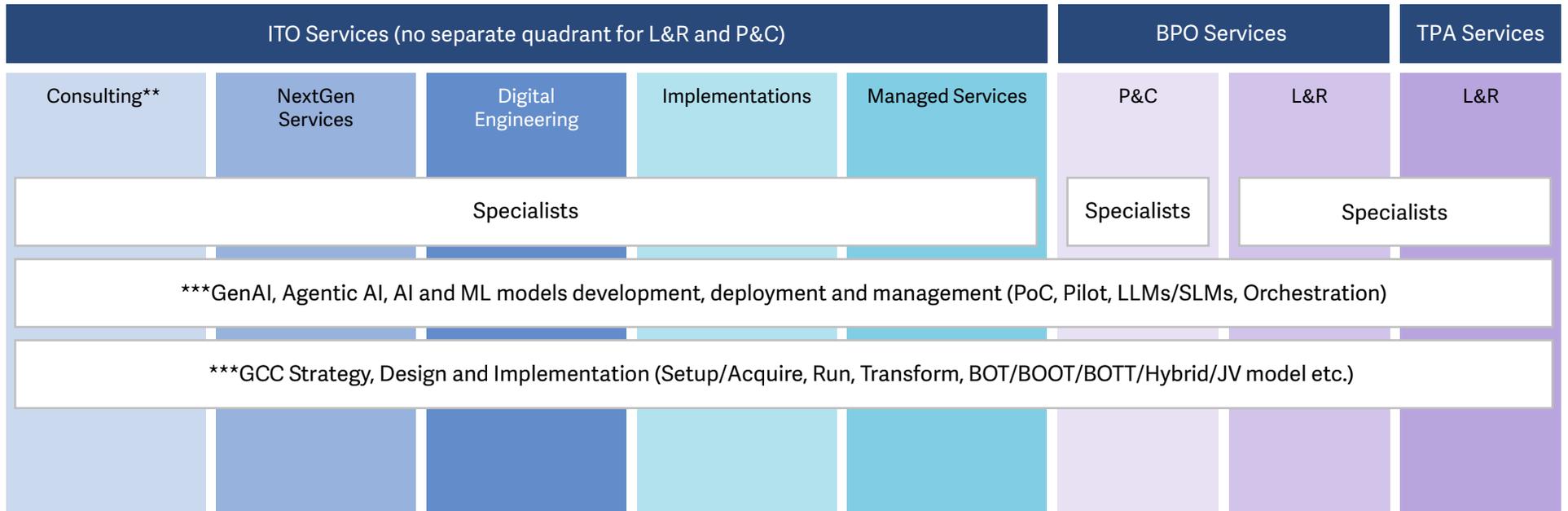
This transformation approach digitizes the insurance value chain, affecting services from product innovation to aftermarket support. Tracking and tracing have become crucial for establishing a product's lineage throughout its value-adding process.

GenAI and agentic AI have elevated expectations from insurance digital engineering service providers, emphasizing new experience design, transformational platforms and intelligent insurance operations. Industry 4.0 and 5.0, augmented by IIoT and AIIoT have taken digital engineering to a new era, enabling it to foster an automated, smart and controllable insurance ecosystem. The market has shifted toward digital engineering transformation services, encompassing comprehensive strategies and data-driven product lifecycle management (PLM) for delivering digital CX services.



Blueprint* Insurance Services Strategic Capabilities IPL Reports 2025

Insurance Services Lines

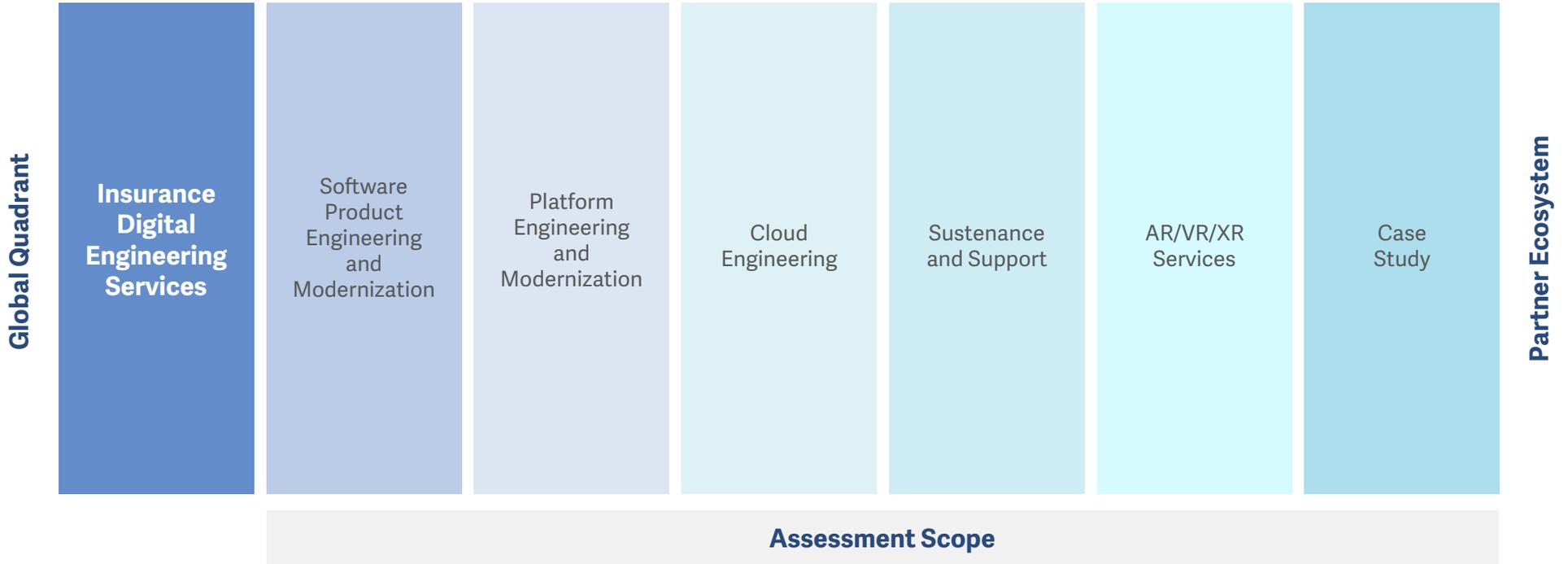


* Non-exhaustive

** Audit, Taxation and Assurance services are not considered as part of Insurance Services. ** Growing area across all the service lines



Insurance Digital Engineering Services



Key focus areas
for **Insurance
Digital
Engineering
Services
2025** study.

Simplified Illustration Source: ISG 2025

**Insurance Digital Engineering
Services**

Definition

The ISG Provider Lens™ Insurance Digital Engineering Services 2025 study offers the following to business and IT decision-makers:

- Transparency on the strengths and weaknesses of relevant providers.
- A differentiated positioning of providers by segments on their competitive strengths and portfolio attractiveness.
- Focus on the global insurance market.

Our study serves as an important decision-making basis for positioning, key relationships and go-to-market considerations. ISG advisors and enterprise clients also use information from these reports to evaluate their current vendor relationships and potential engagements.



Insurance Digital Engineering Services

Definition

This quadrant evaluates providers that deliver integrated hardware and software, along with data-driven product development and feature augmentation services to insurance clients. Their intelligent aftermarket services assist policyholders and intermediaries through digital platform support. Their services encompass digital platform engineering and intelligent operations, covering ideation to design and R&D, leveraging rapid design, prototyping and quality testing.

Providers excel in AI-driven customer services, virtual agents, self-service support and remote assistance using AR/VR technology. The new digitally engineered platform modularizes processes across the insurance value chain.

Platforms include configuration and extendable services, simplifying maintenance and reducing setup time. They ensure reliability, enable plug-and-play operations and assure consistency in the insurance value chain.

Digital engineering service providers enable more intelligent IT operations with connected, autonomous operations, where automation allows communication, self-correction and decision-making, reducing manual effort and boosting efficiency.

Eligibility Criteria

1. **Supporting digital business platform development strategies**, new product/service/business design and development and their integration and scaling
2. Using design thinking, new product/service strategy and requirements analysis, and market research and generative design **to support creativity and innovation**
3. **Designing products/services/experiences** using model-based systems engineering, digital twins, prototyping, autonomous testing and offering PLM-based quality management
4. Offering **engineering data analytics**, AI and ML in maintenance, field service management and self-healing services
5. Focusing on **digital experience platforms**, service, customer engagement and query resolution and support
6. **Innovating aftermarket services interfaces** — UI/UX design and engineering and product/service personalization
7. **Using digital technologies** such as AI, GenAI and agentic AI to create and deliver hyperpersonalized experiences in the insurance ecosystem
8. **Utilizing IoT, AR/VR and virtual assistants** for real-time remote customer service and predictive support
9. **Offering autonomous and intelligent content distribution** with on-demand, AI-powered self-service support using NLP, NLU, NLG and conversational AI



Quadrants by Region

As a part of this 2025 ISG Provider Lens™ study, we are introducing the following seven quadrants under four focused global reports as a collection of studies in Insurance Services – Strategic Capabilities.

Report	Quadrant	Global
Insurance GCCs by Service Providers	Insurance GCC CaaS: Setup-Run-Optimize-Transform-Transfer	✓
Insurance GenAI and Agentic AI Services	GenAI – Development and Deployment Services	✓
	Agentic AI – Development and Deployment Services	✓
Insurance Services Specialists	Life and Retirement (L&R) Insurance Services Specialists	✓
	Property and Casualty (P&C) Insurance Services Specialists	✓
	Insurance ITO Services Specialists	✓
Insurance Digital Engineering Services	Insurance Digital Engineering Services	✓



ISG's Insurance Framework

Key characteristics of the proprietary framework:

- Encapsulates what enterprises are doing across the Insurance Services market and helps connect them to the digital solutions
- 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
- Green tiles represent where ISG Software Research will produce a Buyers Guide in 2025



The research phase falls in the period between June and August 2025, during which survey, evaluation, analysis and validation will take place. The results will be presented to the media in November 2025.

Milestones	Beginning	End
Survey Launch	June 23, 2025	
Survey Phase	June 23, 2025	August 1, 2025
Sneak Preview	October 2025	November 2025
Press Release & Publication	November 2025	

Please refer to the [ISG Provider Lens™ 2025](#) research agenda to view and download the list of other studies conducted by ISG Provider Lens.

Access to Online Portal

You can view/download the questionnaire from [here](#) using the credentials you have already created or refer to instructions provided in the invitation email to generate a new password. We look forward to your participation!

Buyers Guide

ISG Software Research, formerly “Ventana Research,” offers market insights by evaluating technology providers and products through its Buyers Guides. The findings are drawn from the research-based analysis of product and customer experience categories, ranking and rating software providers and products to help facilitate informed decision-making and selection processes for technology.

In the course of the Insurance Services – Strategic Capabilities IPL launch, we want to take advantage of the opportunity to draw your attention to related research and insights that ISG Research will publish in 2025. For more information, refer to the [Buyers Guide research schedule](#).

Research Production Disclaimer:

ISG collects data for the purposes of writing research and creating provider/vendor profiles. The profiles and supporting data are used by ISG advisors to make recommendations and inform their clients of the experience and qualifications of any applicable provider/vendor for outsourcing the work identified by clients. This data is collected as part of the ISG FutureSource™ process and the Candidate Provider Qualification (CPQ) process. ISG may choose to only utilize this collected data pertaining to certain countries or regions for the education and purposes of its advisors and not produce ISG Provider Lens™ reports. These decisions will be made based on the level and completeness of the information received directly from providers/vendors and the availability of experienced analysts for those countries or regions. Submitted information may also be used for individual research projects or for briefing notes that will be written by the lead analysts.



ISG Star of Excellence™ – Call for nominations

The Star of Excellence™ is an independent recognition of excellent service delivery based on the concept of “Voice of the Customer.”

The Star of Excellence™ is a program, designed by ISG, to collect client feedback about service providers’ success in demonstrating the highest standards of client service excellence and customer centricity.

The global survey is all about services that are associated with IPL studies. In consequence, all ISG Analysts will be continuously provided with information on the customer experience of all relevant service providers. This information comes on top of existing first-hand advisor feedback that IPL leverages in context of its practitioner-led consulting approach.

Providers are invited to [nominate](#) their clients to participate. Once the nomination has been submitted, ISG sends out a mail confirmation to both sides. It is self-evident that ISG anonymizes all customer data and does not share it with third parties.

It is our vision that the Star of Excellence™ will be recognized as the leading industry recognition for client service excellence and serve as the benchmark for measuring client sentiments.

To ensure your selected clients complete the feedback for your nominated engagement please use the Client nomination section on the Star of Excellence™ [website](#).

We have set up an email where you can direct any questions or provide comments. This email will be checked daily, please allow up to 24 hours for a reply.

Here is the email address:
star@cx.isg-one.com



ISG Star of Excellence



The ISG Provider Lens 2025 – Insurance Services – Strategic Capabilities research study analyzes the relevant software vendors/ service providers in the global market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research methodology.

Study Sponsor:

Iain Fisher

Lead Author:

Ashish Jhajharia

Research Analyst:

Sandhya Hari Navagee

Data Analyst:

Sumit Kumar

Project Manager:

Krishnanunni P

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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.



Contacts For This Study

Study Sponsor



Iain
Fisher

Director



Ashish
Jhajharia

Lead Author –
Global



Sandhya
Hari Navage

Co-author and
Research Analyst –
Global



Sumit
Kumar

Data Analyst



Krishnanunni P.

Senior Project
Manager



ISG Provider Lens Advisors Involvement Program

ISG Provider Lens offers market assessments incorporating practitioner insights, reflecting regional focus and independent research. ISG ensures advisor involvement in each study to cover the appropriate market details aligned to the respective service lines/technology trends, service provider presence and enterprise context.

In each region, ISG has expert thought leaders and respected advisors who know the provider portfolios and offerings as well as enterprise requirements and market trends. On average, three advisors participate as part of each study's quality and consistency review team (QCRT). The QCRT ensures each study reflects ISG advisors' experience in the field, which complements the primary and secondary research the analysts conduct. ISG advisors participate in each study as part of the QCRT group and contribute at different levels depending on their availability and expertise.

The QCRT advisors:

- Help define and validate quadrants and questionnaires,
- Advise on service provider inclusion, participate in briefing calls,
- Give their perspectives on service provider ratings and review report drafts.

ISG Advisors to this study



Dennis
Winkler

**Director,
Insurance, U.S.**



Rob
Brindley

Partner, U.S.



David
Locke

**Managing Director &
Client Partner, U.K.**



Invited Companies

If your company is listed on this page or you feel your company should be listed, please contact ISG to ensure we have the correct contact person(s) to actively participate in this research.

Accenture	Capgemini	eData Information Management	GlobalLogic
Acturial Management Services	CGI	eDesk	Happiest Minds
Aggne	Charles Taylor	Ekam Analytics	HCLTech
AGIA Affinity	Coforge	Endava	Hexaware
AIS Info	Cogneesol	Enkefalos Technologies	HTC Global Services
Amiwns Connect	Cognizant	Ensono	IBM
Andesa Services	Conduent	EPAM	IG&H
Artivatic	Cotality (Corelogic)	Espire Infolabs	illumifin
Aspire Systems	Covenir	Eviden	Infosys
AssureTrac	Coverdell	Exavalu	Insuserve 1
Atos	Davies Group	EXL	ITC Infotech
BirlaSoft	DHA-1	Fusion First FBSPL	Key Management Group
Blazeclan Technologies	Draisi	Genpact	Kyndryl
BluePlanit	DXC Technology	GFT	LTIMindtree



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Mindteck	Quantiphi	Synechron	Wipro
Mphasis	Quess	TCS	Wizard Analytics
msg global	Quinnox	Tech Mahindra	WNS
Myridius	Randstad Digital	Tietoevry	Xceedance
Nagarro	Resource Pro	Tiger Analytics	Xoriant
Next Level Solutions	SelmanCo	Trianz	Yovant
Nous Infosystem	Simplifai	Unisys	Zensar Technologies
NTT DATA	Singlestone	UST	Zinnia
NuSummit	SLK Group	Value labs	
OfficeBeacon	Sollers	Value Momentum	
Opteamix	Sonata Software	Venture Infomatrix	
Patra	Sopra Steria	Virtusa	
Persistent Systems	Staff Boom	West Point Insurance Solutions	
Publicis Sapient	Sutherland	Winston Benefits	



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, call +1.203.454.3900, or visit research.isg-one.com.

ISG

ISG (Nasdaq: III) is a 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.





JUNE, 2025

BROCHURE: INSURANCE SERVICES – STRATEGIC CAPABILITIES