

# Life and Pensions (L&P) Insurance BPO – Service Provider Landscape with Services PEAK Matrix<sup>®</sup> Assessment 2020

September 2020: Complimentary Abstract / Table of Contents



# Our research offerings for global services

▶ Market Vista™ Global services tracking across functions, sourcing models, locations, and service providers – industry tracking reports also available	
▶ Application Services	▶ Finance & Accounting
▶ BPS   Banking & Financial Services	▶ Human Resources
▶ BPS   Healthcare & Life Sciences	▶ ITS   Banking & Financial Services
▶ BPS   Insurance	▶ ITS   Healthcare
▶ Catalyst™	▶ ITS   Insurance
▶ Cloud & Infrastructure	▶ IT Services Executive Insights™
▶ Customer Experience Management Services	▶ ITS   Life Sciences
▶ Contingent Workforce Management	▶ Locations Insider™
▶ Data & Analytics	▶ PricePoint™
▶ Digital Services	▶ Procurement
▶ Engineering Services	▶ Recruitment Process Outsourcing
▶ Enterprise Platform Services	▶ Service Optimization Technologies

## Membership information

- This report is included in the following research program(s)
  - [BPS | Insurance](#)
- If you want to learn whether your organization has a membership agreement or request information on pricing and membership options, please contact us at [info@everestgrp.com](mailto:info@everestgrp.com)

## More about membership

In addition to a suite of published research, a membership may include

- Accelerators™
- Analyst access
- Data cuts
- Pinnacle Model® reports
- PriceBook
- Virtual Roundtables
- Workshops

## Custom research capabilities

- Benchmarking | Pricing, delivery model, skill portfolio
- Peer analysis | Scope, sourcing models, locations
- Locations | Cost, skills, sustainability, portfolio – plus a tracking tool
- Tracking services | Service providers, locations, risk
- Other | Market intelligence, service provider capabilities, technologies, contract assessment

# Contents

<b>1. Introduction and overview</b>	<b>5</b>
• Research methodology	6
• Key information on the report	7
• Background of the research	8
• Focus of the research	9
• Focus of the report	10
<b>2. Summary of key messages</b>	<b>11</b>
<b>3. L&amp;P insurance BPO services PEAK Matrix® characteristics</b>	<b>14</b>
• Summary	15
• PEAK Matrix® framework	16
• Everest Group PEAK Matrix® for L&P insurance BPO services	19
• Assessment of service providers	20
<b>4. Analysis of service providers' market share</b>	<b>26</b>
• Summary	27
• Market shares by revenue	28
• Market shares by geography	29
• Market shares by processes within L&P insurance BPO	30
• Market shares by buyer size	31

For more information on this and other research published by Everest Group, please contact us:

**Skand Bhargava**, Vice President

**Somya Bhadola**, Practice Director

**Akanksha Sohil**, Senior Analyst

**Sanket Barve**, Senior Analyst

# Contents

<b>5. Everest Group's comments on L&amp;P insurance BPO service providers</b>	
• Leaders	32
– Cognizant	33
– DXC Technology	34
– EXL	35
– SE2	36
– TCS	37
• Major Contenders	38
– Accenture	39
– Capgemini	40
– Capita	41
– Concentrix	42
– Genpact	43
– HCL Technologies	44
– Infosys	45
– NTT DATA	46
– WNS	47
• Aspirants	48
– Andesa Services	49
– Atos	50
– Sutherland Global Services (SGS)	51
<b>6. Appendix</b>	52
• Glossary	53
• Research calendar	54

## Background of the research

The challenges for Life and Pensions (L&P) insurers, which struggle with a legacy environment, magnified when the outbreak of COVID-19 necessitated new operating models. Insurers looked at their service partners to ensure touchless and flexible operations. Service providers with the ecosystem of requisite capabilities stood a fair chance of success. L&P insurance BPO/TPA services market continued its transition to a greater demand and delivery of modernization solutions. Service providers intensified their focus toward active blocks by leveraging relevant technologies – platform and digital – and making domain investments to meet buyers' need for rapid speed-to-market and better customer experience. Although the proprietary platform-led BPaaS model continues to dominate service offerings, some providers are now following a platform-agnostic approach toward service delivery. Buyers are also increasingly adopting outsourcing for their group life, annuities, and retirement product portfolios, where transformation comes across as a key demand theme. In terms of geographic spread, North America leads in terms of new activity, while less mature markets such as Continental Europe and Asia Pacific are also contributing to expansion.

In this research, we present detailed assessments of 17 L&P insurance BPO service providers, based on their vision, capabilities, and market impact, and look at their relative positioning on the Everest Group PEAK Matrix® for L&P Insurance BPO Services. Our assessment is based on Everest Group's annual RFI process for H1 2020, interactions with leading L&P insurance BPO service providers, client reference checks, and an ongoing analysis of the L&P insurance BPO market.

**This report consists of 17 L&P insurance BPO service providers featured on the PEAK Matrix®:**

- **Leaders:** Cognizant, DXC Technology, EXL, SE2, TCS
- **Major Contenders:** Accenture, Capgemini, Capita, Concentrix, Genpact, HCL Technologies, Infosys, NTT DATA, WNS
- **Aspirants:** Andesa Services, Atos, Sutherland Global Services

### Scope of this report:



**Geography**  
Global



#### Service providers

Accenture, Atos, Andesa Services, Capgemini, Capita, Cognizant, Concentrix, DXC Technology, EXL, Genpact, HCL Technologies, Infosys, NTT DATA, SE2, Sutherland Global Services, TCS, WNS



#### Services

The report covers L&P insurance BPO services and does not cover horizontal business processes, such as Finance and Accounting (F&A), Human Resource (HR), procurement, and contact center

## Overview and abbreviated summary of key messages (page 1 of 2)

This report examines the global L&P insurance BPO market and its service provider landscape. It provides detailed analysis of capabilities and market performance of service providers and their relative positions on the Everest Group PEAK Matrix®. It will assist key stakeholders (insurance providers, service providers, and technology providers) understand the current state of the L&P insurance BPO service provider landscape.

Some of the findings in this report, among others, are:

### Service provider position and growth

- Everest Group classified 17 L&P insurance BPO service providers on the Everest Group PEAK Matrix® into the three categories of Leaders, Major Contenders, and Aspirants
- The 2020 L&P insurance BPO PEAK Matrix® positioning is as follows:
  - Leaders: Cognizant, DXC Technology, EXL, SE2, and Tata Consultancy Services (TCS)
  - Major Contenders: Accenture, Capgemini, Capita, Concentrix, Genpact, HCL Technologies, Infosys, NTT DATA, and WNS
  - Aspirants: Andesa Services, Atos, and Sutherland Global Services
- Everest Group conferred the “Star Performers” title on providers that demonstrated the strongest forward and upward movement (2018-2019) on the PEAK Matrix®
  - Accenture, EXL, Infosys, and SE2 are the “Star Performers” on the L&P insurance BPO Everest Group PEAK Matrix® for 2020
- The market grew at a slower pace than previous years, with lower than desired strategic deal signings in 2019. However, on the back of scope geographic diversification, and mid- to small-sized deals, Accenture, EXL, Capgemini, Infosys emerged as the top 4 players in terms of percentage revenue growth, averaging 15%. Largest absolute growth in revenue was achieved by Accenture, EXL, Infosys, SE2, averaging US\$12-13 million

## Overview and abbreviated summary of key messages (page 2 of 2)

### Market dynamics

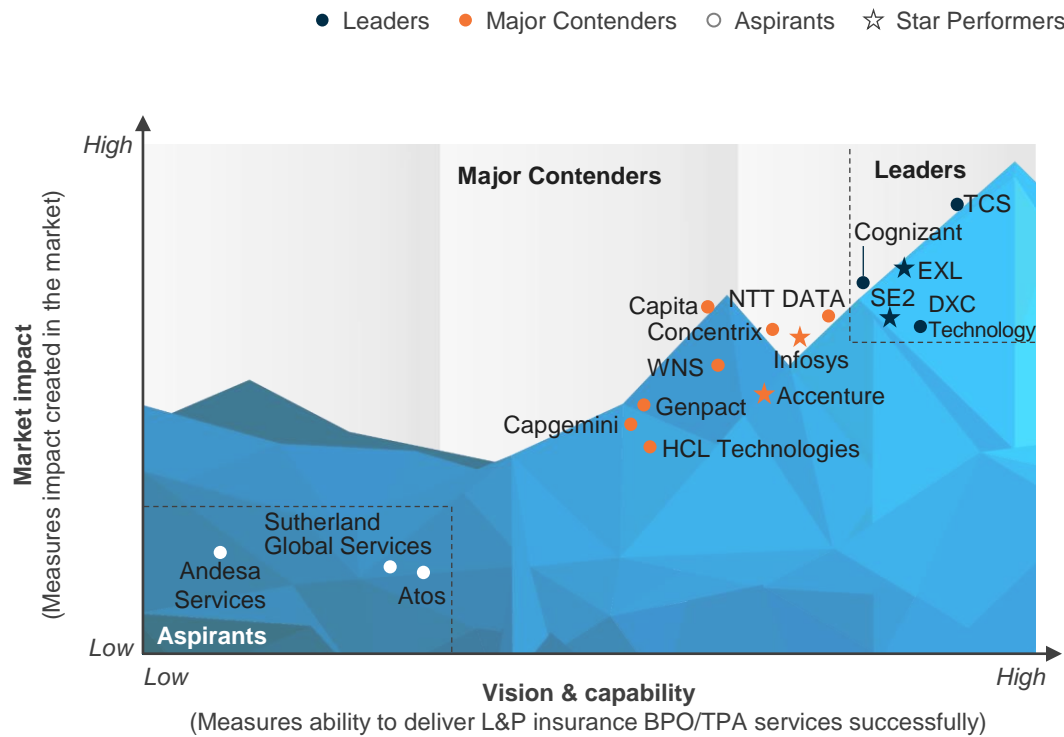
- Buyers are showing increased comfort and appetite in outsourcing their strategic active block portfolios for rapid speed to market and better customer experience delivery. The group life & benefits and retirements space is also witnessing increased conversations. Further, the buyers' needs for transformation and digital adoption have been boosted by the ongoing Covid-19 pandemic
- Service providers continue to build capabilities in platform modernization, make relevant partnerships, and augment delivery capabilities to cater to the evolving buyer demands.

### Competitive landscape and insights

- While TCS and Capita continue to hold the largest market share with their large UK portfolio, they have not witnessed sufficient growth in 2019, especially Capita. On the other hand, mid-sized players such as Accenture, Capgemini, EXL, and Infosys increased their market share with decent growth. However, the increment in their market share was still moderate in the absence of large-sized strategic deals
- North America market continues to offer greater growth opportunities to service providers for strategic support such as new product launch, active blocks TPA support, and platform modernization. With similar opportunities missing in the UK, North America has moved further ahead of the UK market this year. DXC, EXL, NTT DATA, SE2, and TCS are the top 5 players in North America
- Continental Europe has interestingly seen increased traction through the new deal activity, especially in the pensions space. Compliance issues continue to be burdensome for insurers in this geography and thus, gaining agility in operations for easier compliance is an important ask. Accenture, Cognizant, and Infosys are the top 3 players by market share in Continental Europe
- TCS continues to remain a leader in terms of its scale of resources employed in this market; EXL leads in terms of the expansion of resource base
- TCS continues to maintain leadership position in all the buyer segments, thus, representing a balanced portfolio. Accenture, EXL, and SE2 have gained in the large buyer segment

# This study offers three distinct chapters providing a deep dive into key aspects of the L&P insurance BPO market; below are three charts to illustrate the depth of the report

Everest Group PEAK Matrix® Assessment 2020<sup>1</sup> for L&P insurance BPO services



Capability assessment

Illustrative example

Measure of capability: ● High ○ Low

Service provider	Market impact				Vision & capability				
	Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
Service provider 1	●	○	●	●	●	○	●	○	○
Service provider 2	○	○	○	○	○	○	●	○	○
Service provider 3	○	●	●	●	●	○	○	○	○
Service provider 4	○	○	○	○	●	○	○	○	○
Service provider 5	○	○	○	○	○	○	○	○	○
Service provider 6	○	○	○	○	○	○	○	○	○
Service provider 7	○	○	○	○	○	○	●	○	○
Service provider 8	○	○	○	○	○	○	○	○	○
Service provider 9	○	○	○	○	○	○	○	○	○

Everest Group's remarks on service providers

Illustrative example

Measure of capability: ● High ○ Low

Market impact				Vision & capability				
Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
○	○	●	○	●	○	○	○	○

**Strengths**

- Service provider 1, has a robust delivery presence in North America with multiple delivery centers spanning onshore, nearshore, and offshore locations, enabling it to service client requirements efficiently
- It has a good coverage of all buyer segments across geographies thus imparting it crucial experience of servicing diverse clients

**Areas of improvement**

- Service provider 1 should increase offerings of value-added services such as regulatory reporting, risk management, and analytical support
- It should try to expand into geographies beyond North America and the UK that have almost matured and provide lesser growth opportunities as compared to some of the other underpenetrated markets

1 Assessments for **Andesa Services, Atos, Capita, and Sutherland Global Services** excludes service provider inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with insurance buyers

Source: Inputs from market players, recruitment firms, and investment agencies



# Research calendar

## Insurance BPS

■ Published
 ■ Planned
 ■ Current release

### Flagship insurance BPO reports

	Release date
Non-life Insurance Third-party Administrator (TPA) Landscape with Services PEAK Matrix® Assessment 2019	July 2019
Life and Pensions (L&P) Insurance BPO – Service Provider Profile Compendium 2019	November 2019
Life and Pensions (L&P) Insurance BPO Annual Report 2020: Escape Legacy and Embrace Digital through BPaaS	January 2020
Property and Casualty (P&C) Insurance BPO – Service Provider Landscape with Services PEAK Matrix® Assessment 2020	March 2020
Insurance Third-party Administrator (TPA) State of the Market Report	April 2020
Property and Casualty (P&C) Insurance BPO Service Provider Compendium 2020	May 2020
Property & Casualty (P&C) Insurance BPO State of the Market 2020	June 2020
Insurance Analytics and Insights (A&I) Third-party Services PEAK Matrix® Assessment 2020	June 2020
Analytics and Insights (A&I) in Insurance Service Provider Compendium 2020	September 2020
<b>Life and Pensions (L&amp;P) Insurance BPO – Service Provider Landscape with PEAK Matrix® Assessment 2020</b>	<b>September 2020</b>
Non-life Insurance Third-party Administrator (TPA) Services Compendium 2020	Q4 2020
State of the Market Life and Pensions (L&P) Insurance BPO 2020	Q4 2020

### Thematic insurance BPO reports

	Release date
Building Insurance BPS Workforce of the Future	October 2019
Insurtech – Trailblazers & the Market Implications	December 2019
Implementing a Digitally Integrated Operations Model	September 2020

Note: For a list of all of our published Insurance BPS reports, please refer to our [website page](#)



Everest Group is a consulting and research firm focused on strategic IT, business services, engineering services, and sourcing. Our clients include leading global enterprises, service providers, and investors. Through our research-informed insights and deep experience, we guide clients in their journeys to achieve heightened operational and financial performance, accelerated value delivery, and high-impact business outcomes. Details and in-depth content are available at [everestgrp.com](https://www.everestgrp.com).

## Stay connected

### Website

[everestgrp.com](https://www.everestgrp.com)

### Social Media

-  @EverestGroup
-  @Everest Group
-  @Everest Group
-  @Everest Group

### Blog

[everestgrp.com/blog](https://www.everestgrp.com/blog)

### Podcast

DigitalReallTy



### Dallas (Headquarters)

[info@everestgrp.com](mailto:info@everestgrp.com)  
+1-214-451-3000

### Bangalore

[india@everestgrp.com](mailto:india@everestgrp.com)  
+91-80-61463500

### Delhi

[india@everestgrp.com](mailto:india@everestgrp.com)  
+91-124-496-1000

### London

[unitedkingdom@everestgrp.com](mailto:unitedkingdom@everestgrp.com)  
+44-207-129-1318

### New York

[info@everestgrp.com](mailto:info@everestgrp.com)  
+1-646-805-4000

### Toronto

[canada@everestgrp.com](mailto:canada@everestgrp.com)  
+1-416-388-6765

*This document is for informational purposes only, and it is being provided "as is" and "as available" without any warranty of any kind, including any warranties of completeness, adequacy, or fitness for a particular purpose. Everest Group is not a legal or investment adviser; the contents of this document should not be construed as legal, tax, or investment advice. This document should not be used as a substitute for consultation with professional advisors, and Everest Group disclaims liability for any actions or decisions not to act that are taken as a result of any material in this publication.*