

# Insurance BPO Platforms

U.S. 2020

Quadrant  
Report



A research report  
comparing provider  
strengths, challenges  
and competitive  
differentiators

Customized report courtesy of:

**Infosys**®

May 2021

## 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 January 2021 for providers who actively participated as well as for providers who did not. ISG recognizes that many 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.

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## EXECUTIVE SUMMARY

### MEETING INSURER DEMAND WITH THE RIGHT OFFERINGS

Insurance organizations of every size and across industry segments continue to experience a growing and interrelated assortment of challenges. Growth, cost optimization and efficiency gains are constant imperatives, as carriers strive to improve profitability and increase their market share through organic growth and acquisitions. They are interrelated. Insurers need to increase efficiencies across their organizations to contain costs and streamline operations. At the same time, they find it challenging to comply with the ever-changing regulatory mandates that are becoming more stringent, especially with regard to protecting consumers under data security laws.

Insurers should also step up their game by improving customer experience across all channels and touchpoints, optimizing customer-facing processes from application and onboarding to claims (from “quote to claim”). They should also optimize their distribution channels and empower their agents and brokers with sophisticated tools and technologies they need to do their jobs effectively. Agent, broker and consumer direct channel imperatives are also driven by the potential change in culture due to COVID-19. Insurers are also challenged by the enormous amount of structured and unstructured data their organizations generate and receive. They should have a sound data management strategy that enables them to not only make sense of the information, but to use it to help them meet business challenges and imperatives.

Legacy technology holds insurers back from achieving their objectives, preventing them from being agile and hindering their ability to respond to changing market conditions or to easily innovate. And because insurers have data trapped in silos across multiple legacy systems that can't communicate with one another, the carriers can't get a 360-degree customer view they need in order to offer personalized, tailored products. Some carriers implement point solutions or extend some capabilities, creating even more complex environments and technical debt that put them even further behind. This is leading to significant uptick in a trend to consider modern policy administration platform with on-premises, cloud and hybrid options. They are also considering platform strategies that co-exist with their current legacy systems or consider multiple modern platforms to enable an insurer's various product line needs. From a cost-effectiveness standpoint, cloud-based platforms are better. Even the cloud-based platform security is reaching higher standards.

Most U.S., insurance organizations have begun their digital transformation journeys and now some are much further along than others. Similarly, some providers of insurance technology platforms for property and casualty (P&C) and life and retirement (L&R) insurers are further along in their efforts to develop suitable processes to help carriers meet their objectives and compete in an increasingly complex environment.

## Platform trends

ISG sees a variety of trends in the insurance platform space as providers tailor their products to help L&R and P&C insurers meet their most pressing business challenges. These are not new trends and will continue to evolve. We see platform providers take measures to help insurers cut costs, gain efficiencies, increase productivity, develop and then get products to market more quickly and easily. Their increasingly innovative offerings help them stand out in the field and allow their carrier customers to gain an edge in a competitive marketplace – and grow. These include:

**Automating more processes end-to-end:** Automating processes can reduce operational costs, boost productivity, increase reliability and availability, and optimize performance. One of the biggest benefits of automating processes is improved customer service – and higher customer satisfaction. Insurers have been looking to automate processes as much as possible for decades and insurance platform providers are helping them realize that vision by applying emerging technologies like artificial intelligence (AI) and machine learning (ML).

**Leveraging low-code or even no-code platforms:** No-code software is easy to use. Non-technical business users can create websites and apps without the need to learn programming or write a single line of code. Though it is not as simple as no-code, low-code software makes it easier and less time consuming for developers to write and test software as it provides reusable building blocks and processes. These are excellent for systems of engagement.

**Increasing cloud accessibility:** Insurers have been looking to the cloud to gain various benefits for many years. Cloud solutions can help boost agility and reduce project implementation time, so insurers can get products to market quickly. Cloud can enable insurers to collaborate within a rich ecosystem of partners, insurtechs and strategic vendors for best-of-breed solutions and allow them to test and deploy new technologies quickly and easily. Cloud technology can accelerate business growth, enable quick scaling and reduce operating costs. Insurance L&R and P&C platform providers are finding more unique and innovative ways to leverage cloud-based offerings, constantly pushing the envelope as they offer even faster scalability, simplified access and speed to market to help carriers.

**Integrating more APIs and data sources:** An application programming interface (API) allows two or more applications to connect and communicate with one another. API integrations enable insurers to automate tasks, integrate programs and databases with applications, and enable smooth communication between various applications. APIs enable insurers to launch innovative initiatives easily and can boost customer experience and streamline business operations.

**Helping insurers with their digital journeys:** Right now, most insurance organizations are in various stages of digital transformation. Transformation is helping carriers gain myriad competitive advantages and provides capabilities like an omnichannel customer experience that have become imperative for carriers of all types. Digital transformation can

help drive superior data management and streamline processes through robotics and intelligent automation. Insurers are now looking to leverage artificial intelligence (AI) and machine learning (ML) and deep learning to further optimize their operations.

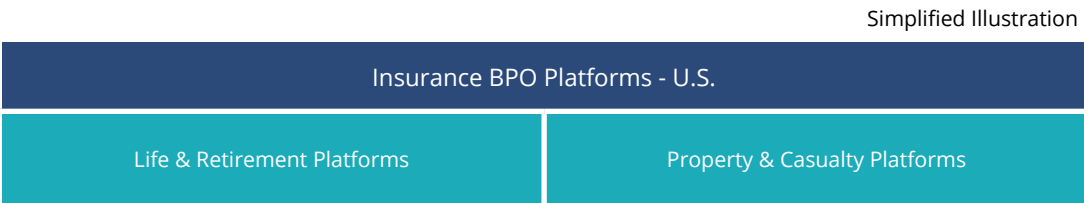
**Infusing analytics into platforms:** Insurance organizations are inundated with both structured and unstructured data that flows in and out of their organizations from a growing array of sources. Analytical capabilities are essential for carriers that want to leverage the data to gain deeper, actionable insights for better decision making on a range of functions, from product development to measuring and quantifying risk and paying claims.

Another trend that ISG has observed is the growing collaboration among providers to drive growth. With this model, platform providers are teaming with others to sell their software.

## Insurance platform providers 2020

The ISG Provider Lens™ Insurance BPO Platforms quadrant study evaluated platform vendors on their market strengths and the attractiveness of their product portfolios. The leaders in each quadrant typically have a combination of strong market presence and extensive product capabilities. Market challengers generally have a strong foothold but need to boost their product attractiveness to move to the leader quadrant. Product challengers generally have strong product offerings and capabilities in L&R and P&C that insurers need to achieve their strategic objectives. However, they should also increase the number of customer engagements to move into the leadership position. Contenders can consider improving their product capabilities and market presence to strengthen their positioning.

# Introduction



Source: ISG 2021

## Definition

### Insurance Platforms

ISG defines platforms as networked systems that enable users to access a wide range of policy administration and insurance services, data and capabilities. The most modern insurance platforms are API-enabled web-based applications that are hosted in a cloud environment. Insurers can also deploy platforms on-premises or in a hybrid model. Platforms allow insurers to execute business functions across the insurance lifecycle spanning from quote to claim in a scalable and flexible manner. Platforms offer configuration capabilities that can help insurers launch new products and services quickly, easily and cost effectively. They can also boost customer experience by facilitating highly personalized customer communication and engagement. Platform APIs can enable insurers to seamlessly connect with broker/dealers and other partners and their policyholders.

## Definition (cont.)

ISG will assess platform providers based on the following criteria:

- Number of years in existence;
- Number of clients;
- Policies under management;
- Implementation options;
- Platform business capabilities (product lines support and business areas);
- Platform business model;
- Platform technology (front end, back end, middleware);
- Platform API capabilities;
- Platform features and capabilities;
- Digital automation enabled (Internet of Things, AI, ML, natural language processing, etc.).

Insurance platforms fall under one of two categories: Life and retirement (L&R), or property and casualty (P&C).

## Life and Retirement (L&R) Platforms

L&R insurers sell individual and group policies, encompassing life, annuity, supplemental or voluntary benefits and retirement products. L&R platforms typically cover:

- **Life insurance**, including term, whole, universal and variable products;
- **Annuities**, which encompass fixed, variable, indexed, immediate and deferred products;
- **Supplemental benefits**, covering accidental death and dismemberment, critical illness, hospital indemnity, short- and long-term disability, dental, vision, cancer and other coverage;
- **Retirement plans**, including deferred benefits and deferred compensation;
- **Pension risk transfer**, which represents a transfer of risks associated with a defined benefit plan, generally taken up by insurance companies;
- **Structured settlements**, which are settlements paid over a period of time rather than as a lump sum.



## Definition (cont.)

### Eligibility Criteria:

- Provides platform for life, annuity, group, supplemental and retirement/pension products in at least one product area;
- Meets basic digital capabilities (web-enabled, integration ability, etc.);
- Offers end-to-end capabilities in at least one of the insurance business functions (new business/underwriting, policy administration, claims or billing);
- Has a proven customer base, or can demonstrate capabilities (for start-ups);
- Identifies the organization as a “product company,” offering capabilities to provide after-sales support, enhancements, upgrades, and consulting (as and when needed).

### Simplified Illustration

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

Source: ISG 2021

## Definition (cont.)

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

P&C insurers sell policies to individuals and businesses. P&C platforms typically cover:

- **Personal lines**, including auto, home and umbrella policies.
- **Commercial lines**, including business insurance covering commercial auto, commercial liability, commercial property, marine and workers' compensation.
- **Specialty lines**, including unusual risks (not covered under commercial policies) such as directors and officers (D&O) liability, events, excess casualty, kidnap/ ransom coverage and more.

Simplified Illustration

Personal lines	Commercial lines
Homeowners	Surety
Renters	Property
Recreational vehicle	Workers' compensation
Boat	Marine
Auto	General liability
Motorcycle	Commercial auto
Flood	Errors and omissions
Mortgage protection	Business interruption insurance
Identity theft protection	Crop-hail damage

Source: ISG 2021

## Definition (cont.)

### Eligibility Criteria:

- Provides platform for personal, commercial or specialty lines;
- Platform meets basic digital capabilities (web-enabled, integration ability, etc.);
- Offers end-to-end capabilities in at least one of the insurance business functions (new business/underwriting, policy administration, claims or billing);
- Has a proven customer base, or can demonstrate capabilities (for startups);
- Identifies the organization as a “product company,” offering capabilities to provide after-sales support, enhancements, upgrades, and consulting (as and when needed).

At its most basic level, insurance is a contingency or risk management plan for individuals or companies that pay premiums to offset financial exposure from a potential unforeseen event or circumstance.

Life insurance provides financial protection for survivors or helps accomplish other financial objectives of the insured, like making gifts to charities or funding relatives' college education. Retirement products include annuities that can provide a retiree with a regular financial payout, supplemental insurance that can account for uncovered expenses, or provide older individuals with long-term insurance to fund their personal care as they age.

Property insurance coverage protects individuals and businesses against financial loss due to fire, theft, weather damage and catastrophic events. Casualty insurance provides protection against loss to businesses and individuals if they are legally liable for an accident or event that results in injury or damage to a person or property.

Insurance companies are working to streamline their products and service offerings, gain the ability to introduce new offerings quickly and easily and provide a seamless experience for customers — from purchasing and onboarding to after-sales services and claims. The ability to meet customer demands with innovative products and services in an operationally efficient and cost-effective manner can help today's carriers grow and thrive in the current market.

## Definition (cont.)

To enable these objectives, insurers are transforming by embracing digital technologies such as automation, AI and cloud solutions. Platforms are becoming increasingly important for insurance enterprises of all kinds. Platforms offer capabilities that can help insurers grow and operate more efficiently by enabling them to innovate, develop and introduce products to market more quickly, engage with partners across the value chain and add new business processes.

ISG assesses platform providers based on their level of technology adoption that helps them better support insurance companies in the following area:

**Policy Administration System (PAS)** software provides the processing platform for insurance policy administration either as a software license or via a software-as-a-service (SaaS) model.

The ISG Provider Lens™ study offers IT decision makers:

- Transparency on the strengths and weaknesses of relevant providers.
- A differentiated positioning of providers by product segments.
- Focus on the U.S. market.

The study serves as an important decision-making basis for positioning and go-to-market considerations. ISG advisors and enterprise customers also use information from these reports to evaluate their current and potential new service provider relationships.

## 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.

## 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.

## Insurance BPO Platforms - Quadrant Provider Listing 1 of 2

	Life & Retirement Platforms
Accenture	● Product Challenger
Appian	● Product Challenger
Capgemini	● Contender
Duck Creek	● Not in
DXC	● Leader
EIS	● Leader
EXL	● Rising Star
FAST	● Leader
Guidewire	● Not in
Infosys McCamish	● Leader



## Insurance BPO Platforms - Quadrant Provider Listing 2 of 2

	Life & Retirement Platforms
Instanda	● Not in
Insurity	● Not in
Mphasis	● Product Challenger
NTT DATA	● Product Challenger
OneShield	● Not in
Oracle	● Product Challenger
Sapiens	● Market Challenger
TCS	● Product Challenger
Vitech	● Leader

The slide features a dark blue background with a light blue header. On the left side, there are several circular icons resembling camera apertures, arranged in a diagonal line from the bottom left towards the center. These icons are in various shades of blue and white. The main title is positioned on the right side of the slide.

# Insurance BPO Platforms Quadrants

## ENTERPRISE CONTEXT

### Life & Retirement Platforms

This report is relevant to enterprises in the U.S. for evaluating providers that offer life and retirement (L&R) platform services.

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

Enterprises in the insurance segment are seeking L&R platforms/solutions to create an ecosystem of services, data and partners and have a customer-centered insurance product in new and existing business models. These platforms/solutions are more customizable, provide a personalized experience for policyholder customers, and thus help facilitate a more faster and precise underwriting decision and claims processing.

Who should read this report:

**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 for improving their 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.

**IT and technology leaders** should read this report to understand the strengths and weaknesses of L&R platform providers, including their offerings, capabilities, market presence, strengths and relationships with other platform providers and how they employ the latest technologies and capabilities to deliver reliable offerings while keeping pace with the changing needs and practices of enterprises in this segment.

## LIFE & RETIREMENT PLATFORMS

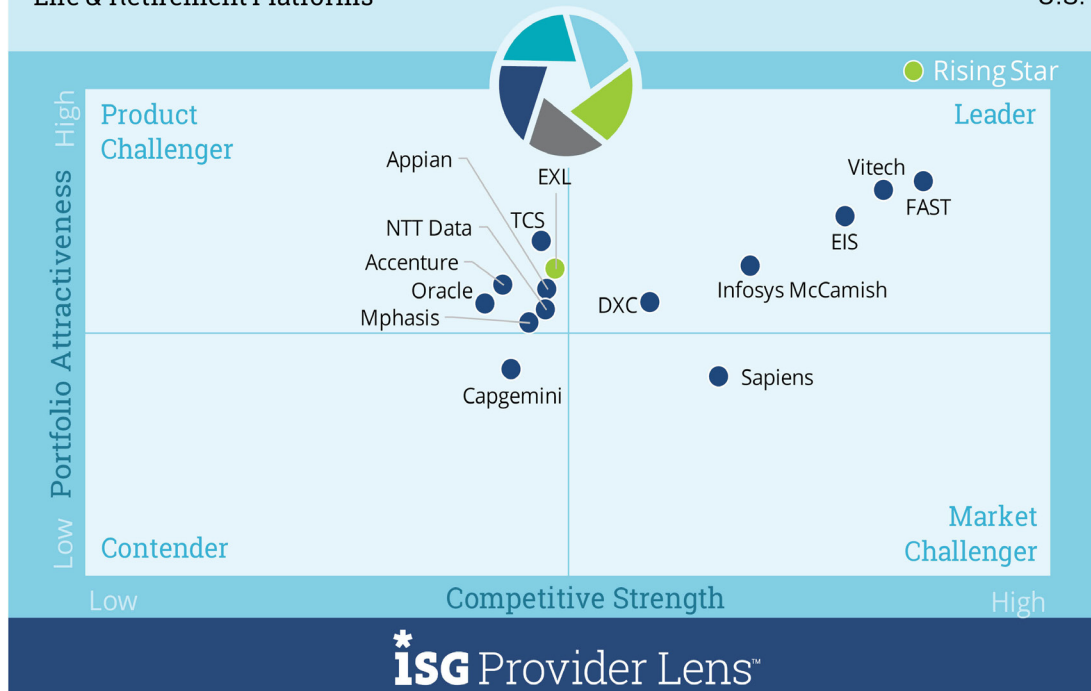
### Definition

L&R insurers sell individual and group policies, encompassing life, annuity, supplemental or voluntary benefits, retirement and pension products (which include pension risk transfer and structured settlements). L&R platforms typically cover:

- **Life insurance**, including term, whole, universal and variable products;
- **Annuities**, which encompass fixed, variable, indexed, immediate and deferred products;
- **Supplemental benefits**, covering accidental death and dismemberment, critical illness, hospital indemnity, short- and long-term disability, dental, vision, cancer and other coverage;
- **Retirement** plans such as deferred benefits and deferred compensation;

Insurance BPO Platforms  
Life & Retirement Platforms

2020  
U.S.



Source: ISG Research 2020

## LIFE & RETIREMENT PLATFORMS

### Definition (cont.)

- **Pension risk transfer**, which represents a transfer of risks associated with a defined benefit plan, generally taken up by insurance companies;
- **Structured settlement**, which are paid over a period of time rather than as a lump sum.

Simplified Illustration

Life insurance	Annuities	Supplemental Insurance
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		Vision
		Cancer

Source: ISG 2021

## LIFE & RETIREMENT PLATFORMS

### Eligibility Criteria

- Provides platform for life, annuity, group, supplemental and retirement/pension products in at least one product area;
- Platform meets basic digital capabilities (web-enabled, integration ability, etc.);
- Offers end-to-end capabilities in at least one of the insurance business functions (new business/underwriting, policy administration, claims or billing);
- Has a proven customer base, or can demonstrate capabilities (for start-ups);
- Identifies the organization as a “product company,” offering capabilities to provide after-sales support, enhancements, upgrades, and consulting (as and when needed).

### Observations

- **DXC Technology** is named a leader the L&R insurance quadrant for its well-featured Assure for Life and Wealth platform, which features a modular design and extensive ecosystem.
- A suite of extensive core and digital solutions and its recent expansion of platform capabilities to the life and retirement insurance segment helps establish **EIS** as a leader in the 2020 L&R insurance platform study.
- Because of its track record and continuing success in helping L&R insurers innovate, develop products quickly and meet their transformation objectives, **FAST** has been chosen a leader in this year's L&R insurance platforms study.
- A mature player in the insurance technology space, **Infosys McCamish** comes to market with its VPAS platform that supports a wide variety of products and helps carriers meet their management and transformation goals.
- **Vitech**, which has specialized in the group benefits administration and pension risk transfer space for more than a decade, is witnessing stellar revenue growth led by its V3locity platform, a cloud-native administration, engagement and analytics platform, helping the company stand out in this field.
- **EXL** is a Rising Star because of its growing market share and focus on enhancing the capabilities of the LifePRO® platform into a digital platform to strengthen its offering and position itself for continued success.

## INFOSYS MCCAMISH

### Overview

Infosys maintains a strong foothold in the L&R space. In late 2009, the company acquired Atlanta-based McCamish Systems, which was founded in 1985. The company brought with it its proprietary VPAS™ platform. Today, the VPAS platform is a comprehensive suite of insurance policy administration software modules. The company has deep insurance expertise and a world-class data center to reliably deliver on the business goals of L&R carriers. Infosys McCamish reported about \$80 million in platform revenue for 2020, with about two-thirds of earnings from U.S. insurance organizations.

### Strengths

**Supports the complete policy lifecycle:** A system of record, the VPAS platform supports the entire policy lifecycle from e-application and policy issue to claims processing. The platform is highly scalable and delivers the flexibility that carriers need to compete. It supports products including individual, retail, institutional, worksite/group, qualified and non-qualified.

**Impressive capabilities:** The VPAS platform enables carriers to quickly configure business rules and objects to reuse them and to rapidly convert data from legacy systems cost effectively. Through its self-service options and mobile enablement, agents and policyholders can access and execute transactions from any location.

**Built on best-of-breed technologies:** The Infosys McCamish VPAS platform is based on best-of-breed technologies and event-based microservices architecture. Most of the data is made available to integrating systems either via RESTful APIs or Kafka events for consumption.

### Caution

**Name clarification:** While the Infosys and McCamish brands are both well known in the industry, some carriers may get confused between the “Infosys” and “McCamish” monikers. Continuing to use the two names together as Infosys McCamish will be helpful.



## 2020 ISG Provider Lens™ Leader

Infosys McCamish brings decades of experience in the L&R technology space. Its outstanding VPAS platform is notable for its scalability, support of myriad products, and ability to help carriers meet their management and transformation goals.



# Methodology





## METHODOLOGY

The research study “ISG Provider Lens™ – Insurance BPO Platforms” 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 BPO Platforms market
2. Use of questionnaire-based surveys of service providers/vendors 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 vendors. 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.



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Dennis offers over 25 years of experience as a global sourcing leader with multi-industry experience. Dennis has advised hundreds of companies on their sourcing strategies and set up shared service centers and business process outsourcing relationships around the globe. Dennis has advised on the largest US Insurance TPA and BPO deals and has worked with numerous insurance clients including Transamerica, ING/VOYA, CNO, Global Atlantic, Assurant and others. He has also led multiple RPA engagements assisting clients to set-up internal RPA Centers of Excellence or source RPA from a provider. He is a thought-leader on GBS, BPO, RPA, negotiations, governance and benchmarking.

# Authors and Editors



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Director, Insurance

Nanda Rajgopal is a Director in the Americas Insurance practice. In this role, Nanda is responsible for working directly with clients to address their business challenges and delivery and sales teams to ensure client expectations are met with highest quality deliverables. Nanda has over 25 years of experience in business consulting, information technology and client relationship management. In the last 15 years, he has focused on insurance solutions that included digital transformation, data and cognitive science, managed services and global sourcing. Nanda brings a rich array of acumen, thought leadership and passion in building “Trusted Advisory” relationships.



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Research Analyst

Srinivasan is a senior analyst at ISG and is responsible for supporting and co-authoring Provider Lens™ studies on Insurance BPO Industry, Mainframe Ecosystem, Cybersecurity Ecosystem and AWS Ecosystem. His area of expertise lies in the space of engineering services and digital transformation. Srinivasan has over 6 years of experience in the technology research industry and in his prior role, he carried out research delivery for both primary and secondary research capabilities. Srinivasan is responsible for developing content from an enterprise perspective and author the global summary report. Along with this, he supports the lead analysts in the research process and writes articles about recent market trends in the industry.

# Authors and Editors



## 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.

# ISG Provider Lens™ | Report: Insurance BPO Platforms May 2021

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