



Property and Casualty (P&C) Insurance BPO – Service Provider Landscape with Services PEAK Matrix™ Assessment 2018 **SELECT SLIDES**

Insurance - Business Process Outsourcing (BPO)
Market Report – March 2018

Everest Group[®]

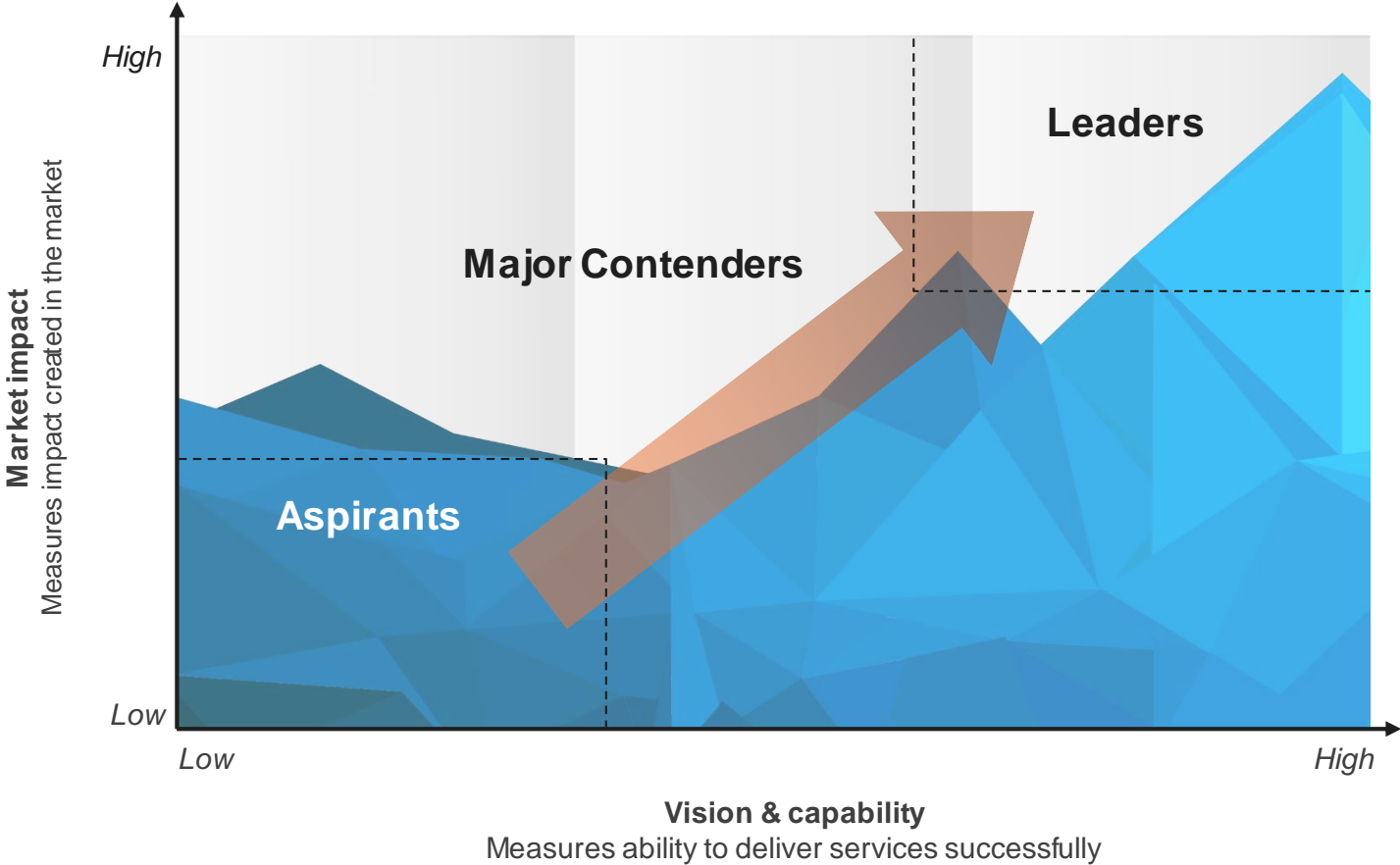
PEAK
MATRIX™

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Everest Group PEAK Matrix™ is a proprietary framework for assessment of market impact and vision & capability

Everest Group PEAK Matrix



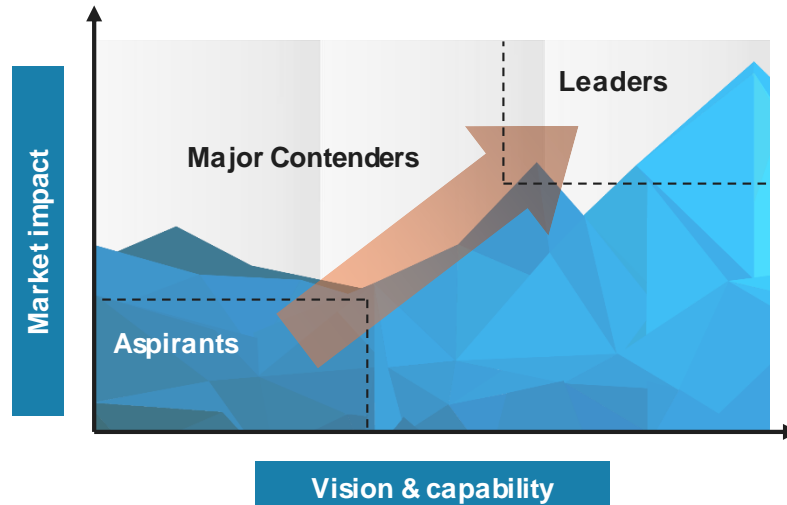
Services PEAK Matrix™ evaluation dimensions

Measures impact created in the market – captured through three subdimensions

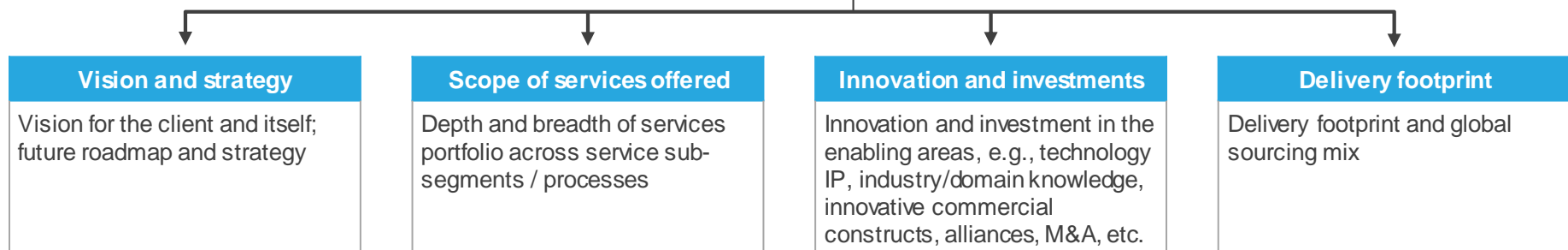
Market adoption
No. of clients, revenue base, and YOY growth, deal value/volume

Portfolio mix
Diversity of client/revenue base across geos and type of engagements

Value delivered
Value delivered to the client based on customer feedback and transformational impact



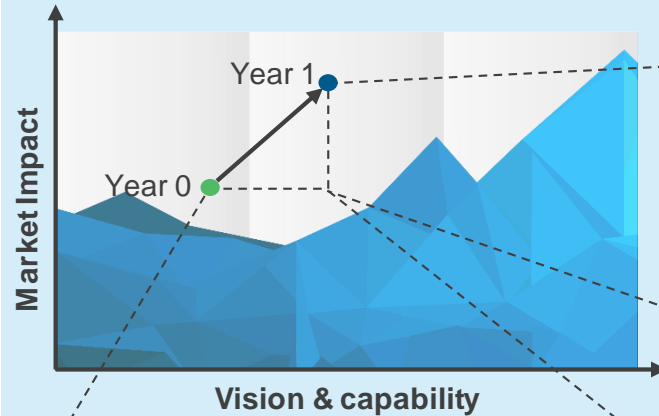
Measures ability to deliver services successfully. This is captured through four subdimensions



Everest Group confers the Star Performers title on providers that demonstrate the most improvement over time on the PEAK Matrix™

Methodology

Everest Group selects Star Performers based on the relative YOY improvement on the PEAK Matrix



In order to assess advances on **market impact**, we evaluate each service provider's performance across a number of parameters including:

- Yearly ACV/YOY revenue growth
- # of new contract signings and extensions
- Value of new contract signings
- Improvement in portfolio mix
- Improvement in value delivered

In order to assess advances on **vision and capability**, we evaluate each service provider's performance across a number of parameters including:

- Innovation
- Increase in scope of services offered
- Expansion of delivery footprint
- Technology/domain specific investments

We identify the service providers whose improvement ranks in the top quartile and award the Star Performer rating to those service providers with:

- The maximum number of top-quartile performance improvements across all of the above parameters AND
- At least one area of top-quartile improvement performance in both market success and capability advancement

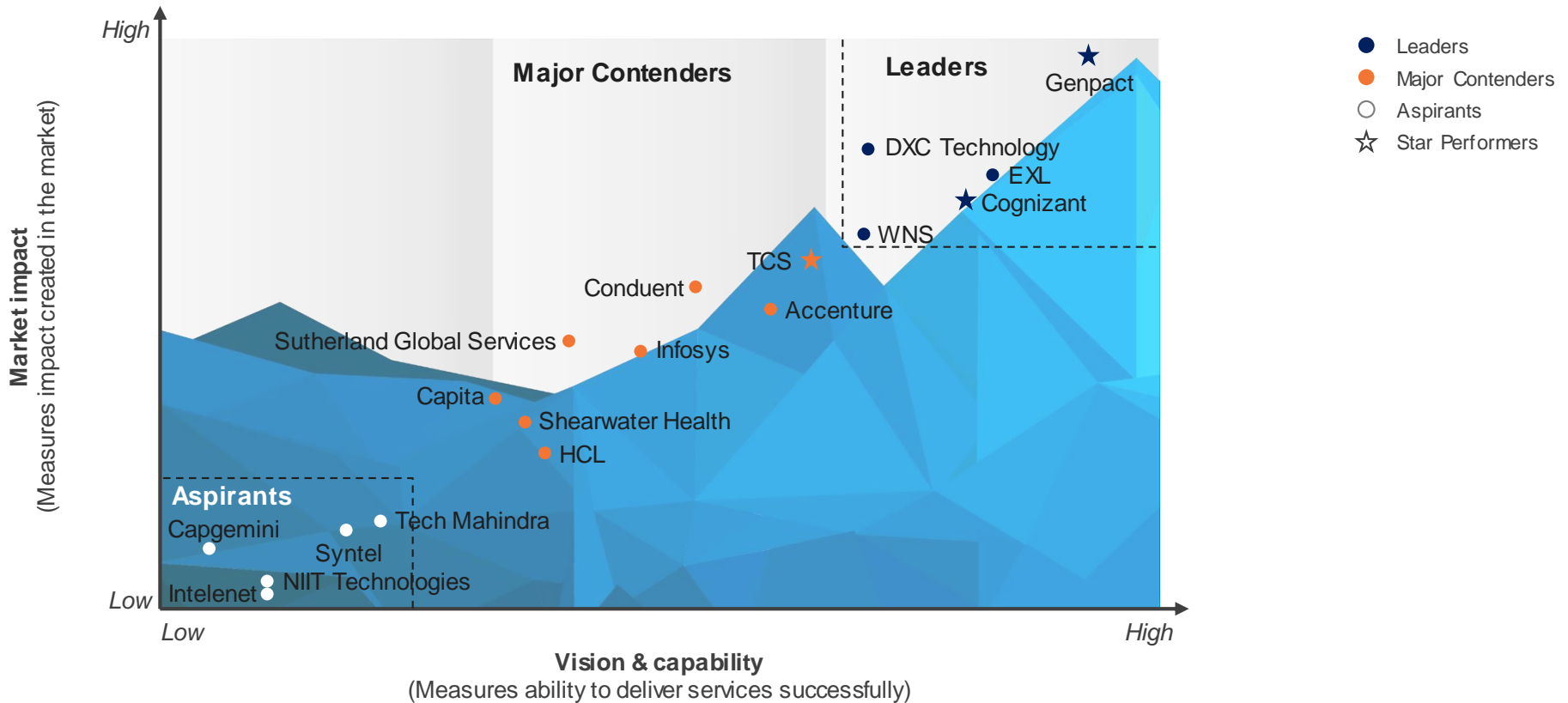
Star Performers are identified by top quartile performance improvement on the X and Y axes for each segment

The Star Performers title relates to YOY performance for a given service provider and does not reflect the overall market leadership position, which is identified as Leader, Major Contender, or Aspirant.

Everest Group PEAK Matrix™

P&C Insurance BPO Service Provider Landscape with PEAK Matrix™ Assessment

Everest Group P&C Insurance BPO Service Provider Landscape with Services PEAK Matrix™ Assessment¹ 2018



¹ Assessment for Accenture, Capgemini, Capita, HCL, Intelenet, and Shearwater Health excludes service provider inputs and is based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with insurance buyers

Summary dashboard | Market impact and vision & capability assessment of providers for P&C Insurance BPO 2018

Leaders

Measure of capability: Best-in-class Very high High Medium high Medium Medium low Low Not mature

Service provider	Market impact				Vision & capability				
	Market adoption	Portfolio mix	Value delivered	Overall	Scope of services offered	Innovation and investments	Delivery footprint	Vision and strategy	Overall
Cognizant									
DXC Technology									
EXL									
Genpact									
WNS									

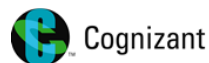
P&C insurance BPO Star Performers 2018

Distinguishing features

P&C insurance BPO Star Performers 2018

Distinguishing features in market impact in 2018

Distinguishing features in vision and capability in 2018



- Signed several new contracts; one of the leading service providers in terms of new contract signings
- Registered double-digit revenue growth on a substantial base and contributed significantly to market expansion

- Launched multiple augmentation solutions catering to various next-generation technology developments such as automation, analytics, and omnichannel experience
- Significantly expanded delivery capabilities, especially from onshore and nearshore delivery centers



- Aggressive expansion of its revenue and client base through multiple acquisitions such as BrightClaim and National Vendor
- Scaled up its operations in markets of North America and Continental Europe

- Augmented onshore capabilities to deliver business process services, especially claims processing
- Major investments in digital platforms, such as CORA, that enable analytics and AI for its clients and augmentation solutions such as for automation and workflow management

TATA CONSULTANCY SERVICES

- Significant top-line increment through scope expansion, thus contributing to overall market growth
- Expanded its scope of operations in the UK and Latin American markets

- Invested in various proprietary insurance-specific digital solutions such as Digital Insurance Hub and Connected Home
- Made significant inroads into automation space with its Updater and Extractor solutions

Star Performers 2018

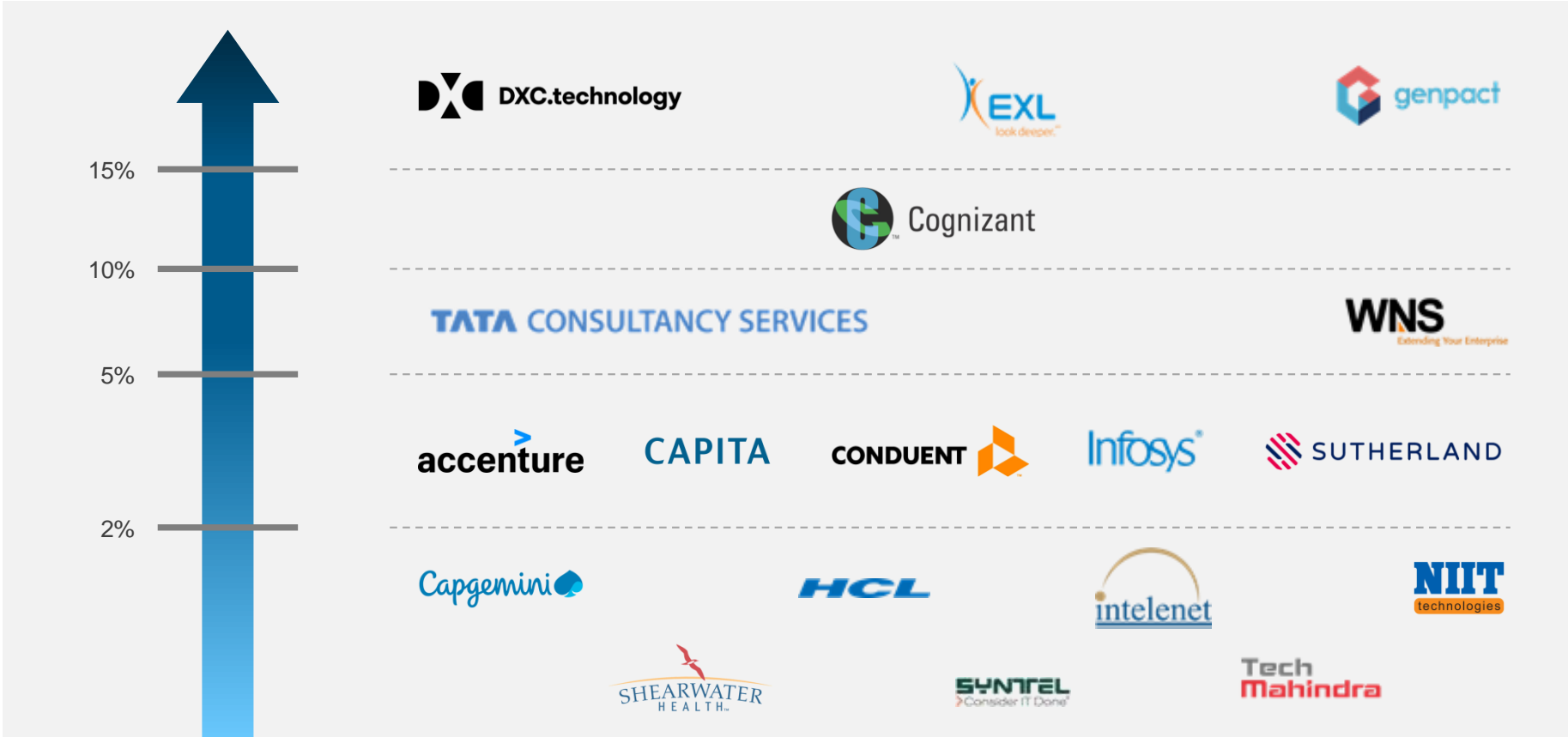


TATA CONSULTANCY SERVICES

The top three service providers account for nearly 60% of the of the P&C insurance BPO market

Service provider market share in P&C insurance BPO
 June 2017 (TTM¹); By revenue (in US\$ billion)

100% = 1.3-1.5



¹ Trailing twelve months
 Source: Everest Group (2018)

Cognizant, Genpact, and TCS accounted for the bulk of market expansion in P&C insurance BPO

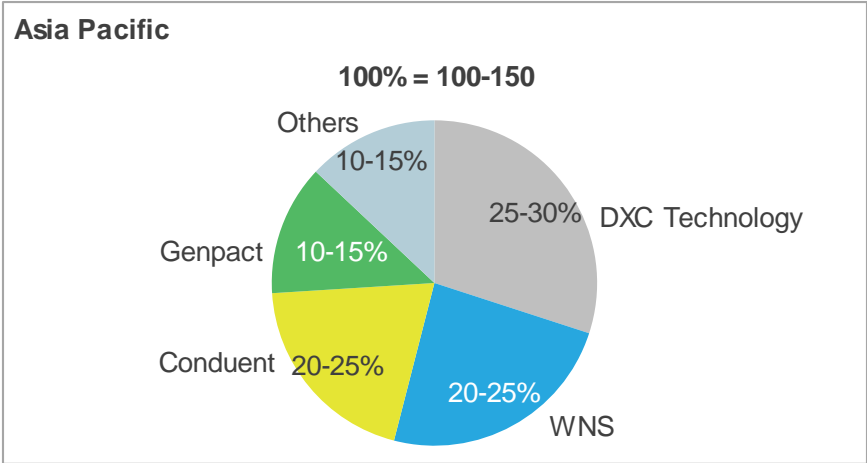
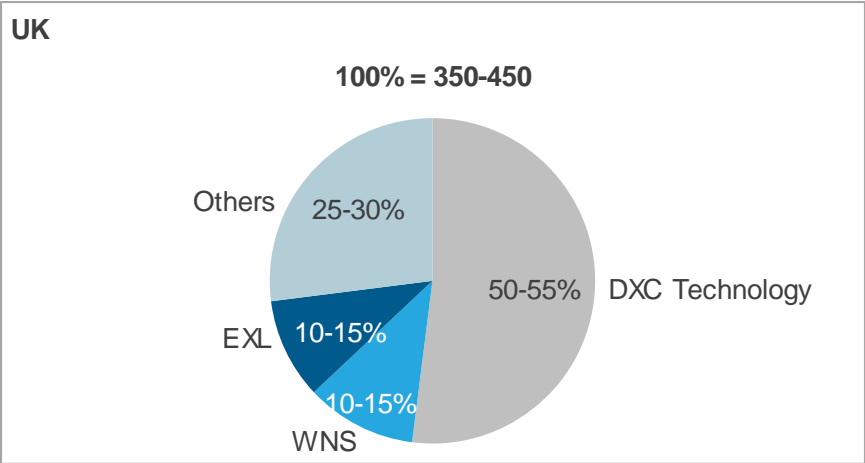
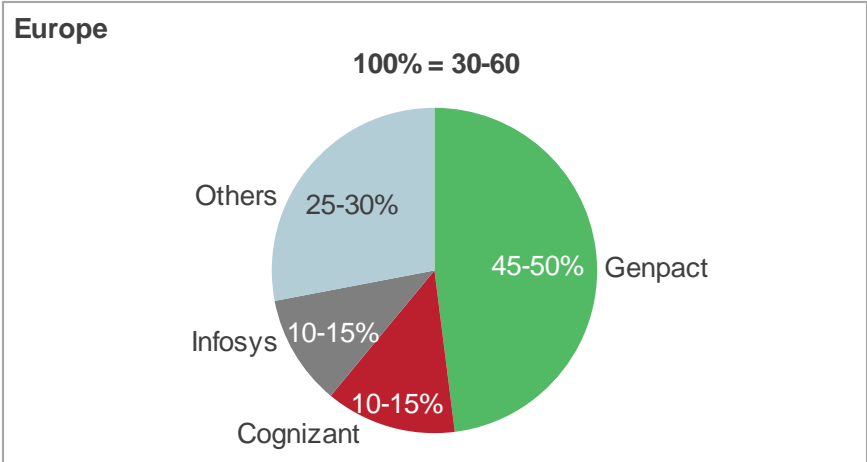
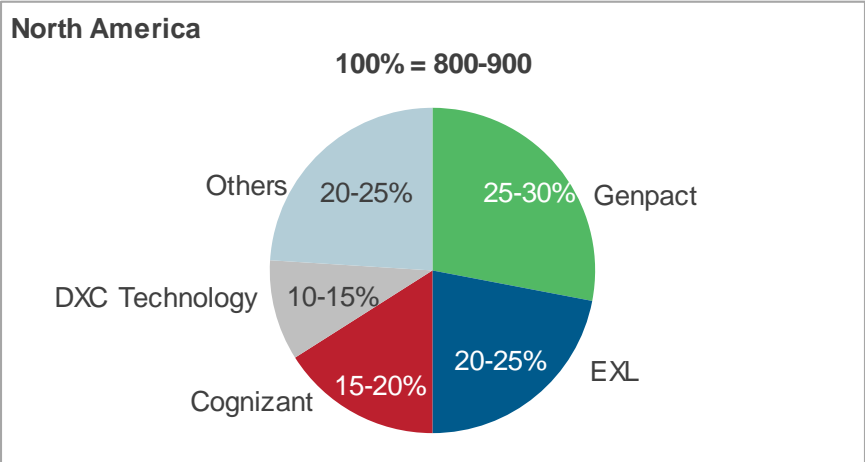
Growth of P&C insurance BPO revenue
 June 2017 (TTM); Percentage growth in revenue



Source: Everest Group (2018)

P&C insurance BPO service provider landscape is quite consolidated in every geography with top two service providers accounting for more than 50% of the markets

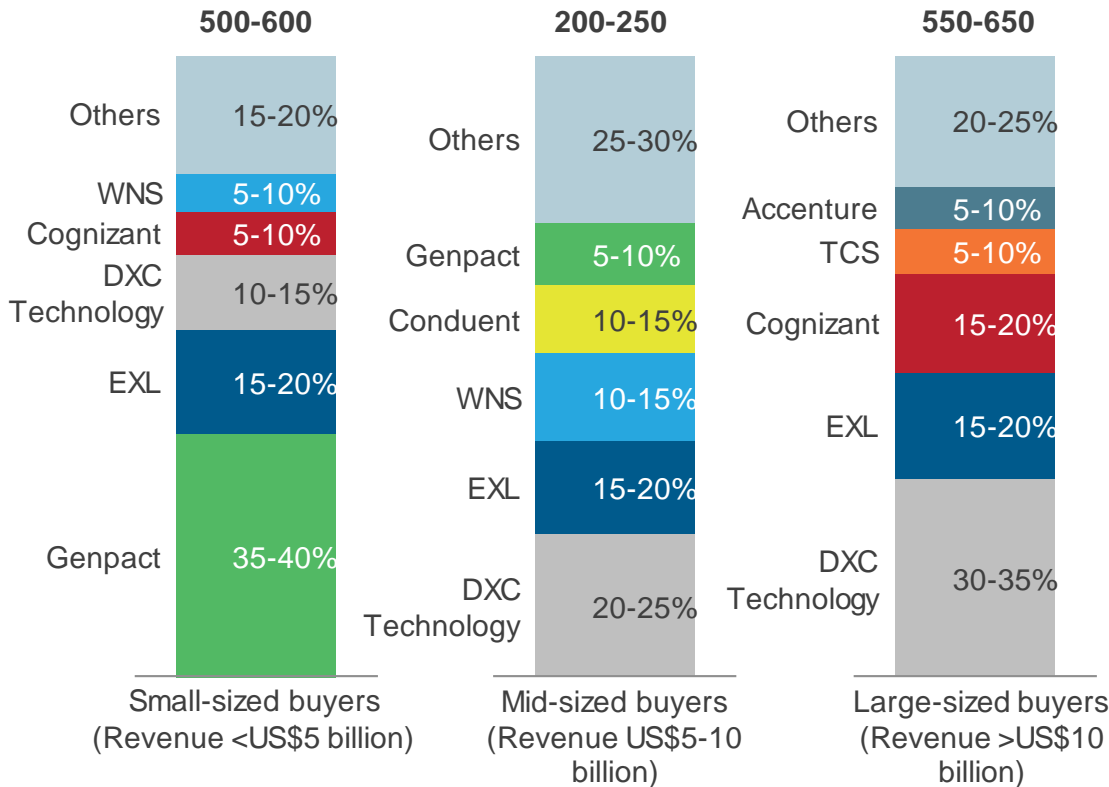
P&C insurance BPO market share by signing regions
Revenue in US\$ million



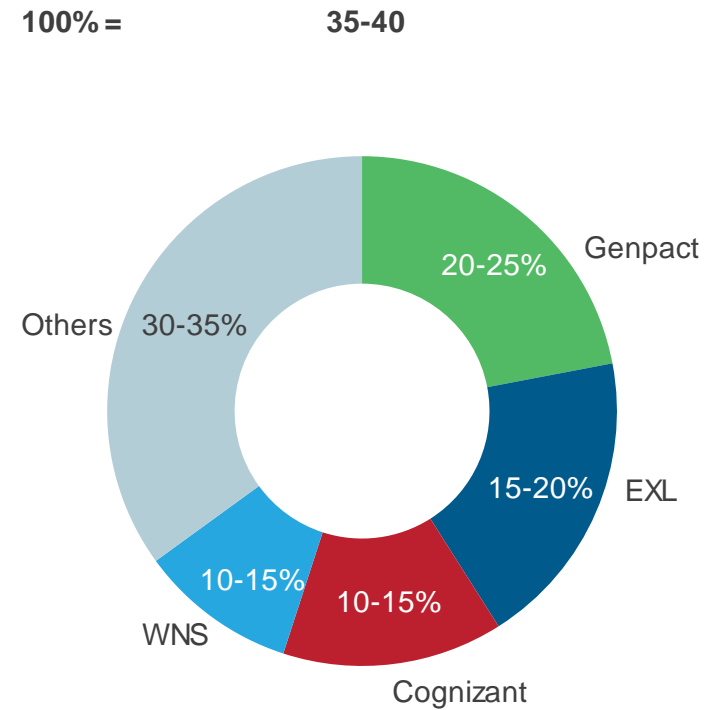
Source: Everest Group (2018)

While DXC Technology has the largest market share in mid- and large-sized buyers, Genpact leads in small-sized buyer segment

Market share by P&C insurance BPO buyer segments
Revenue in US\$ million



Market share by P&C insurance BPO
Number of FTEs in '000s












Source: Everest Group (2018)

Genpact

Everest Group assessment – Leader

Measure of capability:  Best-in-class  Very high  High  Medium high  Medium  Medium low  Low  Not mature

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

Strengths

- Genpact’s capabilities in P&C insurance BPO comprise a substantial FTE resource base, a comprehensive coverage of P&C insurance value chain, significant growth in client accounts (powered by their recent acquisitions), a comprehensive delivery model covering large number of centers across onshore, nearshore, and offshore locations, and digital platforms embedded with analytics, lean six sigma, and built on industry expertise
- Genpact has had an experience of servicing buyers of all sizes, be it small-, mid-, or large-sized insurers
- Its substantial growth has been driven largely by its strategic acquisitions to gain onshore operational capabilities, especially for extensive digital solutions that smoothen claims processing and augment the end-customer experience
- Genpact has been able to create significant adoption of its RPA and analytics solutions with its clients. Along with the technology leverage, Genpact also has capabilities for servicing non-core operations such as regulatory reporting and risk management

Areas of improvement

- Although Genpact has a global presence in P&C insurance BPO services, a large part of its revenue is driven by North American buyers. Genpact should target building more traction in the other markets as well, for which it could leverage its existing global capabilities and experience
- After the acquisitions, its customer portfolio mostly comprises small-sized buyers. It should continue to target larger client accounts, which will help drive its revenue further
- While an inorganic growth strategy would serve Genpact well in quickly acquiring and leveraging capabilities, it still would need to stress the efficient integration of acquired capabilities in its incumbent business models to continue to expand in the future
- Genpact would also be required to continue to ramp up their onshore delivery capabilities, which they are already doing through acquisitions, in order to service some of the judgment-intensive processes such as underwriting and claims adjustment for their clients