

Insurance Services – Strategic Capabilities (Insurance Digital Engineering Services)

Analyzing provider digital engineering abilities from
designing to operationalizing insurance ecosystems

Customized report courtesy of:

Atos

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Digital engineering is vital for insurers to modernize operations and exceed policyholders' expectations

Digital engineering has become the core capability that helps incumbent insurance enterprises modernize legacy systems, accelerate innovation and deliver seamless policyholder experiences across multiple channels. As these enterprises face growing competition from insurtech, neo insurers and digital insurers, shifting policyholder expectations and increasing regulatory complexities, digital engineering services offer the technical architecture, development expertise and operational frameworks needed to transform outdated monolithic systems into flexible, cloud-native, API-driven ecosystems. This change goes beyond technology; it involves fundamental shifts in how insurance organizations design, develop, deploy and maintain digital tools that are increasingly essential for staying competitive.

Digital engineering imperative

Insurance enterprises operate on technology foundations built over decades, with core systems, policy administration systems (PAS) and claims processing systems (CPS) often running on mainframe architectures using programming languages and frameworks with shrinking talent pools. These legacy systems create significant constraints, such as a slow time to market for new products, an inability to integrate modern data analytics and AI capabilities, poor policyholder experience due to channel fragmentation and escalating maintenance costs that consume IT budgets that should be funding innovation. Digital engineering addresses these challenges through systematic modernization approaches that balance risk management with the speed of transformation.

The business case for investing in digital engineering has grown substantially. Industry data show that insurers allocating a smaller share of IT budgets to innovation than maintenance face premium growth rates well below industry averages. Policyholder experience metrics reveal similar patterns;

Digital engineering
**transforms legacy IT
into agile, cloud-native
ecosystems for
incumbent insurers.**



Executive Summary

insurance firms with modern digital platforms achieve higher NPS than competitors relying on legacy systems. Most importantly, operational efficiency gains from digital engineering enable cost ratios more favorable than industry medians, directly boosting profitability and supporting competitive pricing.

Core digital engineering capabilities

The following capabilities form the foundation of effective digital engineering programs in insurance, enabling modernization at scale, improved CX and faster time to market.

Platform modernization and migration: Digital engineering initiatives typically begin with core system upgrades, replacing or enhancing legacy PAS, billing and CPS with cloud-native solutions. This process involves thoroughly evaluating current systems, identifying which components need to be replaced or refactored, planning data migration strategies that ensure data integrity and continuity and implementing the changes in phases to minimize business disruption. Incumbent insurance enterprises often employ a *Strangler Fig* pattern, in which new capabilities gradually replace legacy

functions or adopt modern platforms such as Guidewire Cloud Platform (GWCP), Duck Creek onDemand (DCoD), EIS, Verisk Fast, FINEOS and Vitech that offer prebuilt insurance functionality while allowing customization and rapid deployment of core insurance systems.

API-first architecture and integration: Modern insurance ecosystems require smooth data exchange among core systems, third-party services, distribution channels and customer touchpoints. Digital engineering teams develop and implement comprehensive API strategies that expose insurance functions such as quoting, binding, endorsements and claims filing as reusable services accessible across channels and partners. These APIs support omnichannel experiences in which policyholders initiate transactions on mobile devices, continue on web portals and complete them through agent interactions, while preserving full context. Integration platforms and middleware solutions coordinate complex workflows across multiple systems, ensuring data consistency and transaction integrity.

Cloud infrastructure and DevOps: Digital engineering fundamentally transforms how

incumbent insurance enterprises provision infrastructure, deploy applications and manage operational environments. Cloud platforms such as AWS, Microsoft Azure, Google Cloud and Oracle Cloud provide elastic computing resources and managed services, reducing operational overhead, offering global distribution capabilities and implementing advanced security controls. DevOps practices, including CI/CD, infrastructure as code (IaC), automated testing and monitoring, enable development teams to release updates weekly or even daily instead of quarterly or annually. This pace is essential for responding quickly to market changes, regulatory requirements and competitive threats.

Data engineering and analytics foundations: Insurance business models rely on advanced data analysis for underwriting, pricing, claims management and fraud detection. Digital engineering teams develop modern data platforms that integrate information from different sources into unified data lakes or lakehouses to enable advanced analytics. These platforms incorporate data quality frameworks, governance controls, privacy

protections and analytics-ready data models. Integration with business intelligence tools, ML platforms and AI services turns raw data into actionable insights accessible to underwriters, actuaries, claims adjusters and executives for evidence-based decision-making.

Policyholders' experience and channel development: Digital engineering develops mobile applications, web portals, agent platforms and self-service features that shape modern insurance policyholders' experiences. These solutions emphasize user-friendly interfaces, personalized content, contextual recommendations and seamless transactions. Development methods utilize design thinking, user research, rapid prototyping and iterative improvements to ensure solutions meet real customer needs rather than just technology assumptions. Progressive web applications, native mobile experience and responsive web designs deliver consistent experiences across devices while optimizing platform-specific features.

Security, compliance and resilience engineering: Incumbent insurance enterprises handle sensitive personal data, financial



information and health records that require strict security measures. Digital engineering integrates security throughout development lifecycles, including secure coding practices, vulnerability scanning, penetration testing and security architecture reviews. Compliance frameworks ensure that systems adhere to regulatory requirements such as data privacy (GDPR, California Consumer Privacy Act (CCPA)), accessibility (Web Content Accessibility Guidelines (WCAG)) and insurance-specific rules that vary by jurisdiction and product line. Resilience engineering involves data redundancy, disaster recovery, business continuity plans and chaos engineering practices to test system behavior under adverse conditions.

Implementation approaches and methodologies

Successful digital engineering initiatives require a careful selection of methodology that balances structure with flexibility. Agile frameworks, including Scrum and Kanban, support iterative development, continuous feedback and adaptive planning to accommodate changing requirements.

Scaled agile approaches such as Scaled Agile Framework (SAFe) or Large-Scale Scrum (LeSS) coordinate multiple teams working on interconnected components while aligning with business goals. Product operating models organize teams around business capabilities, such as personal lines underwriting, commercial claims or broker portals, rather than technical parts, promoting end-to-end ownership and accountability.

Site reliability engineering (SRE) practices connect development and operations by defining service level objectives (SLOs), managing error budgets and implementing automated runbooks. These practices ensure that speed gained from rapid development does not compromise system reliability or CX. Platform engineering teams build internal developer platforms that offer standardized tooling, deployment pipelines, observability solutions and self-service features, helping feature teams to move faster while maintaining architectural standards and operational best practices.

Organizational transformation and talent strategy

Achieving success in digital engineering requires more than just technical skills; it demands organizational structures, talent strategies and cultural changes that support modern development methods. Conventional insurance IT departments, often divided into silos such as infrastructure, applications and operations, face challenges with coordination and slow decision-making. Digital engineering benefits from cross-functional product teams that include engineering, design, product management and business stakeholders, who have the authority to make decisions and are accountable for outcomes. Talent strategies must bridge the substantial skill gaps between traditional insurance IT profiles and current engineering demands.

Incumbent insurance enterprises adopt various methods, including recruiting seasoned engineers from tech firms or startups, collaborating with specialized digital engineering service providers, nurturing internal talent through training and mentoring and establishing innovation labs or digital

factories to experiment with new technologies and patterns. Achieving engineering excellence requires ongoing investment in learning, adherence to industry best practices and dedicating time to address technical debt alongside developing new features.

Service provider ecosystem and partnership models

The digital engineering landscape in insurance features diverse service providers fulfilling various transformation roles. Core system providers, including Guidewire, Duck Creek, EIS, FINEOS, Vitech, Verisk FAST, Majesco and Insurity, offer integrated platforms that modernize legacy policy administration, billing and claims systems. Cloud hyperscalers such as AWS, Azure, Oracle and Google Cloud supply infrastructure, platform services and tailored industry solutions. System integrators and consulting firms, including Capgemini, Infosys, Cognizant, Atos, HCLTech, LTIMindtree, Tech Mahindra, Persistent Systems, Coforge and ValueMomentum, provide implementation expertise, program management and engineering support. Specialized vendors also focus on areas such as CX design, data



engineering, security operations, testing and quality assurance.

Partnership models differ widely. Staff augmentation fills targeted skill gaps with individual engineers. Managed services transfer ongoing operational responsibility for specific platforms or capabilities to a provider. Outcome-based engagements align compensation with business metrics such as customer acquisition cost, claims processing time or system uptime. A successful incumbent insurance enterprise develops strong service provider management capabilities to ensure strategic alignment, effective knowledge transfer, mechanisms to avoid lock-in and consistent quality standards across internal and external resources.

Measuring digital engineering impact

Establishing clear metrics is crucial for demonstrating value and prioritizing investments. Technical metrics include deployment frequency, lead time for changes, mean time to recovery and change failure rate, which are linked to organizational performance as prescribed by the EU's Digital Operational

Resilience Act (DORA) to strengthen the digital resilience of financial entities.

Business metrics tie engineering efforts to outcomes such as customer acquisition and retention, policy growth, loss and expense ratios and CSAT scores. Product metrics measure feature adoption, user engagement, conversion rates and improvements in business process efficiency. Balanced measurement approaches prevent focusing only on individual metrics at the expense of overall goals. For example, high deployment frequency is ineffective if it introduces defects that degrade CX. Likewise, rapid feature development without necessary infrastructure investment leads to technical debt. Effective digital engineering maintains visibility across technical health, business results and team well-being, supporting sustainable transformation.

Future trajectory and strategic implications

Digital engineering skills are rapidly becoming a source of competitive advantage as incumbent insurance enterprises undergo a technology-driven change. Enterprises cultivating a strong engineering culture, modern foundations

and efficient workflows will be able to launch new products more quickly, reduce costs and enhance CSAT. The gap between digital frontrunners and laggards will widen as engineering compounds benefits over time.

Emerging trends include platform business models that share capabilities via APIs to enable embedded insurance with non-traditional brands, ecosystem integrations that connect insurance with related services such as home security or telematics and headless architectures that separate CX from core systems to accelerate channel testing. These approaches demand advanced digital engineering skills that many traditional carriers must develop through focused investment and organizational change.

Digital engineering services are strategic priorities, not optional IT spending. The technical infrastructure, development skills and operational methods enabled by digital engineering shape an enterprise's agility, innovation and competitive edge. Sustained investment in modernization, talent and engineering quality, while navigating the complexities of core system upgrades, is

vital. Those who treat digital engineering as a comprehensive business transformation rather than a series of technology projects are positioned to lead in a landscape increasingly driven by technology.

The shift to digital engineering is a key change for incumbent insurance enterprises constrained by legacy systems. Using cloud-native solutions and API-first architecture helps integrate data, streamline operations and improve the policyholder experience. This modernization sustains competitiveness by enhancing responsiveness, reducing costs and increasing engagement, driving growth and profitability.





Provider Positioning

Page 1 of 1

Insurance Digital Engineering Services

| | |
|---------------------|--------------------|
| Atos | Leader |
| Capgemini | Leader |
| Coforge | Rising Star ★ |
| Cognizant | Leader |
| Genpact | Contender |
| HCLTech | Leader |
| Hexaware | Product Challenger |
| HTC Global Services | Product Challenger |
| Infosys | Leader |
| LTIMindtree | Leader |

Insurance Digital Engineering Services

| | |
|---------------------|--------------------|
| Persistent Systems | Leader |
| Randstad Digital | Contender |
| Sutherland | Contender |
| Tech Mahindra | Leader |
| ValueMomentum | Rising Star ★ |
| Virtusa | Product Challenger |
| Xceedance | Contender |
| Xoriant | Contender |
| Zensar Technologies | Product Challenger |
| Zinnia | Contender |



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

Simplified Illustration Source: ISG 2025

Insurance Digital Engineering Services

Definition

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.

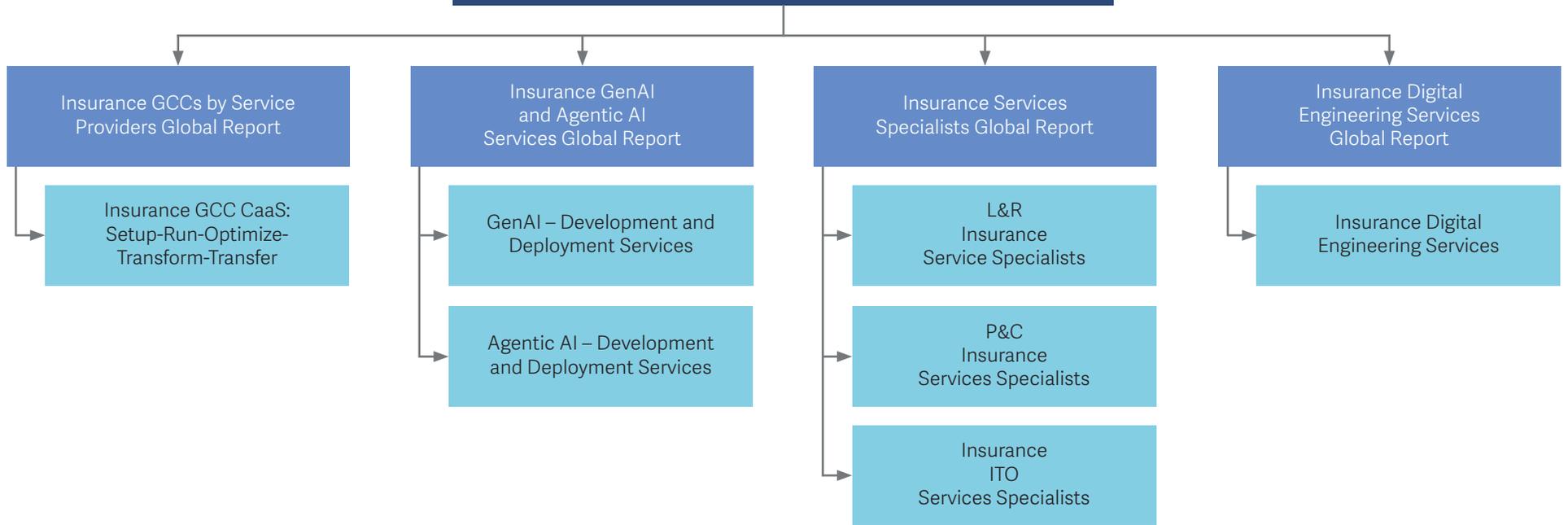
The digital engineering market is propelled by industrial automation and AI, including GenAI and agentic AI, in design, use of digital twins and virtual prototyping. These technologies streamline design-to-execution processes, enhance platform outcomes, and reduce risks, innovation cycle times and costs 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 AIoT, 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.



Insurance Services – Strategic Capabilities 2025



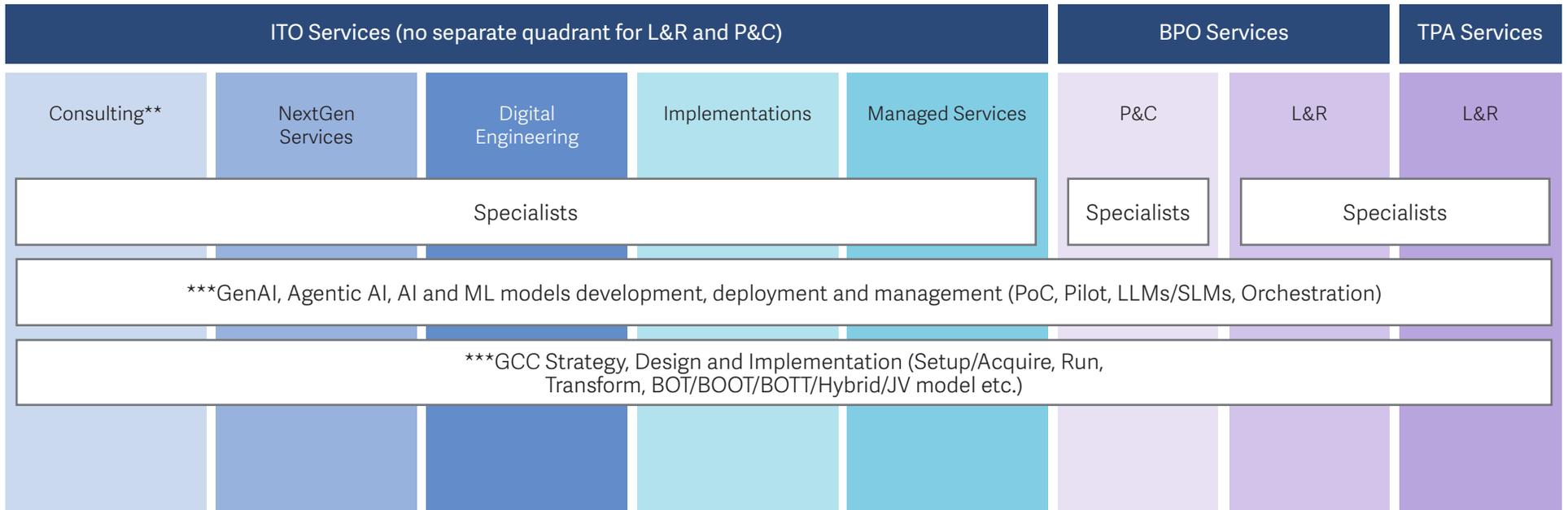
Blueprint* – Insurance Services – Strategic Capabilities

| | | | | | | | | | | | | | | | |
|------------------------------------|--|---|--|---------------------------------------|---|---|---------------------------------|---|----------------------------|---------------------|----------------------------|-----------------------|---------------------|--------------------|------------------------------|
| 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 |
| | | | | | Insurance Services Specialists | L&R Insurance Services Specialists | Capabilities | | | | | | | | |
| P&C Insurance Services Specialists | 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 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 | | | | | | | | |



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



ISG Insurance Services Framework

Main features 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



Scope of the Report

This ISG Provider Lens® quadrant report covers the following one quadrants for services/solutions: Insurance Digital Engineering Services

This ISG Provider Lens® study offers IT decision-makers:

- Transparency on the strengths and weaknesses of relevant service providers
- A differentiated positioning of providers by segments (quadrants)
- Focus on the global market

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

Provider Classifications

The provider position reflects the suitability of providers for a defined market segment (quadrant). Without further additions, the position always applies to all company sizes classes and industries. In case the service requirements from enterprise customers differ and the spectrum of providers operating in the local market is sufficiently wide, a further differentiation of the 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 providers according to their focus area. As a result, ISG differentiates them, if necessary, into two client target groups that are defined as follows:

- **Midmarket:** 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.

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. 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).





Provider Classifications: Quadrant Key

Product Challengers offer a product and service portfolio that reflect excellent service and technology stacks. These providers and vendors deliver an unmatched broad and deep range of capabilities. They show evidence of investing to enhance their market presence and competitive strengths.

Leaders have a comprehensive product and service offering, a strong market presence and established competitive position. The product portfolios and competitive strategies of Leaders are strongly positioned to win business in the markets covered by the study. The Leaders also represent innovative strength and competitive stability.

Contenders offer services and products meeting the evaluation criteria that qualifies them to be included in the IPL quadrant. These promising service providers or vendors show evidence of rapidly investing in products/ services and a follow sensible market approach with a goal of becoming a Product or Market Challenger within 12 to 18 months.

Market Challengers have a strong presence in the market and offer a significant edge over other vendors and providers based on competitive strength. Often, Market Challengers are the established and well-known vendors in the regions or vertical markets covered in the study.

★ **Rising Stars** have promising portfolios 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 in the studied region. These vendors and service providers give evidence of significant progress toward their goals in the last 12 months. ISG expects Rising Stars to reach the Leader quadrant within the next 12 to 24 months if they continue their delivery of above-average market impact and strength of innovation.

Not in means the service provider or vendor was not included in this quadrant. Among the possible reasons for this designation: 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 meet the eligibility criteria for the study quadrant. Omission from the quadrant does not imply that the service provider or vendor does not offer or plan to offer this service or solution.





Insurance Digital Engineering Services

Who Should Read This Section

This report is valuable for service providers offering **Insurance Digital Engineering Services** in the **global region** to understand their market position and for enterprises looking to evaluate these providers. In this quadrant, ISG highlights the current market positioning of these providers based on the depth of their service offerings and market presence.

Technology professionals

Should read this report to gain a comprehensive understanding of the strengths and limitations of insurance digital engineering service providers. The report evaluates their insurance digital engineering offerings, technical capabilities, market presence and ecosystem partnerships, while showcasing how they apply advanced technologies to meet evolving enterprise demands.

Marketing and sales professionals

Should read this report to gain strategic insights into the positioning, capabilities, and value propositions of insurance digital engineering service providers. The report helps to identify partners that can support the design and management of complex business processes, enhance CX and optimize data utilization to drive sales growth and market impact.

Operations professionals

Should read this report to gain a comprehensive understanding of the competitive positioning and core capabilities of insurance digital engineering service providers. The report serves as a strategic guide to help identify partners that can streamline operational processes, enhance financial performance and deliver measurable ROI.

Digital professionals

Should read this report to gain a clear understanding of the technologies, platforms and services offered by insurance digital engineering service providers that enable the modernization of legacy systems. The report highlights how these providers support enterprisewide digital transformation initiatives, improve CX and deliver enhanced value to stakeholders.



Insurance Services – Strategic Capabilities (Insurance Digital Engineering Services)
Insurance Digital Engineering Services

Global 2025



Digital engineering in insurance shifts technology **from a support function to a competitive advantage**, requiring modernization, cultural change and a strong talent strategy to attract skilled engineers and **foster innovation for long-term success**.

Ashish Jhajharia



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 hyper-personalized 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



Insurance Digital Engineering Services

Observations

Digital engineering in insurance transforms technology from a support role into a core competitive advantage. It involves rethinking how organizations design, develop, implement and improve digital capabilities, focusing on the following dimensions of success.

Decades of architectural debt impede innovation. Several incumbent insurance enterprises operate core systems that are 15-30 years old, utilizing outdated technologies, which hinder integration and real-time processing. Digital engineering should focus on strategic modernization, incremental migrations, API facades for legacy systems and cloud-native development rather than taking risks.

Changing organizational models involves a cultural shift. Traditional insurance IT relies on project-based funding, annual planning, silos and change control that favors stability. Digital engineering requires product-based funding, ongoing planning, cross-functional teams and automation. This shift demands that business

stakeholders accept more technology decision authority, IT leaders take outcome responsibility and contributors expand skills.

Talent strategy is vital. The insurance industry often struggles to attract engineers with modern skills, who may prefer tech companies that offer better pay and more challenging opportunities. To succeed, incumbent insurance enterprises must offer competitive pay, adopt modern tech stacks, foster an engineering-centric culture and support remote work. Developing internal talent through training, mentorship and community engagement is equally critical to reduce dependence on external partners.

From the 20 companies assessed for this study, 20 qualified for this quadrant, with eight being Leaders and two Rising Stars.

Atos

Atos excels in delivering robust digital engineering solutions for insurance enterprises, leveraging advanced technologies to enhance operational efficiency and CSAT.

Capgemini

Capgemini has extensive industry expertise and delivers innovative digital engineering services that accelerate transformation and drive measurable value for insurance enterprises.

cognizant

Cognizant offers comprehensive digital engineering solutions, harnessing data and AI to modernize insurance processes, optimize policyholder interactions and create agile business models.

HCLTech

HCLTech empowers insurers with advanced digital engineering capabilities, focusing on automation and cloud solutions to improve risk management and enhance service delivery.

Infosys

Infosys leads in insurance digital engineering, utilizing digital platforms and consulting services to transform operations, mitigate risks and elevate policyholders' engagement.

LTIMindtree

LTIMindtree combines industry insights with technological innovation to deliver tailored digital engineering solutions that streamline insurance workflows and enhance digital experiences.



Insurance Digital Engineering Services



Persistent Systems drives transformation in the insurance sector by providing agile digital engineering services that improve scalability, reduce costs and foster innovation.



Tech Mahindra leverages its expertise in digital engineering to deliver solutions that equip insurers with the tools needed to thrive in a competitive landscape.



Coforge (Rising Star) offers innovative solutions that drive operational efficiency and enhance policyholders' engagement for insurance enterprises.



ValueMomentum (Rising Star) delivers innovative and tailored solutions that empower insurers to adapt and thrive in a digital-first landscape.



Atos



“By modernizing insurance enterprises’ application landscapes through its intelligent development frameworks, Atos enables them to harness digital innovation, enhance operations and CX and achieve tangible transformation outcomes.”

Ashish Jhajharia

Overview

Atos Group is headquartered in Bezons, France. It has more than 74,000 employees across 68 countries. In FY24, the company generated €9.6 billion in revenue, with Tech Foundations as its largest segment. Atos supports public and private organizations throughout their digital transformation journey, from strategy and architecture to operations and optimization. Based on its global footprint and local anchorage, its digital application services, integrated with its Data and AI capabilities help deliver transformation solutions for insurance enterprise clients.

Strengths

Insurance Product Platform

Implementation: Atos is a key player in the insurance sector, offering strong capabilities in P&C with Duck Creek, Guidewire, Sapiens, SISNET and Life & Retirement Insurance with DXC (CyberLife, Vantage, RPS, wMA), LifePro, FAST, ALIP; and also a proprietary platform, Insurance.Net, in Continental Europe with accelerators and jump-starter kits for faster onboarding.

Atos’ Polaris AI Platform: Atos’ Polaris AI Platform is an agentic AI platform for developing, deploying, and managing enterprise-grade autonomous AI agents. It features a comprehensive studio for agent design, multi-agent collaboration, and AgentOps for compliance and performance management. The platform supports the

Digital Application Services Lifecycle with AI-augmented engineering, enterprise transformation tools, and domain-aware bots for automated quality assurance.

Frictionless Underwriting: GenAI-powered risk assessment, transforms UW by automating doc analysis (IDP), risk extraction & scoring (NLP, ML). Faster, accurate risk evaluation through contract summarization, risk profiling, and interactive querying.

Gen AI for Intelligent Claims Processing: Streamlines FNOL to settlement with GenAI, Conv. AI, CV, & ML for smart triaging, damage assessment, fraud detection, and fault identification, while automating document and policy analysis for quick claims settlement.

Caution

By customizing its platform engineering services to meet the specific requirements of various sectors such as insurance and financial services, Atos can deliver targeted and effective solutions. This approach will enhance client satisfaction and foster long-term partnerships.





Appendix

The ISG Provider Lens® 2025 – Insurance Services – Strategic Capabilities (Insurance Digital Engineering Services) 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.

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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 service providers and analysis of publicly available market information from multiple sources. The data collected for this report represent information that ISG believes to be current as of October 2025 for providers that actively participated and for providers that did not. ISG recognizes that many mergers and acquisitions may have occurred since then, but this report does not reflect these changes.

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

The study was conducted in the following steps:

1. Definition of Insurance Services – Strategic Capabilities (Insurance Digital Engineering Services) market
2. Use of questionnaire-based surveys of service providers/ vendor across all trend topics
3. Interactive discussions with service providers/vendors on capabilities and use cases
4. Leverage ISG’s internal databases and advisor knowledge & experience (wherever applicable)
5. Detailed analysis and evaluation of services and service documentation based on the facts & 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



Author and Editor Biographies

Lead Author



Ashish Jhajharia
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Ashish has experience and learnings from more than two decades in the global insurance and reinsurance industry, with leading management consulting firms and in various capacities. He has been involved in a spectrum of assignments related to strategic research, changes in regulatory frameworks, business and digital transformation, customer experience reinvention, operating model and business design, core systems transformation, and sourcing strategy. With ISG, he is leading the ISG Provider Lens® (IPL) Insurance Services and Platforms Study for study for North America, the UK & Europe and the Asia-Pacific regions.

Research Analyst



Sandhya Navage
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Sandhya Navage is a Lead Research Specialist at ISG and is responsible for supporting and co-authoring Provider Lens® studies on Insurance BPO and IT Services, and Insurance Platform Solutions and Power and Utilities Services. She supports the lead authors in the research process and authors the enterprise content, global summary report, focal points and a few study quadrants. She also develops content from an enterprise perspective and collaborates with advisors and enterprise clients on ad-hoc research assignments. She has been associated with ISG since 2021.

With over 12 years of research and consulting expertise in the IT/BPO sector, she previously collaborated with various IT/BPO and financial firms. Her extensive background spans market research, yielding actionable insights and competitive analysis across diverse sectors like insurance, banking, finance, manufacturing, energy, and utilities.



Author and Editor Biographies



Study Sponsor

Iain Fisher
Director, Research

Iain Fisher is ISG's head of industry research and market trends. With over 20 years in consulting and strategic advisory, Iain now focuses on cross industry research with an eye on technology led digital innovation, creating new strategies, products, services, and experiences by analysing end-to-end operations and measuring efficiencies focused on redefining customer experiences. Fisher is published, known in the market and advises on how to achieve strategic advantage. A thought leader on Future of Work, Customer Experience, ESG, Aviation and cross industry solutioning. He provides major market insights leading to changes to business models and operating models to drive out new ways of working.

Fisher works with enterprise organizations and technology providers to champion the change in customer focused delivery of services and solutions in challenging situations. Fisher is also a regular Keynote speaker and online presenter, having authored several eBooks on these subjects.



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Jan Erik Aase
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 partner and global head of 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®

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