



Everest Group PEAK Matrix for insurance BPO

Focus on WNS

January 2013

Everest Group

P E ▲ K
M A T R I X

Everest Group recently released its report titled “[A PEAK into the Leaders, Major Contenders, and Emerging Players of insurance BPO](#)”. This report analyzes the changing dynamics of the insurance BPO landscape and assesses service providers across several key dimensions.

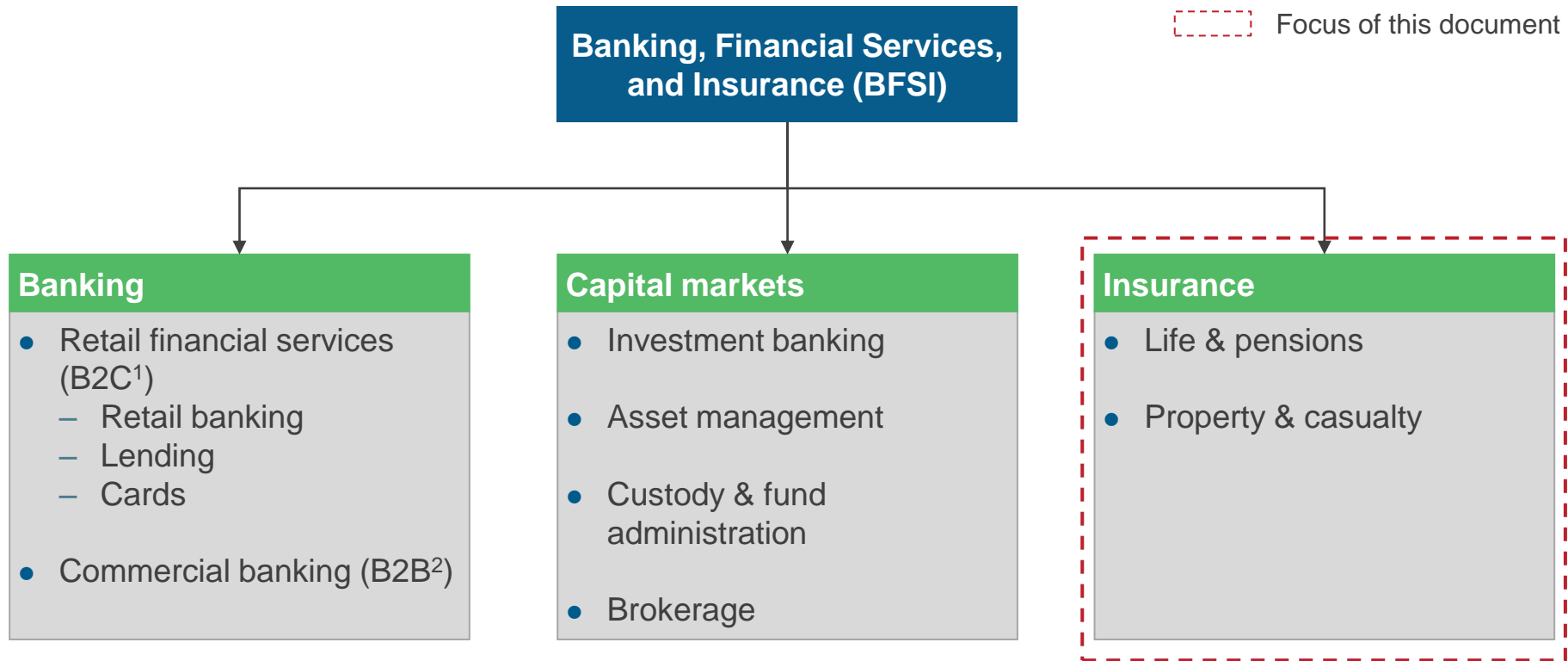
As a part of this report, Everest Group updated its classification of 10+ service providers on the Everest Group Performance | Experience | Ability | Knowledge (PEAK) Matrix for insurance BPO into Leaders, Major Contenders, and Emerging Players. The PEAK Matrix is a framework that provides an objective, data-driven, and comparative assessment of insurance BPO service providers based on their absolute market success and delivery capability.

Based on the analysis, WNS emerged as a Leader. This document focuses on WNS’s insurance BPO experience and capabilities and includes:

- WNS’s position on the insurance BPO PEAK Matrix
- Detailed insurance BPO profile of WNS

Buyers can use the PEAK Matrix to identify and evaluate different service providers. It helps them understand the service providers’ relative strengths and gaps. However, it is also important to note that while the PEAK Matrix is a useful starting point, the results from the assessment may not be directly prescriptive for each buyer. Buyers will have to consider their unique situation and requirements, and match them against service provider capability for an ideal fit.

Everest Group's definition of BFSI includes the following three segments



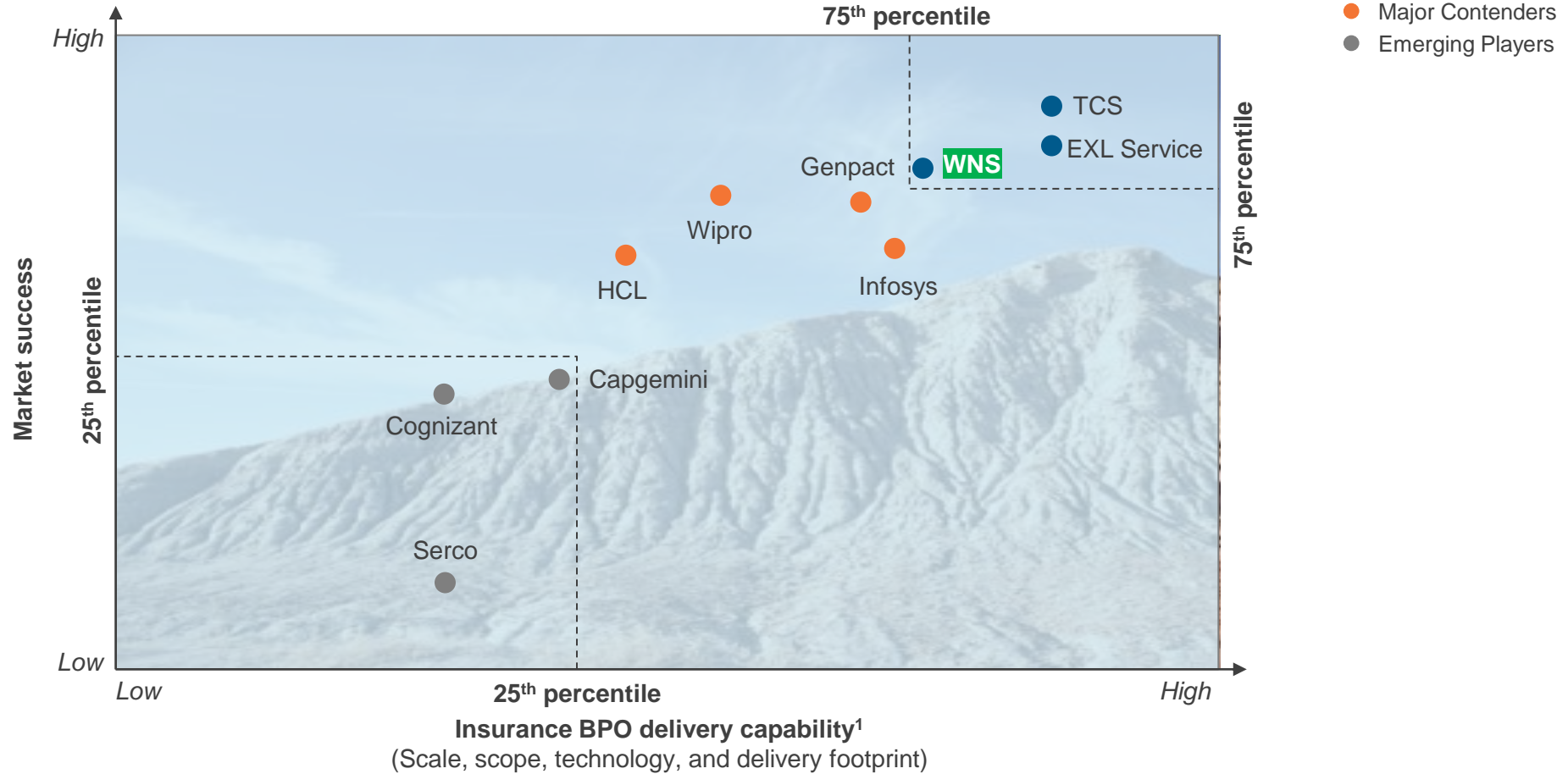
Note: This document relates to vertical-specific BPO within the insurance space. The document does not include coverage of horizontal business processes such as F&A, HR, procurement, and contact centers

1 Business-to-consumer relationships

2 Business-to-business relationships

Everest Group PEAK Matrix – 2012 insurance BPO market standing

Everest Group Performance | Experience | Ability | Knowledge (PEAK) Matrix for insurance BPO



¹ Service providers scored using Everest Group's proprietary scoring methodology described on page 17

Note: Accenture, Capita, and IBM also have credible insurance BPO offerings but did not provide sufficient information to be featured on the PEAK Matrix

Source: Everest Group (2012)

WNS (page 1 of 5)

Insurance BPO overview

Company overview

Founded as British Airways' captive back-office in 1996, today WNS is a global provider of BPO services. A publicly-listed company, WNS offers its services through industry-focused business units that are BFSI, healthcare, travel, leisure & hospitality, utilities, manufacturing and telecom, retail and CPG. In addition to these industry-specific services, WNS also offers a range of horizontal BPO services across multiple industries, in areas such as finance & accounting, legal, research & analytics, technology solutions, procurement, and customer care

Key leaders

- Keshav Murugesh, CEO
- R. Swaminathan, Chief People Officer
- Sanjay Jain, Chief Capability Officer
- Mike Garber, Global Head, Sales and Marketing
- Gautam Barai, Executive Vice President, BFSI and Healthcare

Headquarter: Mumbai, India

Website: www.wns.com

Suite of services

- Agency management
- New business underwriting
- Underwriting support
- Policy administration
- Claims & recoveries
- Subrogation
- Collections
- Maturity & settlements
- Actuarial

	2010	2011
Revenue (US\$ million)	129	140
Number of FTEs	5,835	5,850
Number of clients ¹	28	29

Recent acquisitions and partnerships

- 2011 – Platform services in partnership with MajescoMastek for life, annuities, and P&C carriers for the U.S. and Asia Pacific market
- 2011 – Platform services in partnership with TCP Life Systems for life & pensions carriers in the European market

Recent developments

- 2012 – Developed an Actuarial Center of Excellence to offer actuarial and consulting services for insurance companies. Embarked on an actuarial 500 program with a target to increase our actuarial team size three times to 500 in the next 12-18 months from the current 165 resources
- 2012 – Opened a new delivery center in Gdynia, Poland, with a focus on German, Russian, and Scandinavian language capabilities
- 2012 – Opened a new delivery center in Columbia, South Carolina, in North America to provide WNS' U.S.-based clients with high-value onshore services
- 2011 – Opened a new center in Middlesex to cater to clients in Europe across industries

¹ Cumulative and includes all clients, not just active clients

Source: Everest Group (2013)

Insurance BPO location landscape



Source: Everest Group (2013)

WNS (page 3 of 5)

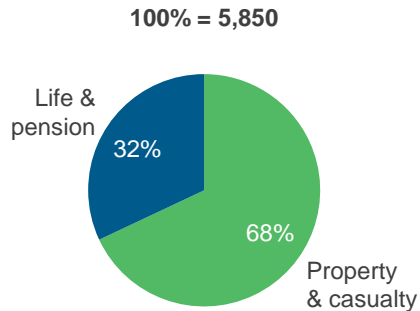
Insurance BPO – capabilities and key clients

Key insurance engagements

Client name	LoB	Region	Year since client
FTSE 100 multiline insurer	Property & casualty and life & pension	Europe	2004
Fortune 500 risk advisory company	Property & casualty	U.S.	2007
Leading accident management company	Property & casualty	UK	2004
Leading loss adjusters	Property & casualty	Europe	2005
Leading UK motor insurance company	Property & casualty	Europe	2003
Leading risk & claims management company	Property & casualty	U.S.	2007
Leading insurance provider in Australia and New Zealand	Property & casualty	Australia & New Zealand	2011
Leading national P&C carrier in the United States	Property & casualty	U.S.	2012

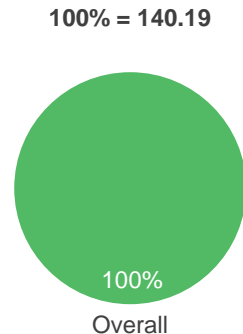
Insurance BPO FTE mix by segment

FTEs in numbers



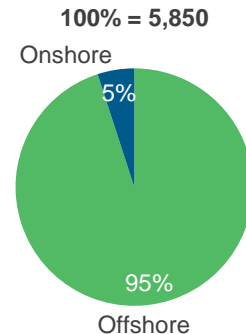
Insurance BPO revenue mix by geography

Revenue in US\$ million



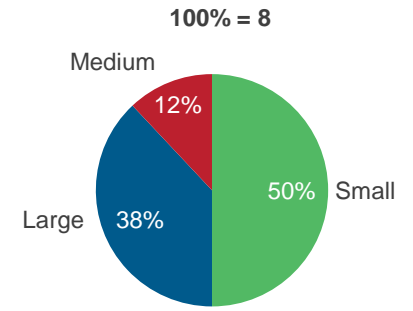
Split of FTEs by location

FTEs in numbers



Insurance BPO number of contracts by buyer size

Number of contracts



Source: Everest Group (2013)

WNS (page 4 of 5)

Insurance BPO technology solutions

Tools	ProClaim	Elixir ¹	TCP Life Systems ¹	STG Suite ¹
Solution description	An end-to-end auto claims management software that segregates simple and complex transactions. It allows automatic distribution of work based on skill levels	WNS along with its partner MajescoMastek offers Elixir a modular policy administration and distribution solution for life, health, and annuity insurance carriers in the United States and Asia Pacific. Elixir is an end-to-end back-office solution managing every aspect of the policy lifecycle from new business to claims to distribution	WNS along with TCP Life Systems offers platform services providing an end-to-end solution for the European market. The platform offers end-to-end solution leveraging the latest developments in technology such as the ability for the customers to self serve over the Internet	WNS along with its partner MajescoMastek's STG Suite offers solutions across the entire P&C spectrum. Designed with unique needs in mind, its core applications – STG billing, STG policy administration, STG financials, STG claims and STG distribution management – feature an industry-leading combination of reliability, functionality, and innovation. STG Suite supports a wide array of business, operational, and distribution models
Year launched	2007	2011 (WNS and Mastek partnership started)	2011 (WNS and TCP partnership started)	2011 (WNS and Mastek partnership started)
LoB	Property & casualty	Life insurance	Life insurance	Property & casualty
Number of clients	6	60+(Only Mastek)	N/A ²	30+ (Only Mastek)

¹ Partner Offering

² Not available

WNS is a Leader on Everest Group PEAK Matrix for insurance BPO



Market share by region			
North America	Europe	Asia Pacific	Middle East & Africa
7%	23%	17%	-

Market share by insurance BPO line of business	
Life & pension	Property & casualty
8%	30%

Overall market share		
By number of contracts	By FTEs	By revenue
9%	19%	15%

Delivery capability assessment ● High ◐ Low		
Assessment dimension	Rating	Remarks
Scale	●	High scale in insurance BPO with more than 5,800 FTEs
Scope	●	Strong scale in both LoBs, traction across major and emerging markets, and good focus on insurers of all sizes
Technology capability	●	Has platform partnerships for both L&P and P&C, although yet to demonstrate client success with these
Delivery footprint	◐	Has strong offshore and UK-based delivery capability; lacks the U.S. delivery presence

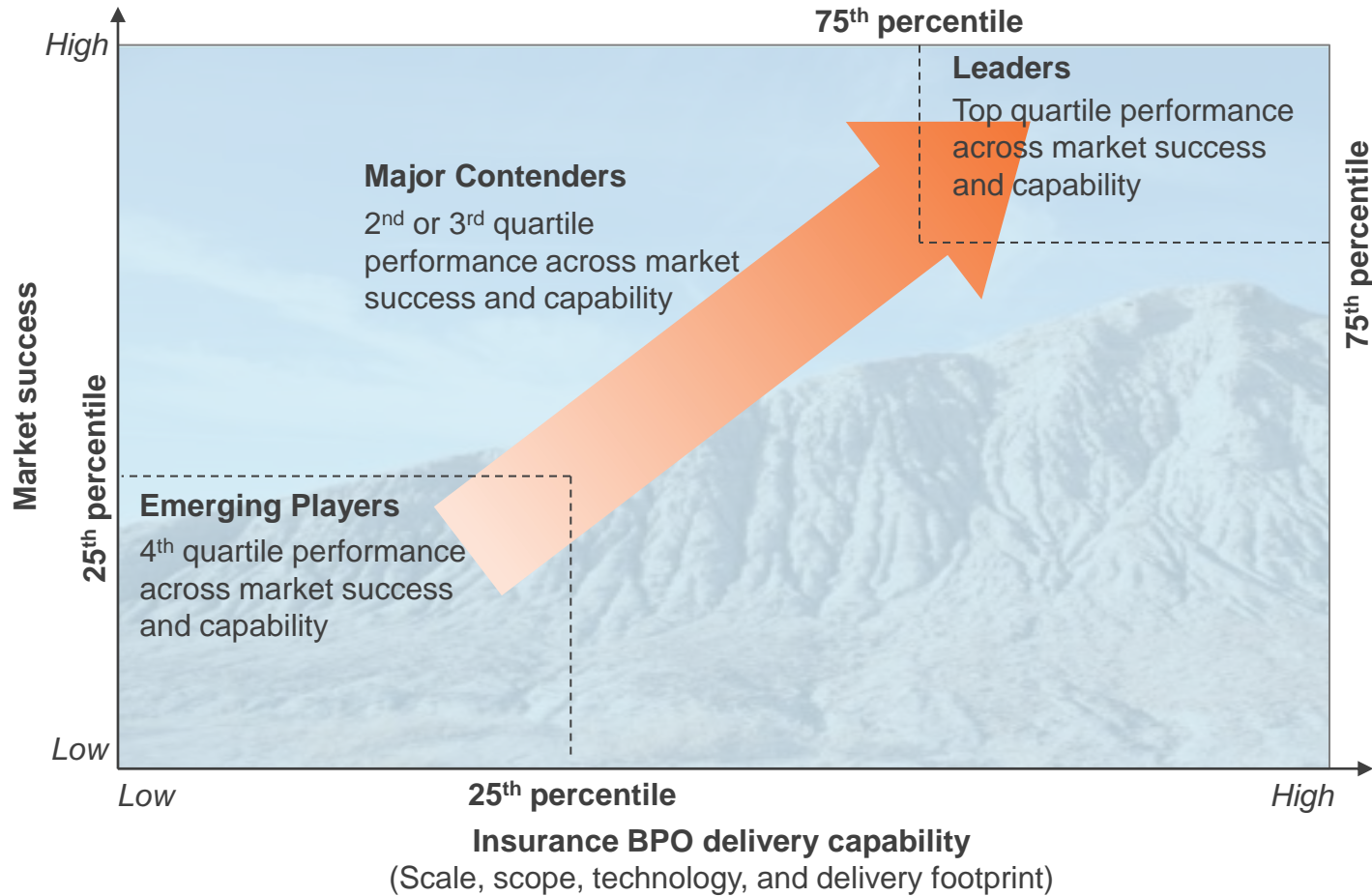
Overall remarks

- WNS leverages its strong delivery capability across both L&P and P&C. It also has market traction in multiple geographies to emerge as a Leader in insurance BPO
- Primarily a UK-focused player, with strong capability, now also in Asia Pacific, WNS is yet to see the same level of market success in North America as it has seen in the United Kingdom
- WNS, traditionally, had a strong P&C focus, although it is now making a strong effort to grow its capabilities in L&P, especially through technology partnerships with MajescoMastek and TCP Life
- WNS is also one of the few service providers to invest significantly in building domain expertise, developing a CoE to strengthen its capabilities in actuarial services
- However, WNS lacks delivery presence in the important U.S. market, and is yet to demonstrate customer traction with its technology partnerships

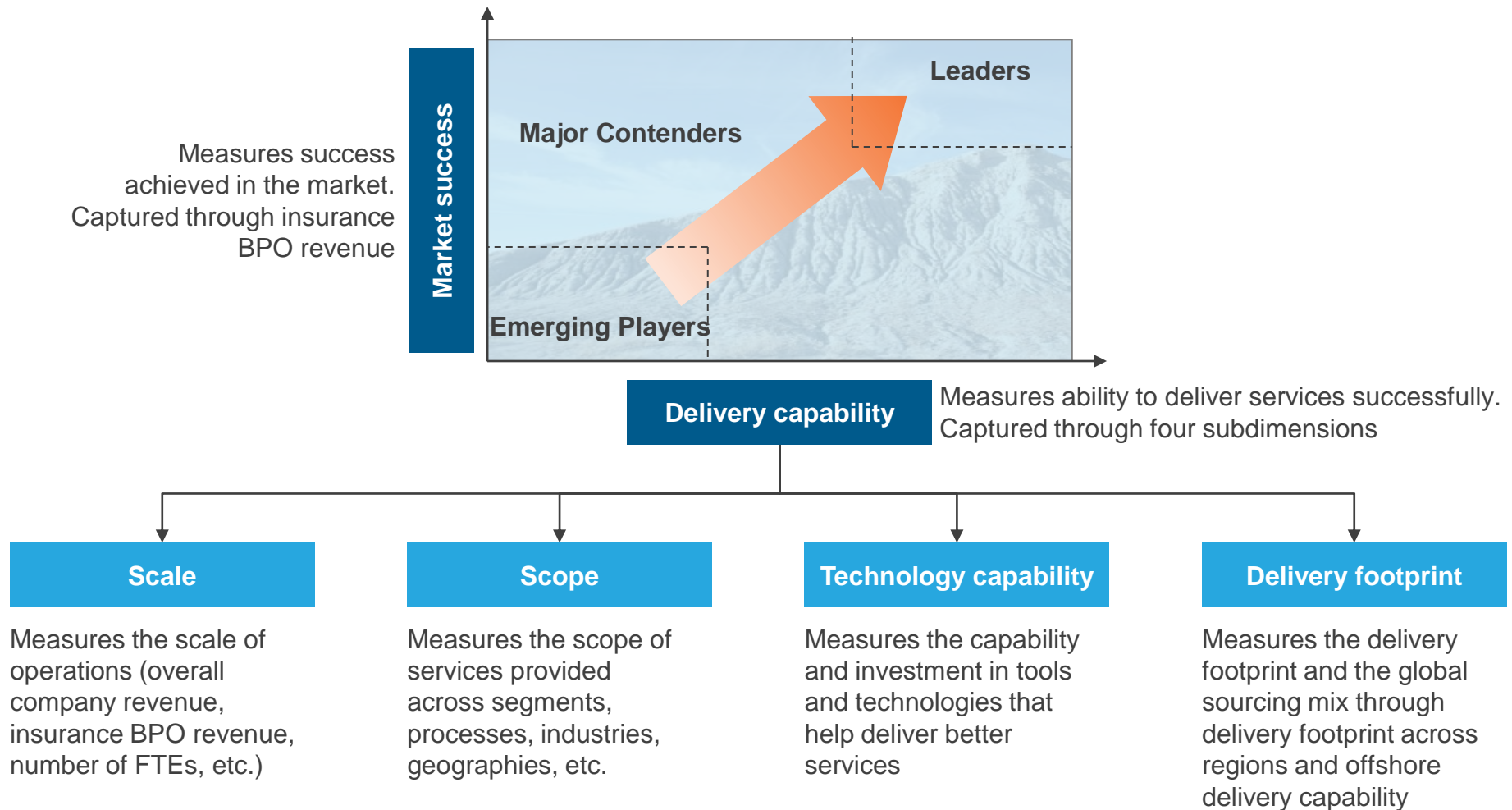
Source: Everest Group (2013)

Everest Group classifies insurance BPO service providers into Leaders, Major Contenders, and Emerging Players on the Everest Group Performance | Experience | Ability | Knowledge (PEAK) Matrix

Everest Group Performance | Experience | Ability | Knowledge (PEAK) Matrix



Service providers are positioned on the PEAK Matrix based on evaluation across two key dimensions



Source: Everest Group (2012)

- **Does the PEAK Matrix assessment incorporate any subjective criteria?**
 - Everest Group’s PEAK Matrix assessment adopts an objective and fact-based approach (leveraging service provider RFIs and Everest Group’s proprietary databases containing providers’ deals and operational capability information). In addition, these results are validated / fine-tuned based on our market experience, buyer interaction, and provider briefings
- **Is being a “Major Contender” or “Emerging Player” on the PEAK Matrix, an unfavorable outcome?**
 - No. PEAK Matrix highlights and positions only the best-in-class service providers in a particular functional/vertical services area. There are a number of providers from the broader universe that are assessed and do not make it to the PEAK Matrix at all. Therefore, being represented on the PEAK Matrix is itself a favorable recognition
- **What other aspects of PEAK Matrix assessment are relevant to buyers and providers besides the “PEAK Matrix position”?**
 - PEAK Matrix position is only one aspect of Everest Group’s overall assessment. In addition to assigning a “Leader”, “Major Contender” or “Emerging Player” title, Everest Group highlights the distinctive capabilities and unique attributes of all the PEAK Matrix providers assessed in its report. The detailed metric level assessment and associated commentary is helpful for buyers in selecting particular providers for their specific requirements. It also helps providers showcase their strengths in specific areas
- **What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?**
 - Participation incentives for buyers include a summary of key findings from the PEAK Matrix assessment
 - Participation incentives for providers include adequate representation and recognition of their capabilities/success in the market place, and a copy of their own “profile” that is published by Everest Group as part of the “compendium of PEAK Matrix providers” profiles

-
- **What is the process for a service provider to leverage their PEAK Matrix positioning status ?**
 - Providers can use their PEAK positioning rating in multiple ways including:
 - ◆ Issue a press release declaring their positioning/rating
 - ◆ Customized PEAK profile for circulation (with clients, prospects, etc.)
 - ◆ Quotes from Everest Group analysts could be disseminated to the media
 - ◆ Leverage PEAK branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)
 - **The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with the designated POC at Everest Group**

Everest Group is an advisor to business leaders on the next generation of global services with a worldwide reputation for helping Global 1000 firms dramatically improve their performance by optimizing their back- and middle-office business services. With a fact-based approach driving outcomes, Everest Group counsels organizations with complex challenges related to the use and delivery of global services in their pursuits to balance short-term needs with long-term goals. Through its practical consulting, original research, and industry resource services, Everest Group helps clients maximize value from delivery strategies, talent and sourcing models, technologies, and management approaches. Established in 1991, Everest Group serves users of global services, providers of services, country organizations, and private equity firms in six continents across all industry categories. For more information, please visit www.everestgrp.com and research.everestgrp.com.

Dallas (Corporate Headquarters)

info@everestgrp.com
+1-214-451-3000

Toronto

canada@everestgrp.com
+1-416-865-2033

India / Middle East

india@everestgrp.com
+91-124-496-1000

New York

info@everestgrp.com
+1-646-805-4000

London

unitedkingdom@everestgrp.com
+44-207-129-1318

Stay connected

Websites



www.everestgrp.com
research.everestgrp.com

Twitter



@EverestGroup
@Everest_Cloud

Blogs



www.sherpasinblueshirts.com
www.gainingaltitudeinthecloud.com