



Everest Group Customer Experience (CX) Services in Insurance Operations PEAK Matrix® Assessment 2025

Focus on Cognizant
December 2025



Introduction

The insurance industry is undergoing rapid CX transformation, driven by rising customer expectations, digital disruption, and the need for cost-efficient, seamless engagement. Insurers are moving decisively from traditional, siloed operations to digital self-service, adoption of CCaaS platforms, and AI-augmented agent support, laying the foundation for omnichannel journeys, improved containment, and reduced cost-to-serve. Service providers have become critical partners in this shift, leveraging generative and agentic AI, cloud modernization, and flexible, outcome-based commercial models that link gain-sharing to tangible metrics such as Customer Satisfaction (CSAT), cycle time, and operational efficiency.

The market is clearly pivoting away from transactional outsourcing toward end-to-end transformation initiatives that demand modular, AI-native solutions that integrate with core systems and enable real-time orchestration. Providers are responding by deploying unified agent desktops, hybrid human-AI workforces, and modernized workflows across claims, subrogation, and policy servicing while tackling challenges such as data fragmentation and disconnected platforms.

As insurers sharpen their focus on profitable growth and operational resilience, they seek partners that deliver not just cost savings but measurable experience outcomes. The assessment delivers an objective, comparative lens on provider innovation and maturity, empowering enterprises to align sourcing strategy with long-term CX transformation goals.

The full report includes the profiles of the following 21 leading CX services in insurance providers featured on the [Customer Experience \(CX\) Services in Insurance Operations PEAK Matrix® Assessment 2025](#):

- **Leaders:** Cognizant, Concentrix, EXL, Foundever, Sutherland, TCS, and TP
- **Major Contenders:** Atento, CCI Global, Coforge, Digitide, Konecta, Pentafon, Qualfon, TELUS Digital, TTEC, and Ubiquity
- **Aspirants:** Datamatics, Etech, HGS, and Probe CX

Scope of this report

Geography: global

Industry: market activity and investments of 21 CX service providers in the insurance operations market

Services: CX services in insurance operations, including Property and Casualty (P&C) and Life and Annuities (L&A) insurance



Scope of the evaluation

The evaluation spans the full CX value chain in insurance, assessing provider capabilities across front-office interactions, digital enablement, and experience optimization across P&C and L&A segments

Focus of research



Product development and business acquisition

- Agent and broker interactions
- Customer education
- Commission query resolution
- Policy illustration support
- Lead generation
- Lead-to-sales conversion tracking
- Proposal and quote generation
- Regulatory and compliance assistance



New business management

- Lead qualification and routing
- Needs assessment and consultation
- Omnichannel application assistance
- Policy issuance updates
- Premium collection assistance
- Document validation and submission
- Policy activation and first-time login support
- Member enrollment and data updates
- Renewal and upgrade campaigns



Policy servicing

- Premium payment support
- Billing and refund inquiries
- Loan against policy guidance
- Coverage modification assistance
- Digital policy documentation access
- Policy status and record corrections
- Self-service portal updates
- Automated eligibility verification
- Chat-based customer support
- Proactive financial reviews



Claims processing

- First Notice of Loss (FNOL) assistance
- Claim submission guidance
- Claims status tracking and alerts
- Document collection
- Settlement and payment disbursement assistance
- Fraud detection and investigation support
- Litigation and dispute resolution
- Subrogation claim handling
- Omnichannel claims review support

Included in scope

Scope includes customer-facing interactions across sales, policy servicing, and claims through digital channels, enablement of CRM, self-service, and omnichannel platforms, and CX analytics such as journey mapping and feedback for both Life and Annuity (L&A) and Property and Casualty (P&C) insurers globally.

Excluded from scope

Scope excludes back-office operations, such as underwriting, actuarial modeling, policy updates, compliance processing, billing, and data entry, as well as non-CX functions such as IT support, infrastructure management, and other services that do not directly involve customer-facing interactions.



Customer Experience (CX) Services in Insurance Operations PEAK Matrix® characteristics

Leaders

Cognizant, Concentrix, EXL, Foundever, Sutherland, TCS, and TP

- Full stack CX transformation:** Leaders are combining CX design, digital engineering, and insurance operations capabilities across distribution, policy servicing, and claims, demonstrating full life cycle transformation maturity
- Scaled AI execution:** They are moving beyond pilots to large-scale, production-grade deployments, embedding agentic AI, gen AI assistants, and proprietary models into insurer workflows
- Consulting-led, ecosystem-driven approach:** Leaders differentiate through advisory-led approaches tied to measurable business outcomes (NPS, FCR, and claims cost reduction). In addition, strong partnership ecosystem with hyperscalers, CCaaS platforms, and InsurTechs is enabling rapid innovation

Major Contenders

Atento, CCI Global, Coforge, Digitide, Konecta, Pentafon, Qualfon, TELUS Digital, TTEC, and Ubiquity

- Horizontally strong, but domain depth still maturing:** Major Contenders have broad CX delivery capabilities across voice, digital, and analytics; however, they lack the deep insurance process expertise and transformation frameworks that characterize Leaders
- AI investment phase rather than scaled adoption:** They have built gen AI and automation accelerators, yet enterprise-wide deployments and quantifiable RoI remain limited compared to Leaders' proven production use cases
- Strengthening domain and partner ecosystems:** Their alliances with hyperscalers and platform vendors are expanding, and domain-certified talent pools are growing; however, cross-functional integration and consulting maturity are still catching up

Aspirants

Datamatics, Etech, HGS, and Probe CX

- Selective CX entry points:** Aspirants are in the early phase of developing insurance-focused CX portfolios, typically targeting modular use cases, such as claims intake, policy servicing, or billing, unlike peers with end-to-end engagement coverage
- Technology experimentation over transformation:** Their AI and automation initiatives are at pilot or proof-of-concept stages, showing intent but not operational scale or integration into client ecosystems as yet
- Foundation building in talent and delivery:** Aspirants are investing in domain training, certifications, and compliance readiness to build credibility, establishing the groundwork that Major Contenders and Leaders have already operationalized

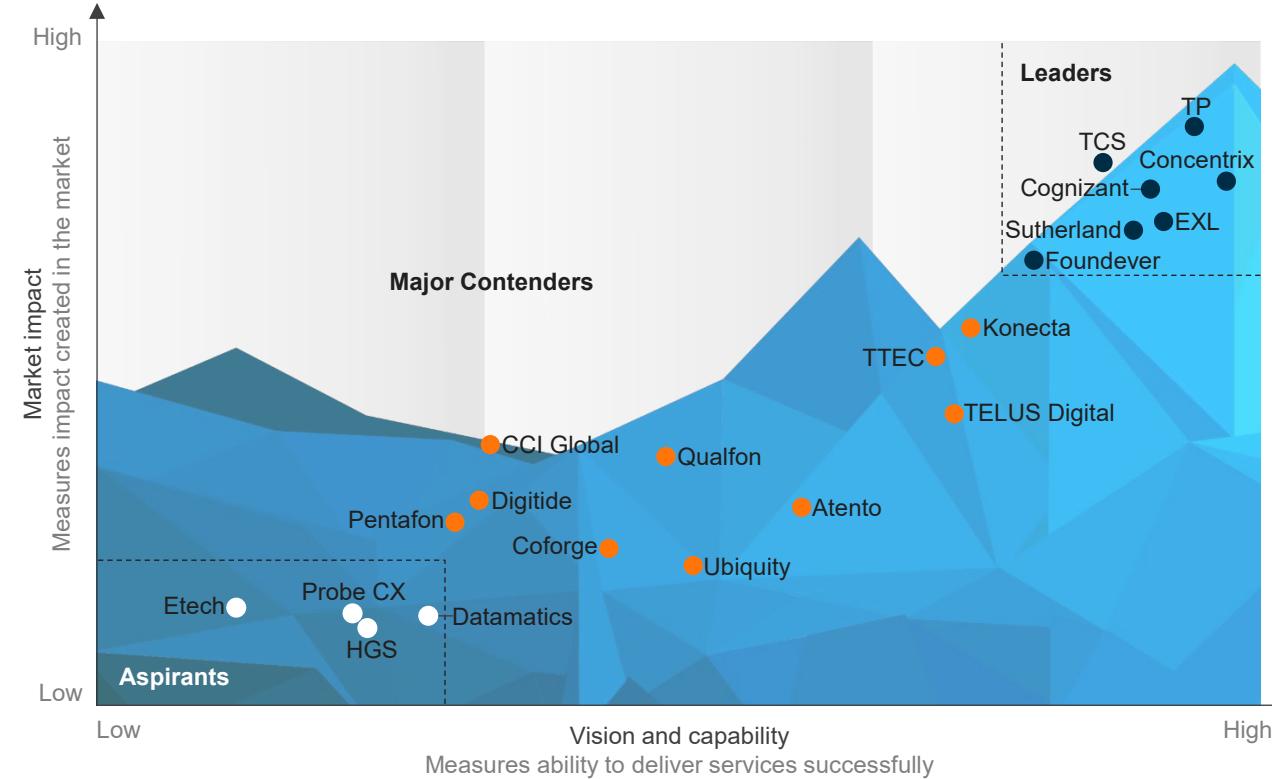


Everest Group PEAK Matrix®

Customer Experience (CX) Services in Insurance Operations PEAK Matrix® Assessment 2025 | Cognizant is positioned as a Leader

Everest Group Customer Experience (CX) Services in Insurance Operations PEAK Matrix® Assessment 2025¹

- Leaders
- Major Contenders
- Aspirants



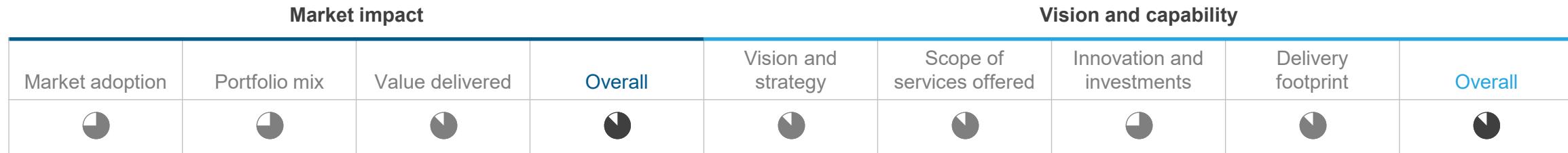
¹ Assessments for Atento, Digitide, Etech, Foundever, HGS, Konecta, Probe CX, Qualfon, TELUS Digital, and TTEC exclude provider inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, provider public disclosures, and Everest Group's interactions with insurance buyers

Source: Everest Group (2025)

Cognizant

Everest Group assessment – Leader

Measure of capability:  Low  High



Strengths

- Cognizant's positioning for insurance CX is centered around a domain-led CX transformation approach with deep insurance process expertise across the end-to-end insurance value chain. This is supported by investment in agent talent and upskilling to enhance insurance-specific contact center capabilities
- Cognizant has invested significantly in developing gen AI and agentic AI capabilities with the launch of several CX-enablement tools and platforms. This includes the launch of Neuro AI Multi-Agent Accelerator and Multi-Agent Services Suite as well as AI-enabled customer engagement and claims solutions
- Cognizant supports omnichannel CX delivery across voice and non-voice channels with multilingual agents and licensed support across a globally distributed network of delivery centers spanning North America, Latin America, Asia Pacific, and Europe
- Buyers highlight Cognizant's flexibility and delivery consistency as key strengths in managing evolving CX requirements across insurance engagements

Limitations

- Cognizant's client portfolio is primarily concentrated in North America, with comparatively limited presence in Europe and Asia Pacific, which may constrain its ability to support insurers seeking regionally diversified delivery models
- Cognizant appears to have limited experience with outcome-linked commercial constructs, which may affect its positioning among buyers prioritizing risk-sharing models
- Buyers state that Cognizant's ability to showcase advanced data and analytics capabilities remains limited, particularly in demonstrating insurance CX use cases



Market trends

Insurance CX operations market sees continued growth driven by AI adoption, contact center modernization, and persistent cost pressures faced by insurance enterprises

Market size and growth

- The insurance CX operations market grew by 4-5% in 2024-25, reaching US\$5-7 billion
- Growth was driven by insurers' focus on cost optimization, customer retention, and digital transformation through platform modernization
- Advances in AI, analytics, and automation further strengthened personalization, efficiency, and measurable CX outcomes

Key drivers for CX services in insurance operations

Digital self-service and AI adoption	Increased use of agent-assist, automated summarization, and autonomous task handling to improve containment, AHT, and FCR, rather than purely reducing headcount
Cloud contact center modernization	Migration to CCaaS platforms with unified agent desktops and enterprise knowledge systems to standardize interactions and lower cost-to-serve
Outcome-linked commercial models	Greater use of outcome-based and gain-sharing structures tied to contact reduction, CSAT improvement, cycle-time reduction, and cost optimization

Opportunities and challenges

End-to-end claims modernization	Automation and analytics across FNOL, adjudication, and subrogation remain high-impact opportunities to improve accuracy, reduce leakage, and elevate claimant experience.
Hybrid human-AI workforce	Combining agentic AI with licensed or specialized human agents enhances compliance, quality assurance, and personalization while maintaining oversight in regulated processes.
Legacy integration and data fragmentation	Disconnected systems between CCaaS, CRM, and core insurance platforms create inefficiencies and inconsistent experiences, slowing progress toward digital transformation.



Provider landscape analysis

Market share analysis of the providers¹

2024; percentage of overall market of CX services in insurance operations



Provider by YoY growth

2023-24; percentage of growth in revenue



¹ Providers are listed alphabetically within each range



Key buyer considerations

Enterprise sourcing decisions increasingly favor providers that combine rapid execution, deep domain expertise, and scalable digital delivery to accelerate value realization

Key sourcing criteria

High

	CXM expertise and insurance industry experience Deep domain knowledge and proven CXM delivery experience to enhance solution relevance and operational effectiveness
	Implementation and time-to-value Rapid deployment capabilities, operational readiness, and transition support to accelerate time-to-value for clients
	Scalability and flexibility Modular service models to enable clients to scale operations efficiently while adapting to dynamic business needs
	Technology and digital CXM capabilities Strong, advanced AI, automation, analytics, and WFM tools to underpin digitally-enabled, insights-driven CX
	Cost and commercials Competitive pricing structures and transparent cost models to drive strong value realization
	Talent and workforce management Robust talent strategies to ensure access to skilled resources and support long-term workforce stability

Priority

Low

Summary analysis

Insurers increasingly prioritize domain expertise and proven CX execution when choosing partners. Providers with strong knowledge of claims, policy servicing, and compliance are seen as enablers of transformation rather than transactional providers.

Growing use of AI, analytics, and automation is redefining standards for quality assurance, personalization, and compliance. Providers that embed these capabilities across core platforms achieve higher consistency and transparency.

Speed of implementation and time-to-value are now key differentiators, with buyers expecting seamless digital and AI-enabled migrations that quickly deliver measurable gains in containment, NPS, and cost-to-serve.

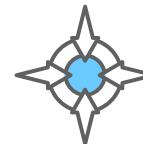
Scalability and flexibility remain crucial for managing seasonal peaks and catastrophe events. Partners with modular delivery models and multilingual operations demonstrate greater resilience.

While pricing and workforce stability still matter, insurers favor partners that balance value, compliance, and digital maturity, positioning them to deliver sustainable CX impact.



Key takeaways for buyers

Insurance enterprises should rethink CX sourcing from a cost and volume-driven model to an intelligence-led, outcome-oriented partnership



Prioritize high-impact functions for CX transformation

Begin with claims, routing/IVR optimization, and agent-assist before scaling to end-to-end journey orchestration.



Link commercial models to experience outcomes

Shift from FTE- or volume-based pricing toward outcome-based contracts that align with CX KPIs such as CSAT, retention, or NPS improvement.



Prioritize providers that blend domain expertise with platform and AI depth

Favor providers that combine insurance-specific process knowledge (policy, claims, underwriting) with strong CX technology and AI capabilities – such as omnichannel platforms, agent-assist solutions, and analytics engines.



Plan for scale and seasonality

Ensure delivery models can flex to manage demand peaks, regulatory requirements, and multilingual or regional support needs.

Appendix

PEAK Matrix® framework

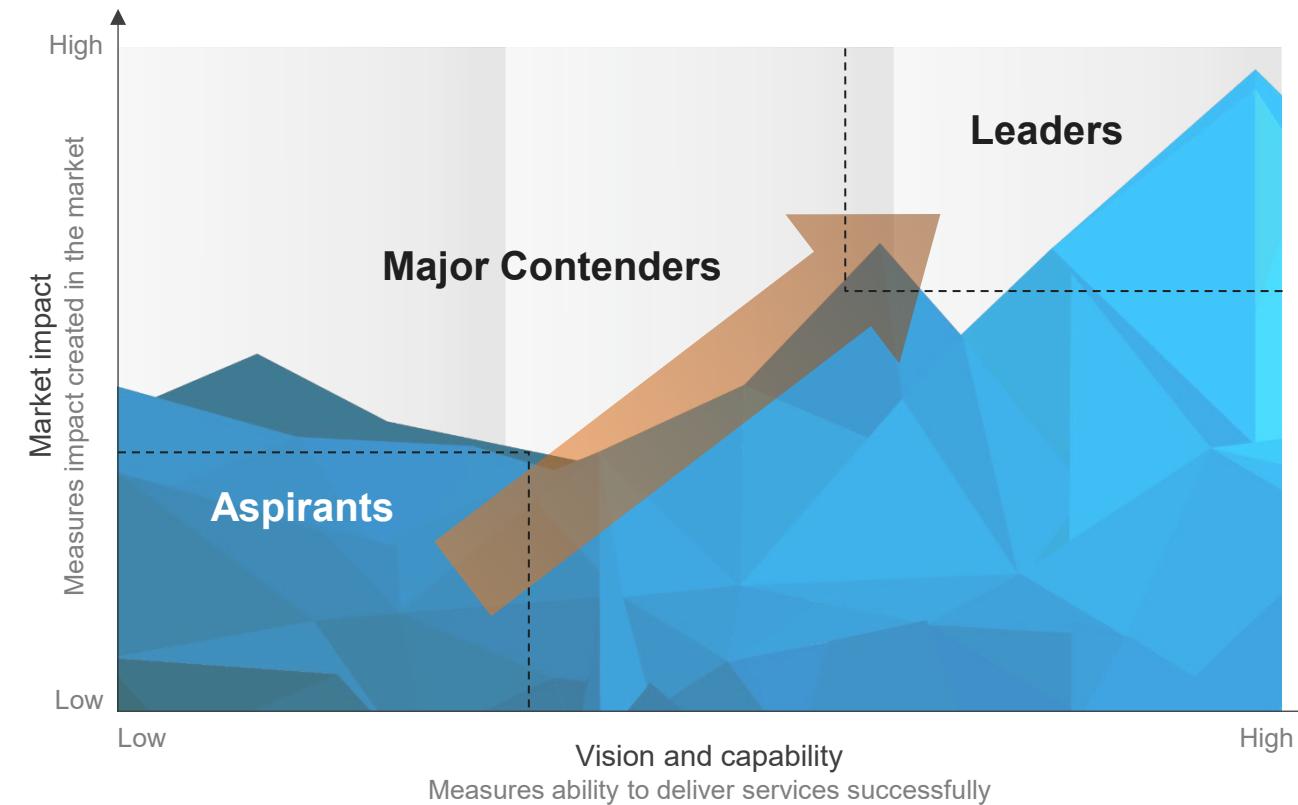
FAQs



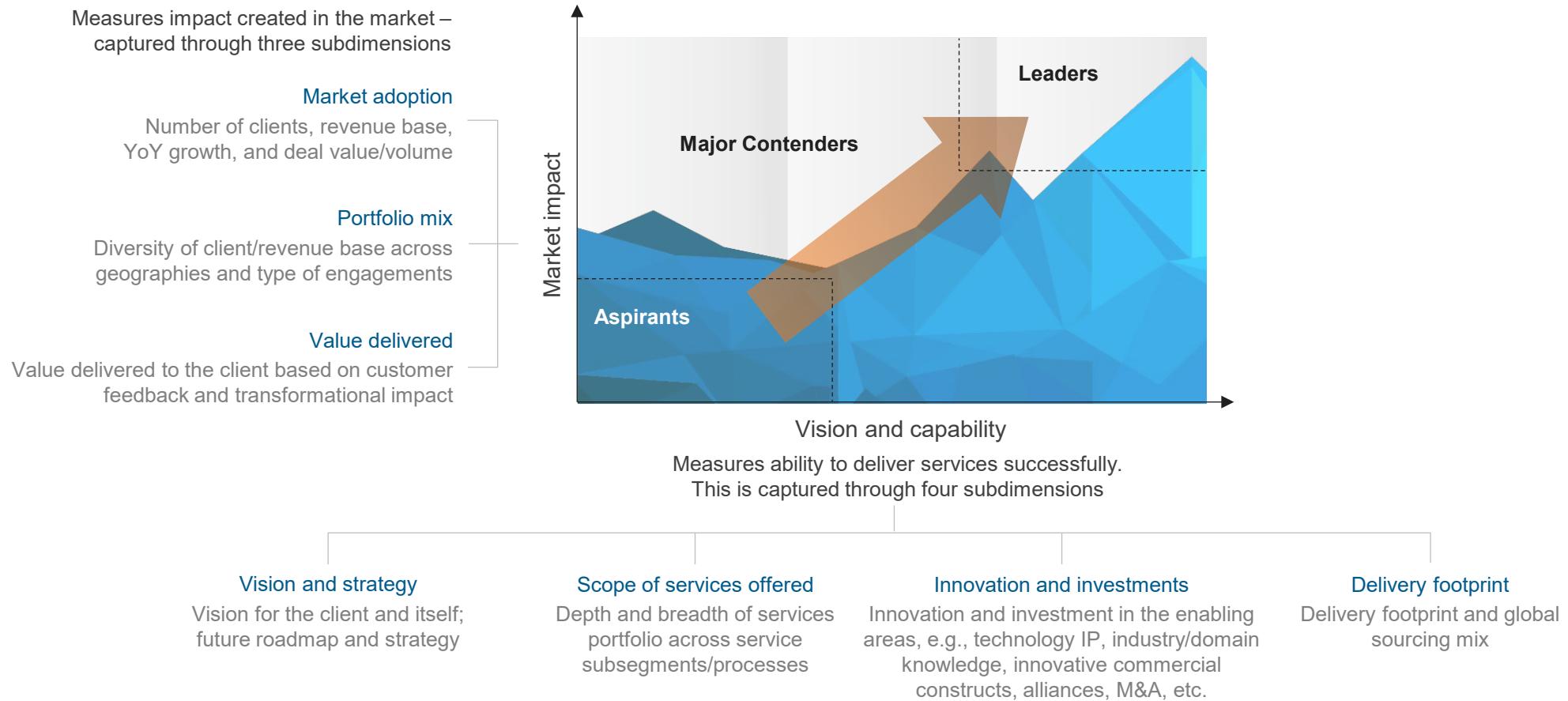
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Everest Group PEAK Matrix® is a proprietary framework for assessment of market impact and vision and capability

Everest Group PEAK Matrix



Services PEAK Matrix® evaluation dimensions



FAQs

Q: Does the PEAK Matrix® assessment incorporate any subjective criteria?

A: Everest Group's PEAK Matrix assessment takes an unbiased and fact-based approach that leverages provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information. In addition, we validate/fine-tune these results based on our market experience, buyer interaction, and provider/vendor briefings.

Q: Is being a Major Contender or Aspirant on the PEAK Matrix, an unfavorable outcome?

A: No. The PEAK Matrix highlights and positions only the best-in-class providers / technology vendors in a particular space. 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.

Q: What other aspects of the PEAK Matrix assessment are relevant to buyers and providers other than the PEAK Matrix positioning?

A: A PEAK Matrix positioning is only one aspect of Everest Group's overall assessment. In addition to assigning a Leader, Major Contender, or Aspirant label, Everest Group highlights the distinctive capabilities and unique attributes of all the providers assessed on the PEAK Matrix. The detailed metric-level assessment and associated commentary are helpful for buyers in selecting providers/vendors for their specific requirements. They also help providers/vendors demonstrate their strengths in specific areas.

Q: What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?

A: Enterprise participants receive summary of key findings from the PEAK Matrix assessment

For providers

- The RFI process is a vital way to help us keep current on capabilities; it forms the basis for our database – without participation, it is difficult to effectively match capabilities to buyer inquiries
- In addition, it helps the provider/vendor organization gain brand visibility through being included in our research reports

Q: What is the process for a provider / technology vendor to leverage its PEAK Matrix positioning?

A: Providers/vendors can use their PEAK Matrix positioning or Star Performer rating in multiple ways including:

- Issue a press release declaring positioning; see our citation policies
- Purchase a customized PEAK Matrix profile for circulation with clients, prospects, etc. The package includes the profile as well as quotes from Everest Group analysts, which can be used in PR
- Use PEAK Matrix badges for 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 Everest Group; please contact your CD or contact us

Q: Does the PEAK Matrix evaluation criteria change over a period of time?

A: PEAK Matrix assessments are designed to serve enterprises' current and future needs. Given the dynamic nature of the global services market and rampant disruption, the assessment criteria are realigned as and when needed to reflect the current market reality and to serve enterprises' future expectations.



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