# Everest Group PEAK Matrix® for Finance and Accounting Outsourcing (FAO) Service Provider 2022

**Focus on Capgemini**
November 2022

# Background and scope of the research

**Background of the research**

The global multi-process FAO market has continued to grow at a steady rate of 9-10% in 2022. Surging inflation, a recessionary environment, and geopolitical instability, coupled with the volatility that the pandemic left the enterprises in, have increased enterprises' openness to leverage third-party service provider support for their finance functions. The drive for digital transformation, the increasing number of first-time outsourcers, and the increasing demand for next-generation technology and high-end F&A work from mature outsourcers are expected to continue driving market growth in 2022.

Some of the key means by which providers are differentiating themselves are by offering end-to-end transformative solutions, combined with domain and industry expertise and innovative ESG solutions, flexible pricing models, a design thinking approach, transformation frameworks, and next-generation innovative offerings by leveraging automation and analytics. The purpose of this research is to understand and assess FAO service providers based on their vision & capabilities and impact on the FAO market, and to position them on the [Finance and Accounting Outsourcing (FAO) – Service Provider Landscape with PEAK Matrix® Assessment 2022](#).

**In the full report, we analyze the global multi-process FAO service provider landscape and its impact on the FAO market. In particular, we focus on:**

- FAO PEAK Matrix 2022 including service provider capability assessment and Star Performer analysis
- Service provider landscape
- Remarks on key strengths and areas of improvement for each FAO service provider

**Scope of this report**

**Geography**
Global

**Service providers**
27 FAO service providers

**Services**
Finance and Accounting Outsourcing (FAO)

# Key characteristics of Leaders, Major Contenders, and Aspirants

**Leaders:**

Accenture, Capgemini, Genpact, IBM, Infosys, TCS, and Wipro

- Leaders have been consistent in the delivery of FAO services – they continue to invest in strengthening their all-round F&A capabilities. They also continue to expand through organic and/or inorganic means, by entering new geographies & industries, and by serving various client sizes
- They leverage deep industry and F&A domain expertise, superior technology capabilities (augmented by heavy investments in next-generation technologies), innovative engagement models, end-to-end digital transformation and consulting experience, and multi-tower BPS capabilities to differentiate themselves in the market
- They also leverage their scale of operations and wide delivery presence across onshore and nearshore locations to cater to clients' varied strategic requirements

**Major Contenders:**

Cognizant, Corcentric, Conduent, Datamatics, DXC Technology, Exela Technologies, EXL, HCLTech, Sutherland Global Services, Tech Mahindra, Teleperformance, and WNS

- Major Contenders are increasingly building capabilities in serving different geographies and industry segments – many of them are focusing on specific industry verticals and have developed capabilities to address industry-specific nuances by developing modular solutions
- They are also developing sophisticated digital solutions and have been successful in implementing them across their client base, with some providers relying on third-party vendors to fill the capability gaps

**Aspirants:**

Concentrix, Hexaware, IQ BackOffice, Nexdigm, OneSource Virtual, Quatrro Business Support Services, QX Global, and Sundaram Business Services

- Aspirants are either focused on a particular region(s), industries, F&A process(s), and/or currently have relatively small FAO operations
- They offer innovative point solutions, primarily in transactional F&A processes. While they continue to strengthen their digital capabilities, their current set of capabilities and limited scale may not be best suited to handle end-to-end requirements for large organizations

# Everest Group PEAK Matrix®

## Finance and Accounting Outsourcing (FAO) Services PEAK Matrix® Assessment 2022 | Capgemini positioned as Leader and Star Performer

**Everest Group Finance and Accounting Outsourcing (FAO) PEAK Matrix® Assessment 2022[1,2]**
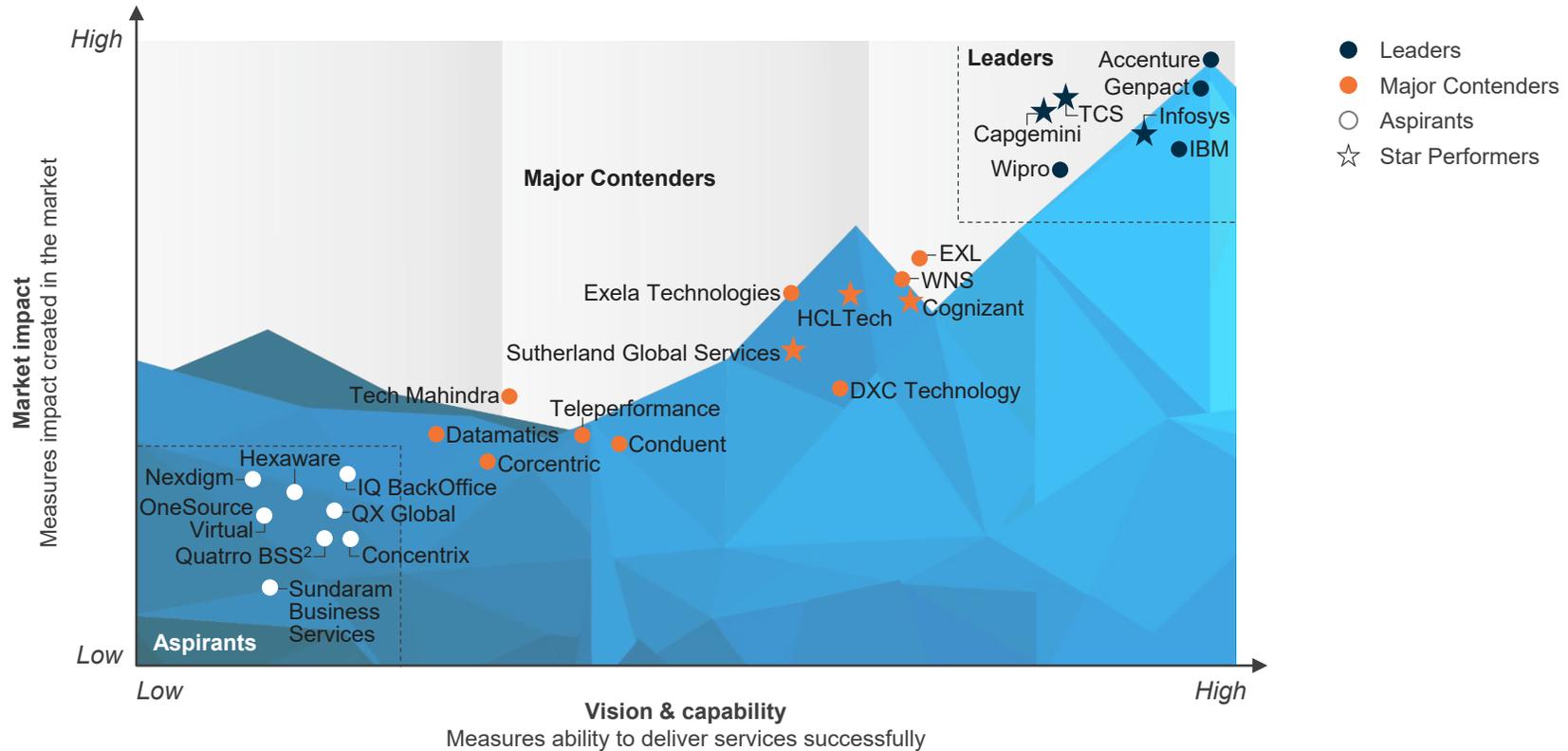


1  Assessment for Concentrix, DXC Technology, Hexaware, Sundaram Business Services, Teleperformance, and WNS excludes service provider inputs and is based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with FAO clients

2  Quatrro BSS: Quatrro Business Support Services

Source:  Everest Group (2022)

# Capgemini | FAO profile (page 1 of 8)
## Overview

**Key leaders**
- **Oliver Pfeil,** CEO of Business Services
- **David Lumley,** Head of IFAO Practice, Business Services
- **Lee Beardmore,** Chief Innovation Officer, Business Services
- **Grant Meldrum,** Global Head of F&A Solutions and European Head of F&A Practice

**Recent developments/investments**

| | |
|---|---|
| **Technology expansion** | • **2021:** enabled the further incorporation and expansion of AI technologies through growth in business process management and API-based integration<br>• **2021:** leveraged advanced AI/ML for intelligent orchestration, cognitive processing, analytics, and insights<br>• **2021:** partnered with **Workiva** (Connected Reporting Solution) to enhance the AI.Controllership offer. Preconfigured the **Tax and Statutory Compliance** solution, as well as the **Journal Entry Automation (Calculation) Platform**<br>• **2021:** extended the BlackLine Partnership to include **BlackLine Cash (ex Rimilia)**<br>• **2021:** built the **Frictionless Fraud Prevention** solution based on **Xelix** audit features, enhancing the AI.Payables offer<br>• **2021:** created the **Risk-based Automated Control Framework** and its configuration on **ServiceNow** and **Workiva**<br>• **2021:** initiated the **HighRadius** partnership and delivered the first implementation in the AI.Receivables area<br>• **2021:** invested in building the proprietary **iKnow** knowledge management solution, a fully cloud-based technology platform delivered software as a service that captures, maintains, stores, and curates corporate knowledge<br>• **2021:** built the **Digital Concierge** suite to facilitate frictionless interactions, providing a customer service solution that flows across multiple communication channels and offers self-service features<br>• **2021:** built the **Finance Intelligence** solution based on the Intelligent Command Center platform, with inbuilt AI, NLG, and real-time data exchange and actionable insights generation |
| **Others** | • **2021:** acquired **Empired, VariQ,** and **Multibook's** SAP business line as well as **Acclimation,** further strengthening the cloud, digital, and SAP transformational capabilities<br>• **2021:** invested in building the **industry versions of DGEM** for consumer products, utilities, manufacturing, retail, media & entertainment, and pharmaceutical. Invested in building the **ERP versions of DGEM** for S/4HANA and Oracle<br>• **2021:** built the **One Operations Practice** across finance and supply chain to offer truly frictionless solutions<br>• **2021:** implemented the **Finance Automation Budget (FAB)** across the entire delivery organization to sponsor automation initiatives, resulting in the delivery of 200+ automation projects and generating net savings of EUR 2.3 million<br>• **2021:** built the **Benchmarking Nerve Center** – in-house development of a benchmarking platform to enable IFAO practice and GPOs to monitor and benchmark the performance of all accounts – a key driver for improving the adoption of a frictionless finance solution. Connected with **Digital Twin** solution and **Transformation and Innovation Office (TIO)**<br>• **2021:** invested in increasing **platform implementation capabilities** for key partners: BlackLine, Trintech, Workiva, IValua, Xelix, and YayPay.<br>• **2021:** continued investment in **DGEM Academy** with an enhanced focus on new and emerging technology. |

### Scale of operations

Number of FAO FTEs over time

| 15,800 | 16,300 | 17,800 | 18,061 |
|---|---|---|---|
| 2018 | 2019 | 2020 | 2021 |
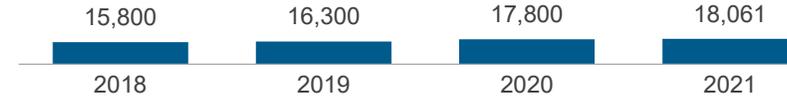
### FAO services suite

- Capgemini's Intelligent Finance and Accounting Operations (IFAO) combines transformation, digital platforms, advanced automation, and insight generation
- The solution leverages Capgemini's renowned Digital Global Enterprise Model (D-GEM) platform, which uses AI to drive frictionless processing, all of which help shape the future of clients' business operations
- The Frictionless Finance solution delivers AI-augmented Receivables (O2C), AI-augmented procurement and payables (P2P), AI-augmented Controllership (R2A), and analytics for the transformation of clients' finance function to drive frictionless, enterprise-level outcomes, enhanced efficiency, and top-line growth
- The solution is truly end-to-end, going across traditional finance (P2P, O2C, and R2A) as well as across controllership, financial planning, budgeting and analysis, tax, statutory and regulatory compliance, master data, treasury, and advanced analytics (finance intelligence)
- D-GEM also features a digital engineering framework that underpins the solution to deliver outcomes beyond traditional finance: finance intelligence, AI.GRC, digital twin, and TIO
- It is dedicated to specific industries and ERPs (dedicated DGEM versions).
- Outcome-based contracts and co-innovation approaches are the norm

### Distribution of FTEs across processes

| <500 FTEs | 500-1,500 FTEs | >1,500 FTEs |
|---|---|---|

| P2P | O2C | R2R | Others |
|---|---|---|---|

# Capgemini | FAO profile (page 2 of 8)
## Client portfolio

**Major FAO clients:**

AECOM · ALTAIR GLOBAL · AGRICOPEL · BlueScope · CARGOTEC · Coca-Cola EUROPEAN PARTNERS · Coca-Cola BEVERAGES FLORIDA · Dairy Farm · Danfoss · FERRO · FOUR SEASONS

Graphic Packaging INTERNATIONAL · INTERNATIONAL PAPER · MESSER · ONCOR · Upfield · SCANIA · SKF · SUNPOWER

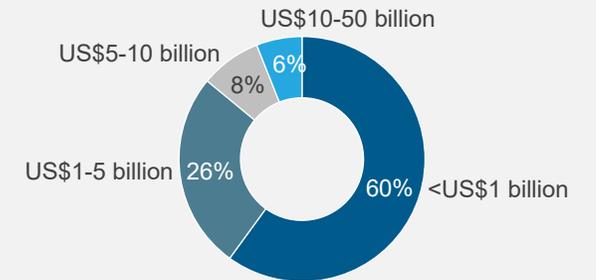| Recently announced FAO engagements (non-exhaustive) | | |
| --- | --- | --- |
| **Time of signing** | **Client** | **Contract details** |
| 2021 | A multinational office supply company | Five-year contract |
| 2021 | A European multinational pharmaceutical company | Five-year contract |
| 2021 | An American biopharmaceutical company | Five-year contract |
| 2021 | A worlwide paper company | 2.5 -year contract |
| 2021 | An international logistics company | Five-year contract |

**FAO revenue mix by buyer geography (2021)**

- LATAM (1%)
- APAC 6%
- UK 10%
- North America 48%
- Europe 35%
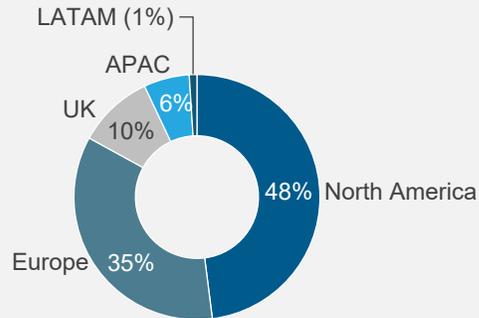
**FAO revenue mix by buyer industry (2021)**

- Healthcare & life sciences (2%)
- Others (12%)
- BFSI (4%)
- Travel & logistics 5%
- Energy & utilities 7%
- Hi-tech & telecom 17%
- Manufacturing 32%
- CPG & retail 21%
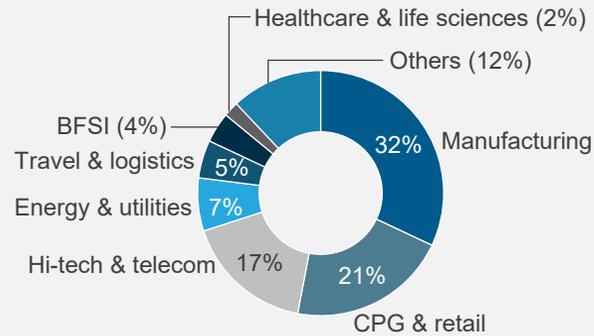
**Number of clients by buyer size (2021)**

- US$10-50 billion 6%
- US$5-10 billion 8%
- US$1-5 billion 26%
- <US$1 billion 60%

1    Public (1%) and Professional Services (11%)

# Capgemini | FAO profile (page 3 of 8)
## Location landscape

**FAO delivery locations**



Map of FAO delivery locations:

- Omsk
- Katowice
- Krakow
- Bucharest
- Toronto
- Horsham
- El Paso
- Pensacola
- Casablanca
- Noida
- Kolkata
- Nanhai
- Guatemala City
- Bangalore
- Chennai
- Trichy
- Salem
- Manila
- Campinas
- Blumenau

Everest Group®

# Capgemini | FAO profile (page 4 of 8)
## Technology solutions

**FAO technology approach:** Capgemini uses in-house platforms and Commercial-Off-The-Shelf (COTS) products to augment the client application landscape.

| Solutions | AI Digital Global Enterprise Model (AI.D-GEM) | AI Receivables | AI Payables | AI Controllership |
|---|---|---|---|---|
| **Solution description** | • Single platform used to deploy business and technology architecture, moving clients toward a frictionless enterprise powered by an AI-augmented workforce<br>• Digital operating model standards embedded with proprietary small technology, third-party solutions, RPA, and advanced analytics, to deliver outcomes in P2P, O2C, R2A, and FP&A<br>• Benchmarking to guide the right digital operating model, linked with the Benchmarking Nerve Center and TIO | • End-to-end order-to-cash solution with embedded automation, AI, and predictive analytics to improve DSO, sales, customer experience, and cashflow while reducing value at risk<br>• Solution eliminates exceptions through data orchestration and enables omnichannel interactions that make it easier for customers to buy, pay, and interact. It focuses on solving issues and growing the business<br>• Digitally enabled finance users | • End-to-end procure-to-pay solution with embedded automation, AI, and predictive analytics to improve DPO, enable touchless processing, efficiently manage payment discounts, deliver predictive spend insights, and user experience to drive buyer behavior and supplier adoption<br>• Real-time payables analytics and dynamic discounting payment strategies<br>• AI controls to prevent duplicate payments/overpayments, missed credit, pricing errors, and fraud in real time | • End-to-end R2A solution to drive autonomous processing, frictionless close, with a focus on real-time access to financial results, including on-demand analytics and insights<br>• Continuous accounting and close<br>• Solution focused on embedding at-source AI-enabled controls to provide balance sheet integrity and full compliance, and enable frictionless and fully automated close<br>• AI controls embedded to ensure better compliance and identify missing costs that could impact P&L and balance sheet |
| **Process scope** | • AI.Payables, AI.Receivables, AI.Controllership (Record to Analyze), and AI.FP&A<br>• Including tax, statutory, and regulatory compliance, management reporting, supply chain finance (product costing and transfer pricing) master data, treasury, capital budgeting and capital projects, project accounting, and advanced analytics (finance intelligence)<br>• Six industry versions, S/4HANA version, and Oracle version<br>• Enabler of a frictionless enterprise – it covers also non-core finance processes, ie. digital supply chain, digital customer operations, digital HRO | • Customer setup and credit, AI billing, AI cash applications, AI disputes, AI deductions, AI collections, AI service desk, customer portal and self-service, cash control, and financial intelligence (including predictive and behavioral analytics)<br>• Predictive analytics that unlocks business value and outcomes<br>• On-demand financial intelligence | • Supplier master data management, e-invoicing, AI cognitive invoice processing, real-time audit, payment, service desk payment, and T&E<br>• Predictive analytics that unlocks business value and outcomes<br>• On-demand financial intelligence | • Frictionless accounting operations, touchless intercompany operations, continuous certifications, touchless fixed assets, automated close and reporting, project accounting, autonomous tax, and statutory, bank and treasury<br>• Supply chain finance (product costing and transfer prices)<br>• Predictive analytics, real-time/on-demand reporting with NLP commentaries<br>• On-demand financial intelligence |

# Capgemini | FAO profile (page 5 of 8)
## Technology solutions

**FAO technology approach:** Capgemini uses in-house platforms and Commercial-Off-The-Shelf (COTS) products to augment the client application landscape.

| Solutions | AI Digital Global Enterprise Model (AI.D-GEM) | AI Receivables | AI Payables | AI Controllership |
|---|---|---|---|---|
| **Technology leveraged** | • Capgemini proprietary solution linked to digital twin and TIO<br>• AI.DGEM preconfigured third-party tools and platforms (for key partners such as Workiva, Blackline, Trintech, IValua, Xelix, YayPay, ServiceNow, Zendesk, InStream)<br>• RPA and micro applications included | • Capgemini proprietary technology + 3P solutions with data orchestration, API, and microservices<br>• YayPay/Webcollect technology<br>• BlackLine Cash & HighRadius<br>• Xelix Analytics<br>• Finance Digital Concierge on Zendesk<br>• RPA/ML proprietary code and micro applications | • Capgemini proprietary technology + 3P solutions with API/microservices<br>• InStream, Abby, Coupa, and IValua Technologies<br>• Xelix Analytics<br>• Finance Digital Concierge on Zendesk | • Capgemini proprietary technology + 3P solutions with data orchestration, API, and microservices<br>• Cadency/BlackLine/Workiva<br>• Arria (NLG platform)<br>• Finance Digital Concierge on Zendesk<br>• RPA/ML proprietary code and micro applications |
| **Delivery model and pricing** | • Bundled into a BPO service<br>• Deployed during the transition | • Outcome-based or subscription-based pricing models, integrated to the core BPO service | • Outcome-based or subscription-based pricing models, integrated to the core BPO service | • Outcome-based or subscription-based pricing models, integrated to the core BPO service |

# Capgemini | FAO profile (page 6 of 8)
## Technology solutions

**FAO technology approach:** Capgemini uses in-house platforms and Commercial-Off-The-Shelf (COTS) products to augment the client application landscape.

| Solutions | AI FP&A | AI Finance Intelligence | AI GRC |
|---|---|---|---|
| **Solution description** | • Dynamic planning: driver-based, connected, AI-driven, and industry and market data to enhance accuracy and enable predictive and self-adjusted plans<br>• Interactive visualization and automated distribution during set periods, including with natural language generation<br>• Touchless reporting, executive-ready dashboards, and self-service portal<br>• Frictionless data orchestration and aggregation and in-memory cloud computing<br>• AI-augmented workforce with the highest levels of performance and quality<br>• Extended decision-making support (extending to aspects such as pricing or segmentation strategy) | • Advanced analytics platform that drives frictionless outcomes from client enterprise data<br>• Platform that:<br>  – Breaks silos in data, functions, and ownership<br>  – Leverages real-time data and fluid data connections to provide insights based on historical trends and predictive models<br>  – A self-service analytics platform designed for a number of personas (CXO, service delivery, and transformation lead) that supports business decisions at all levels<br>• It is the key enabler for other solutions to drive frictionless outcomes | • Pre-configured GRC Platform solution consisting of:<br>  – Execution of controls and control outcome monitoring workflow<br>  – Standard set of risk-based F&A controls framework integrated with platform<br>  – AI.GRC on top of the platform<br>• GRC Platform also covers industry specifics such as financial services and life sciences.<br>• Market-leading GRC platform selected for controls outcome monitoring workflow |
| **Process scope** | • Real-time business insights for faster decision-making from the senior management<br>• FP&A CoE as a business partner supporting budgeting, management reporting, CXO dashboards, dynamic forecasts, and predictive analytics | • Cross-tower and truly end-to-end across procure to pay, receivables, controllership, and FP&A<br>• Reporting, insights, and predictive analytics<br>• Carbon accounting | • Cross towers and truly end-to-end across payables, receivables, controllership, and FP&A<br>• Reporting, insights, and analytics |
| **Technology leveraged** | • Planning solutions would leverage: SAP SAC, Oracle EPBCS, IBM Planning Analytics, and Anaplan<br>• Business insights would leverage: PowerBI, Alteryx, Tableau, and Workiva | • Capgemini proprietary algorithms, dashboards, libraries, and 3P tools<br>• Intelligent command center<br>• Arria/NLG solutions<br>• Dell Boomi (data connector) / MS Azure / Power BI | • Capgemini architecture patterns and RPA/ML proprietary code<br>• ServiceNow, Workiva, and BusinessOptix GRC Platforms<br>• AI.DGEM |
| **Delivery model and pricing** | • Outcome-based pricing models<br>• Project-based support<br>• Bundled into the core BPO service | • Outcome-based pricing models<br>• Project-based support<br>• Bundled into the core BPO service | • Outcome-based pricing models<br>• Project-based support<br>• Bundled into the core BPO service |

# Capgemini | FAO profile (page 7 of 8)
## Technology solutions

**FAO technology approach:** Capgemini uses in-house platforms and Commercial-Off-The-Shelf (COTS) products to augment the client application landscape.

| Solutions | Digital Twin for operations | Capgemini Intelligent Automation Platform (CIAP) | 890 by Capgemini |
|---|---|---|---|
| Solution description | • Digital twin is a virtual copy of a company's operations, allowing clients to insert potential changes into the virtual version of their business, to identify ways of working more efficiently<br>• Digital twin leverages Artificial Intelligence (AI), intelligent automation, and data to drive a virtuous cycle of business mining, modeling, simulation, and improvement that delivers continuous innovation to clients. It is an integral part of the TIO methodology<br>• It provides the opportunity for risk-free simulation of new ideas within clients' businesses, allowing them to see the potential impact of change<br>• Digital twin enables to drive a virtuous cycle of continuous improvement, innovation, and transformation within an organization | Cloud-ready, technology-neutral, and plug-and-play platform designed to take customers at pace from limited deployments and proofs of concept to intelligent automation at scale | • Analytics (40+ domain & sector solutions), algorithms, and datasets delivered as-a-service to clients<br>• A cataloged platform for quick access to key analytical & AI solutions and powerful datasets<br>• Real-time performance dashboards for specific clients to manage end-to-end business outcomes, processes, and operations |
| Process scope | • Cross towers and truly end-to-end across payables, receivables, controllership, and FP&A<br>• It is predefined to be used across the entire organization – across various departments such as HR, finance, and supply chain | Cross towers and truly end-to-end across payables, receivables, controllership, and FP&A | Cross tower and truly end-to-end across payables, receivables, controllership, and FP&A |
| Technology leveraged | • Capgemini proprietary algorithms and best practices combined with third-party tools<br>• Business Optix & Celonis<br>• Linked with AI.DGEM and TIO platform | • Capgemini proprietary technology<br>• Cloud-based solution<br>• More than 4,500 use cases and 700+ pre-built solutions, accelerators, use-cases, and sector bot agents | • Capgemini proprietary algorithms and third-party SaaS solutions<br>• Pre-built mobile-enabled dashboards and connectors |
| Delivery model and pricing | • D-GEM-as-a-Service quarterly subscription<br>• Bundled into BPO service and TIO solution | • Priced by number of robotic artefacts per annum on a minimum 12-month subscription<br>• Built into the BPO service charge | Analytics solution-dependent |

# Capgemini | FAO profile (page 8 of 8)
## Everest Group assessment – Leader and Star Performer

Measure of capability: ◕ Low ● High

| Market impact | | | | Vision & capability | | | | |
|---|---|---|---|---|---|---|---|---|
| Market Adoption | Portfolio mix | Value delivered | Overall | Vision and strategy | Scope of services | Innovation & investments | Delivery Footprint | Overall |
| ◕ | ◕ | ◕ | ◕ | ◕ | ◕ | ◕ | ◔ | ◕ |

**Strengths**

- Capgemini leverages its strong digital ecosystem, comprising both proprietary and third-party partnerships, and consulting practice to offer a comprehensive suite of solutions across the end-to-end F&A value chain
- It leverages the Digital Global Enterprise Model (DGEM) – its platform-based architecture – that provides business transformation and benchmarking to guide the right digital operating model for its clients
  - It has embedded AI enablers across receivables, payables, and accounting, reporting, & controllership as well as financial intelligence and GRC on its DGEM platform
  - It has expanded industry variants for DGEM across manufacturing, utilities, retail, CPG, life sciences, and media & entertainment sectors and has contextualized DGEM to SAP 4/HANA and Oracle
  - It has made multiple acquisitions including Empired (a cloud transformation and digital services provider), VariQ (a cybersecurity and cloud services provider), and Acclimation (SAP specialist provider) to further strengthen its broader digital ecosystem
- It has enhanced its capabilities in FP&A and has created a new frictionless FP&A offering that includes FP&A vision incubation, maturity assessment, target operating model transformation, and planning & reporting modernization services
- Capgemini is one of the few providers with significantly higher inclusion of Digital Twin capabilities in its service delivery, which it leverages to predict issues, avoid bottlenecks, and enhance communication, transparency, and efficiency in service delivery
- It has strong experience in serving clients in manufacturing, retail, energy & utilities, and hi-tech, telecom, and media sectors, primarily in the large-client segment
- One of Capgemini's unique differentiators is its vast experience in serving specific requirements of the UK- and Europe-based clients, besides North America and other geographies
- Capgemini maintains client-centricity (through high onshore/nearshore presence), follows a relationship-driven approach, and has a strong emphasis on quality, all of which are frequently appreciated by its clients
- Capgemini is investing in building a future-ready workforce and is leveraging an AI-based talent intelligence tool to assess competencies to bridge the gap between current and aspired roles to continuously upskill/reskill employees in collaboration with global academic partners

**Limitations**

- Although Capgemini continues to strengthen its industry-specific capabilities, its ability to contextualize its offerings to address F&A nuances in the BFSI and healthcare sectors is somewhat limited
- While it has robust process improvement capabilities, some clients expect better results in terms of process standardization
- Its current approach and typical commercial constructs may not be best suited for enterprises with a small scale of operations and/or high degree of fluctuations in transaction volumes
- Talent retention in the current environment is also highlighted as an area of improvement by a few clients

# Appendix

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

**Everest Group PEAK Matrix®**
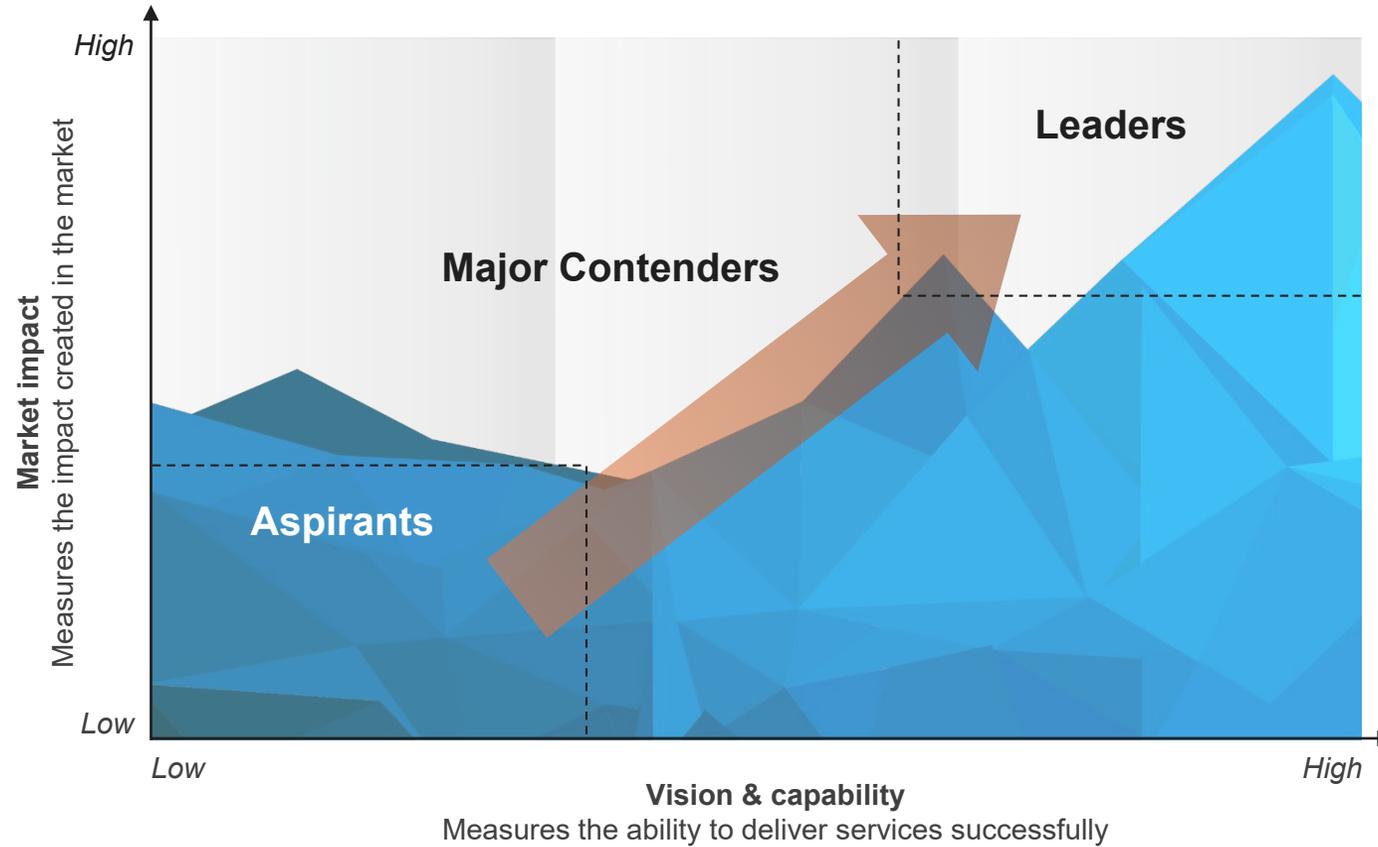
# Services PEAK Matrix® evaluation dimensions

Measures impact created in the market –
captured through three subdimensions

### Market adoption
Number of clients, revenue base,
YoY growth, and deal value/volume

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

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

**Market impact**

**Leaders**

**Major Contenders**

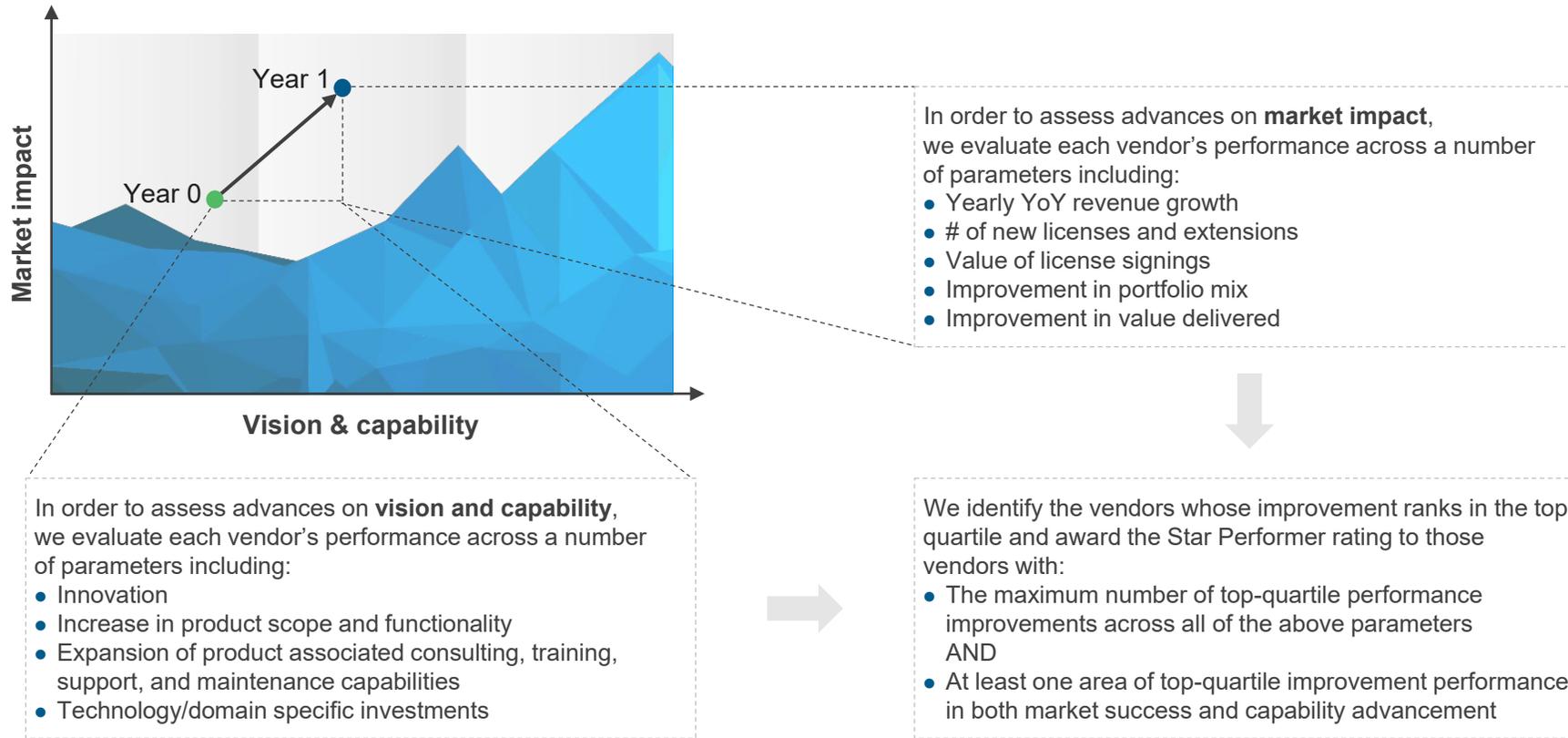**Aspirants**

**Vision & capability**
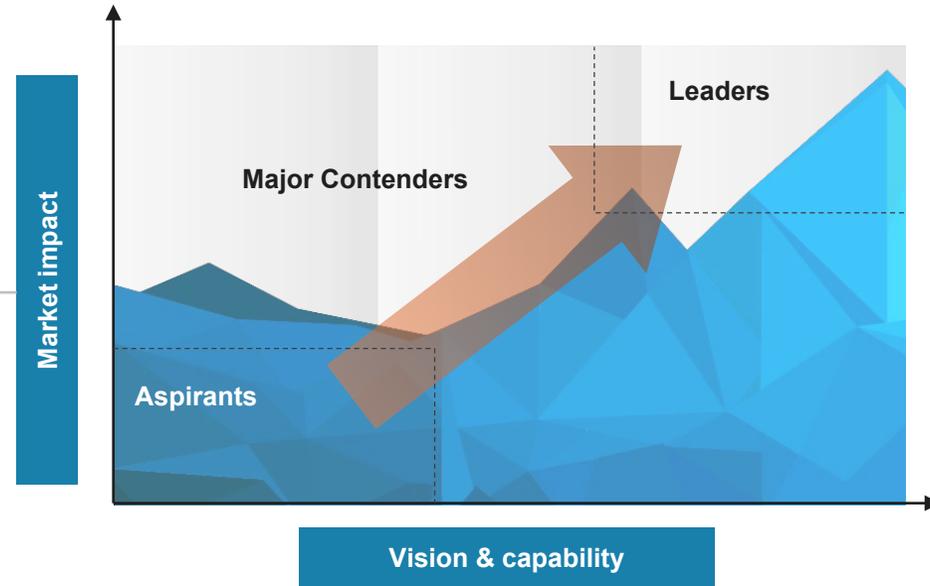
Measures ability to deliver services successfully.
This is captured through four subdimensions

### Vision and strategy
Vision for the client and itself; future
roadmap and strategy

### Scope of services offered
Depth and breadth of services portfolio
across service subsegments/processes

### Innovation and investments
Innovation and investment in the enabling
areas, e.g., technology IP, industry/domain
knowledge, innovative commercial
constructs, alliances, M&A, etc.

### Delivery footprint
Delivery footprint and global sourcing mix

# 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 vendor's performance across a number of parameters including:
- Yearly YoY revenue growth
- # of new licenses and extensions
- Value of license signings
- Improvement in portfolio mix
- Improvement in value delivered

In order to assess advances on **vision and capability**, we evaluate each vendor's performance across a number of parameters including:
- Innovation
- Increase in product scope and functionality
- Expansion of product associated consulting, training, support, and maintenance capabilities
- Technology/domain specific investments

We identify the vendors whose improvement ranks in the top quartile and award the Star Performer rating to those vendors 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

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

# FAQs

**Does the PEAK Matrix® assessment incorporate any subjective criteria?**
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.

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

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

**What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?**
- Enterprise participants receive a 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

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

**Does the PEAK Matrix evaluation criteria change over a period of time?**
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.

# Everest Group®

## With you on the journey

Everest Group is a research firm focused on strategic IT, business services, engineering services, and sourcing. Our clients include leading global companies, service providers, and investors. Clients use our services to guide their journeys to achieve heightened operational and financial performance, accelerated value delivery, and high-impact business outcomes. Details and in-depth content are available at **www.everestgrp.com**.

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