



# Everest Group Supply Chain Management (SCM) BPS – PEAK Matrix® Assessment 2023

Focus on Capgemini  
July 2023



## Introduction

Enterprises are grappling with various supply chain challenges, including evolving customer demands, planning limitations, and disruptions in production and distribution. Amidst recessionary headwinds and geopolitical tensions, enterprises are increasingly seeking third-party support to address supply chain challenges. Instead of solely relying on service providers for cost reduction, enterprises are now collaborating with them to add value across the entire supply chain through technology, process expertise, and specialized talent. To meet these evolving demands, service providers are enhancing their capabilities by cultivating domain-specific expertise, forging strategic technological and consulting partnerships, and developing state-of-the-art solutions to help enterprises navigate these challenges while reducing the environmental impact and achieving sustainability goals.

In the full report, we present an assessment and detailed profiles of 14 SCM providers featured on the [Supply Chain Management \(SCM\) BPS – PEAK Matrix® Assessment 2023](#). Each provider profile provides a comprehensive picture of its service focus, key Intellectual Property (IP) / solutions, domain investments, and case studies. The assessment is based on Everest Group’s annual RFI process for the calendar year 2022, interactions with leading supply chain service providers, client reference checks, and ongoing analysis of the SCM business process services market.

In the full report, we analyze the global SCM BPS service provider landscape and assess 14 SCM service providers. We focus on:

- Supply Chain Management (SCM) BPS PEAK Matrix® Assessment 2023
- Service provider capability assessment
- Enterprise sourcing considerations

### Scope of this report



**Geography**  
Global



**Providers**  
14



**Services**  
Supply Chain  
Management (SCM)

## Supply Chain Management (SCM) services PEAK Matrix® characteristics

### Leaders

Accenture, Genpact, and TCS

- Leaders strengthened their position in the SCM market by increasing their expertise and presence across industries and regions to achieve growth in 2022
- They have enhanced their end-to-end SCM capabilities through continued investments, partnerships, and acquisitions to improve domain expertise, consulting capabilities, speed-to-market, and techno-functionally skilled resources along with advanced digital capabilities that enable them to drive the large-scale, end-to-end transformation of SCM
- Leaders are increasingly developing capabilities to support organizations in new areas such as supply chain planning, risk management, and sustainability
- Leaders have demonstrated success in engaging with clients through outcome-based constructs, showcasing their strategic partnership orientation

### Major Contenders

Capgemini, Cognizant, GEP, HCLTech, IBM, Infosys, OnProcess Technology, Tech Mahindra, and Wipro

- While some of the Major Contenders offer support across the SCM value chain, most providers in this category have strong experience and expertise on specific parts of the value chain. However, they are investing in developing solutions and capabilities to plug existing gaps that enable them to provide a wide range of supply chain services
- They also provide modular offerings, point solutions, and proactive customer support to address specific client requirements and provide high-level of flexibility in pricing and engagement models
- Major Contenders are building capabilities and offerings to support various types of buyer segments including first-generation SCM outsourcers and the SMB and mid-market segment buyers

### Aspirants

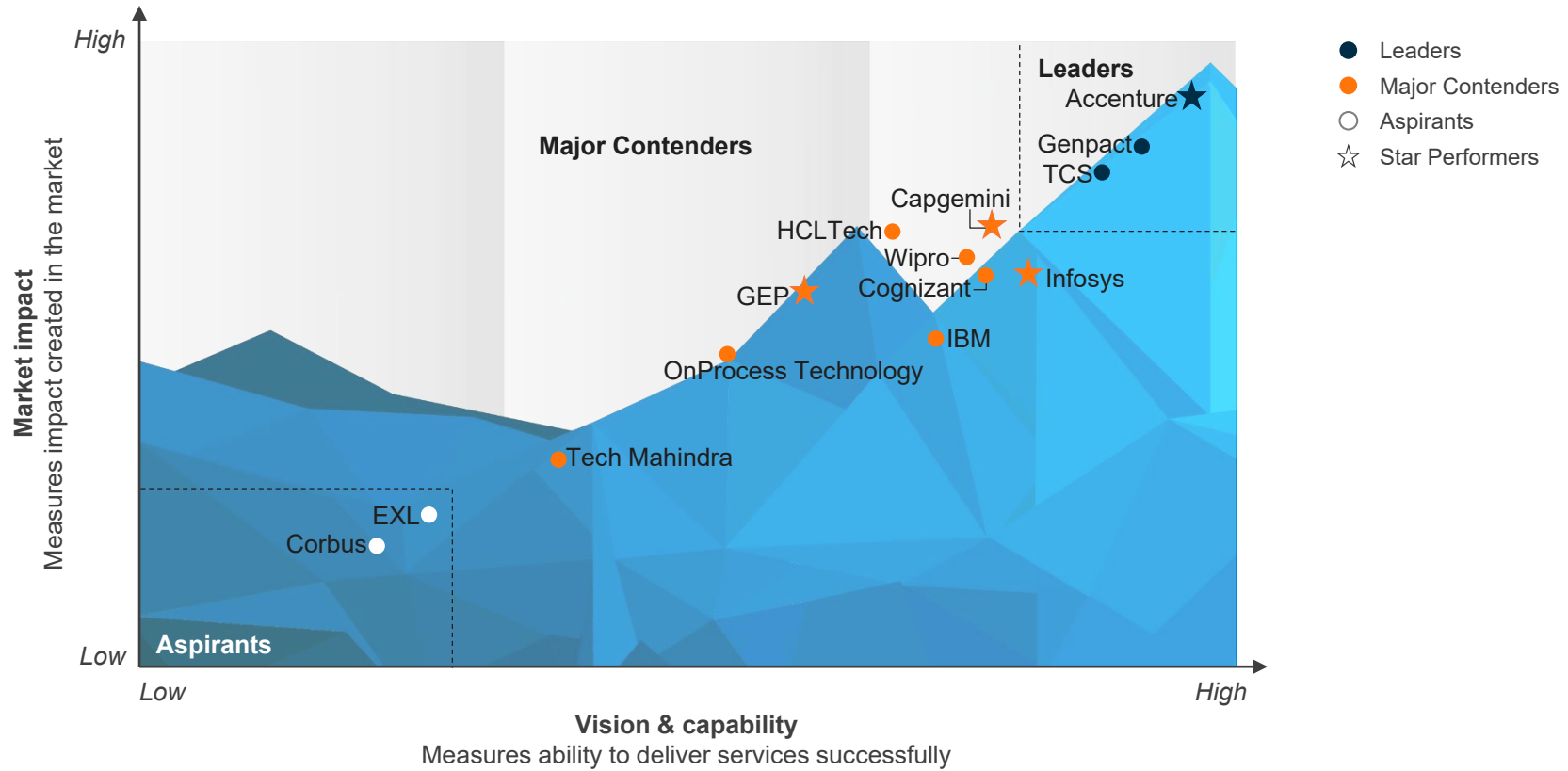
Corbus and EXL

- These are providers focused on specific supply chain management processes, vertical(s), or buyers, and have a relatively small scale of SCM upstream operations with more focus on downstream operations
- While they have developed some digital capabilities and offer innovative models of delivery, they have limited scale, digital maturity, and resource expertise to cater to upstream, industry-specific, and end-to-end SCM requirements of large global buyers

# Everest Group PEAK Matrix®

## Supply Chain Management (SCM) BPS – PEAK Matrix® Assessment 2023 | Capgemini positioned as a Major Contender and a Star Performer

### Everest Group Supply Chain Management (SCM) BPS – PEAK Matrix® Assessment 2023<sup>1</sup>



<sup>1</sup> Assessments for Cognizant, EXL, and IBM, exclude service provider inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, provider public disclosures, and Everest Group's interactions with SCM buyers  
Source: Everest Group (2023)

# Capgemini profile (page 1 of 6)

## Overview

### Key leaders

- **Patwardhan Dharmendra**, Executive Vice President, Global Head of the Intelligent Supply Chain Practice
- **Jörg Junghanns**, Vice President Europe, Intelligent Supply Chain Operations
- **Phil Davies**, Vice President, Head of Intelligent Industry UK
- **James Mepham**, Vice President, Head of Connected Business Operations
- **Ramon Antelo**, Vice President, Digital Supply Chain Engineering and Manufacturing
- **Gerardo Buxade**, North American Head of Intelligent Supply Chain Operations

### SCM services suite

Capgemini achieves operational excellence for its clients by leveraging its insights and data, apps, engineering (former Altran), and business services brands and entities to deliver enhanced, frictionless, and integrated supply chain operations. Capgemini transforms business outcomes for its clients by leveraging end-to-end, sector-specific services, and a digital portfolio of solutions powered by AI, intelligent automation, reengineered operating models, and sustained execution, driving competitive advantage for its clients. It does this through:

- **Planning:** forecasting and sensing – demand, supply, inventory, and performance management
- **Fulfillment reliability:** order management, delivery execution, documentation handling, logistics operations, and performance management
- **Supply chain data:** master data management, management, maintenance, visibility, and bill of materials
- **Intelligent automation and analytics:** process mining, insights, RPA, machine learning, natural language processing, chatbots/voice bots, and virtual agents
- Operational and commercial commitment to business outcomes

Capgemini’s growth strategy focuses on helping its clients embark on a supply chain transformation journey – enhancing customer experience, operational models, efficiency, and business processes – to create a digital supply chain, intelligent industry, and sustainability.

### Partnerships

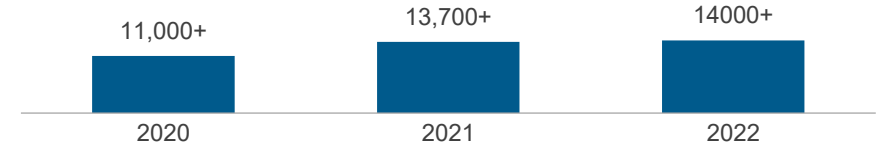
Technology partners include E2open, INTTRA, Llamasoft (Coupa), ClearMetal, Project 44, Amber Road, R Platform for statistical computing, UiPath, Blue Prism, Automation Anywhere, Blockchain Blue Catalyst (R3 Corda), Infor,Nexus, Celonis, Microsoft, Google, Amazon, SAP, H2O AI, and DataRobot

**Number of clients:** 1,704

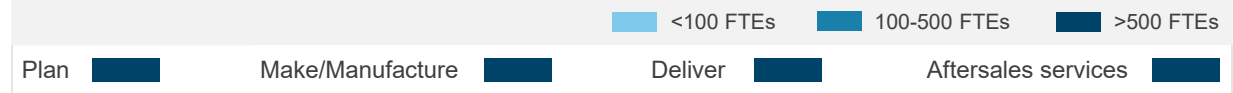
1 SCM FTEs also includes manufacturing business unit FTEs

### Scale of operations

Number of SCM FTEs<sup>1</sup> over time



### FTE mix by process scope



### Key SCM-related developments

- **2022:** formed a strategic partnership with a leading 4PL to create the end-to-end supply chain orchestration provider (name redacted prior to press release)
- **2021:** introduced Virtual Intelligent Manufacturing System (VIMS) – integration of 5G to support the capture, analyze, and visualize real-time data
- **2021:** deploying digital transformation at scale in the manufacturing domain
- **2021:** launched business command center supported with 50 supply chain BIS deployments
- **2020:** launched business insightful solutions and a business command center (operational analytics)
- **2020:** introduced supply chain digital twin – working on the digital twin enabled to rethink and deploy the integrated target operating model for supply chain operations
- **2019-20:** acquisition of Altran, which strengthened Capgemini’s position and capabilities in the intelligent industry
- **2019:** developed Digital Global Enterprise Model (D-GEM) aimed at capturing information across the board to create an E2E digital SC model
- **2019:** launched intelligent industry program together with connected supply chain initiative

# Capgemini profile (page 2 of 6)

## Client portfolio

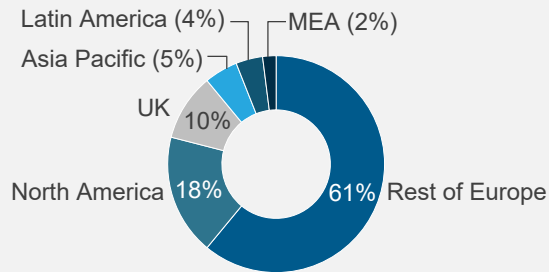
### Major SCM clients

Not disclosed

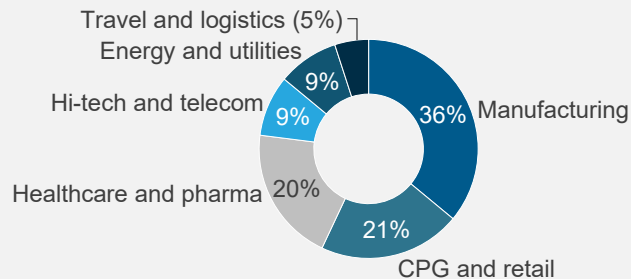
### Recently-announced multi-process SCM engagements

Time of signing	Client	Contract details
2022	An American multinational financial and retail technology	Demand planning, freight settlement, invoice management, master data management, performance analytics, process design, and automation
2022	An Indian multinational conglomerate	Master data management, demand and supply planning, and order management
2022	A multinational alcoholic beverage company	Demand and supply planning, inventory management, order management, transport management, custom operations, master data management, spare parts operation, performance analytics, process design, and automation
2022	A Germany-headquartered consumer goods company	Multi-process ISCO
2022	An American confectionery	Demand and supply planning, inventory management, master data management, performance analytics, process design, and automation
2022	A global high-tech company	Order, inventory, and alert management. database management
2022	A German multinational conglomerate	Multi-process ISCO
2021	An American aviation and defense manufacturer	Business services – spare parts order management and aftermarket support
2021	A multinational electronics and semiconductors manufacturer	Master data management services
2021	A manufacturer of medical devices	Back-order optimization through logistics and sterilization partner collaboration
2021	A leader in connectivity and sensor solutions	Full-scale integrated ADM services covering all the company's application footprint and global operations

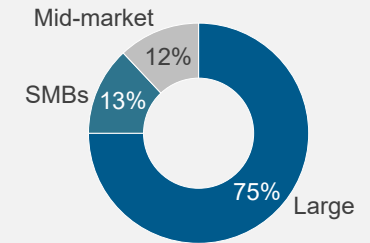
SCM revenue mix by buyer geography (Q3 2022)



SCM revenue mix by buyer industry (Q3 2022)



Number of SCM clients by buyer size<sup>1</sup> (Q3 2022)



<sup>1</sup> Large buyers (revenue >US\$5 billion), mid-market buyers (revenue US\$1-5 billion), and SMB buyers (revenue <US\$1 billion)

## Capgemini profile (page 3 of 6)

### Key delivery locations



## Capgemini profile (page 4 of 6)

### Technology solutions










Technology solutions	Business Insight Solutions	Insights 360°	Virtual Manufacturing System	Digital Concierge	Small tech – AI platform	Atlantis	Prompt	RPA applications (UiPath and Automation Anywhere)
<b>Solution description</b>	It enables the delivery of data-driven services, with business insights	Suite of products for actionable intelligence: spend, inventory, logistics, and order insights	Integration of 5G to support the capture, analysis, and visualization of real-time data	Digital business-to-business front office, enabling seamless and self-service customer and partner interaction	Solution leveraging a set of individual applications, tackling most fundamental supply chain issues, and deployed in just 12 weeks	A suite of multifunctional, modular, versatile, and flexible tools for managing the production environment	A single solution to measure and compare delivery center productivity in order to boost competitive advantage	An application that enables the creation of end-to-end process automation with security standards at a high control level
<b>Process scope</b>	End-to-end SCM processes, enabled for multiple sectors	Order management, spend analysis, inventory optimization, and logistics KPIs	VMS – make/ manufacture digital twin	Order to deliver	Order management, demand and supply planning, and supply chain data management	Manufacturing and quality	Provides insights into process efficiency and evaluates standard times for activities	SCM processes
<b>Technology leveraged</b>	Cloud-based solutions; Capgemini proprietary technology	Cloud-based solutions	Cloud-based solutions; Capgemini proprietary technology	Capgemini proprietary technology	Capgemini proprietary technology	Capgemini proprietary technology	Capgemini proprietary technology	Cross-platform, open language Document Object Model (DOM)
<b>Delivery model and pricing</b>	Not disclosed	Not disclosed	Not disclosed	Not disclosed	Not disclosed	Not disclosed	Not disclosed	Not disclosed



# Capgemini profile (page 5 of 6)

## Everest Group assessment – Major Contender 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 offered	Innovation and investments	Delivery footprint	Overall
								










### Strengths

- Capgemini offers horizontal and vertical integration of upstream and downstream business operations solutions across plan, make/manufacture, deliver, and after-sales processes
- Capgemini partners with UiPath, Automation Anywhere, and Anaplan as part of its Intelligent Industry offering. Its capabilities in enhancing frictionless business operations have been further strengthened through technology alliances with both big and small tech partners such as:
  - RiverLogic, a supply chain optimization and digital twin enabler for end-to-end supply chain operations
  - Kinaxis, o9, E2Open, and Blue Yonder support Capgemini on its offerings across the planning function
- Capgemini has a strong manufacturing and CPG client base that is further supported through its investments in insights-driven merchandising, omnichannel orchestration, yard logistics, and connected shipment, which provide real-time, end-to-end visibility across the entire logistics, merchandising, and e-commerce value chain
- In addition to having one of the largest client portfolios in Europe and the UK, Capgemini has increased its global presence by expanding to Canada, Guatemala, and Egypt
- Capgemini leverages its expertise across planning, order management, and MDM in engagements by leveraging its in-house solutions such as touchless demand forecasting, promotion forecasting tool, zero-touch fulfillment, tax-efficient order management, and integrated MDM
- Some of the referenced clients have specifically highlighted Capgemini's utilization of automation, and analytics to proactively meet customers' requirements
- Clients of Capgemini benefit from its outcome-oriented approach and ability to go beyond the outsourced scope, which it does so by leveraging:
  - Flexible pricing models with the inclusion of more transaction-based, output/outcome-based, and hybrid pricing models
  - Control Tower Insights for 360°, visualization and integration across logistics, inventory, and orders, along with spend categorization and supplier classification to enable end-to-end supply chain visibility
  - End-to-end product transparency and product life cycle management that adds value to its client's core business objectives
- Capgemini provides ESG integration across supply chains with tools and frameworks such as:
  - Material Sustainability Evaluation that provides an overall ranking on material sustainability
  - Green Lean Digital Factory and sustainable supply chain distribution
  - Take-back/Circular supply chain framework including returns volume demand forecasting and consolidation, returns order management, and reverse logistics coordination

# Capgemini profile (page 6 of 6)

## Everest Group assessment – Major Contender 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 offered	Innovation and investments	Delivery footprint	Overall
								

### Limitations

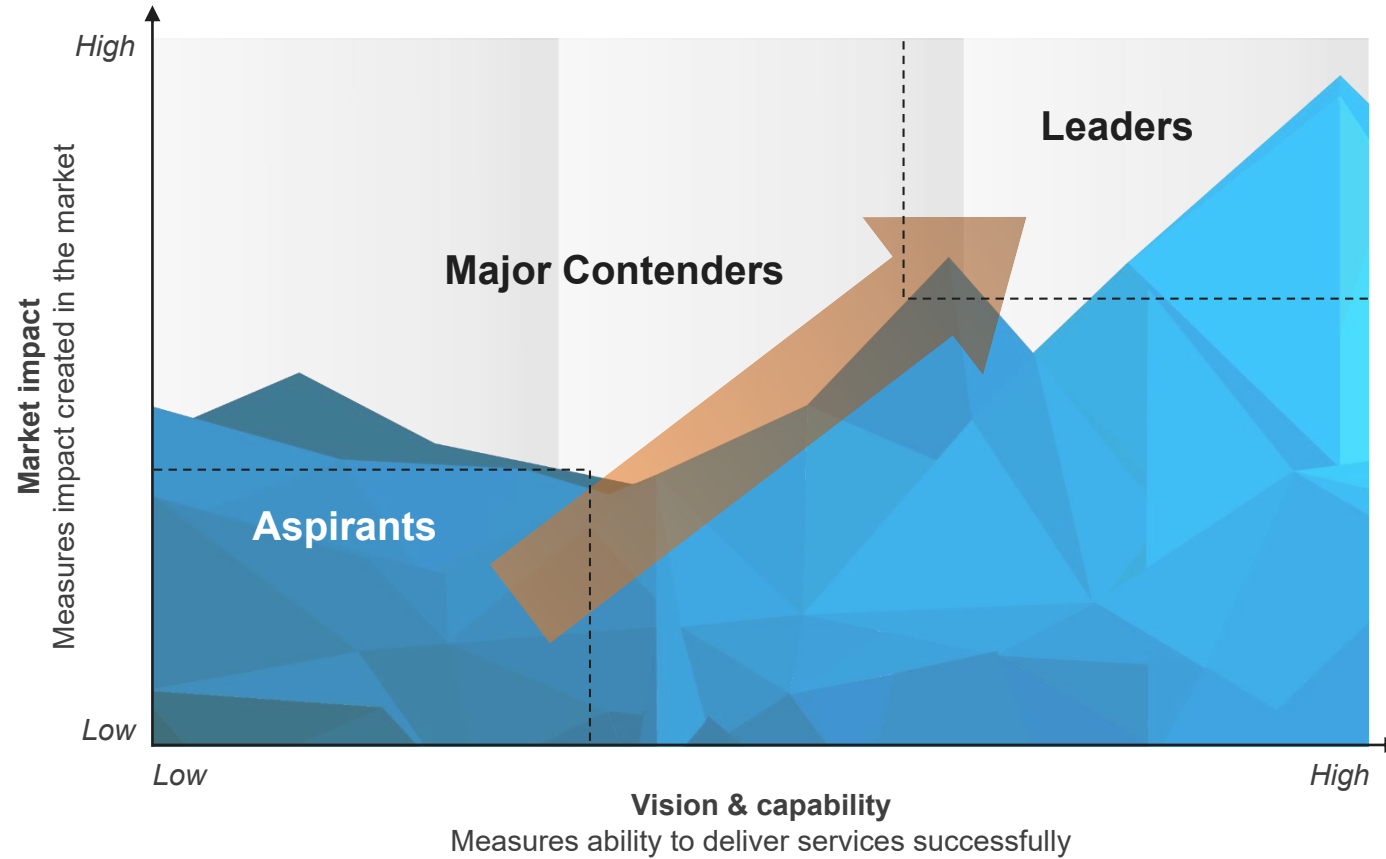
- Capgemini has limited clientele in hi-tech & telecom and energy and utilities sectors
- Capgemini’s experience in serving clients in their after-sales-focused work is relatively lower when compared to its peers
- Clients with low digital maturity and limited scope of service requirements may not find Capgemini to be the best partner because of its end-to-end integrated approach
- Capgemini’s clients have expressed concerns about disruptions around ongoing activities due to attrition and the ramp-up time of new resources

# Appendix

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



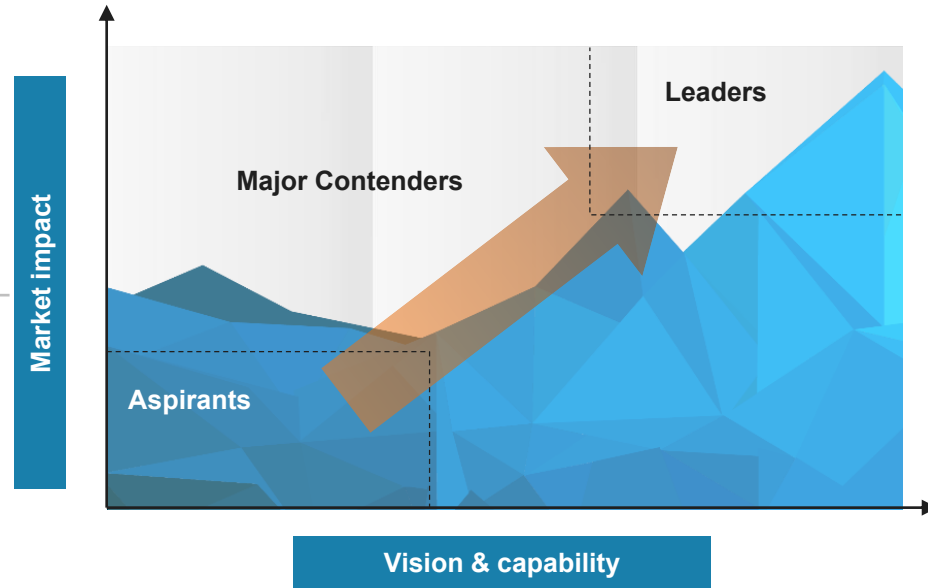
Everest Group PEAK Matrix



# Services PEAK Matrix® evaluation dimensions

Measures impact created in the market – captured through three subdimensions

- Market adoption**  
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



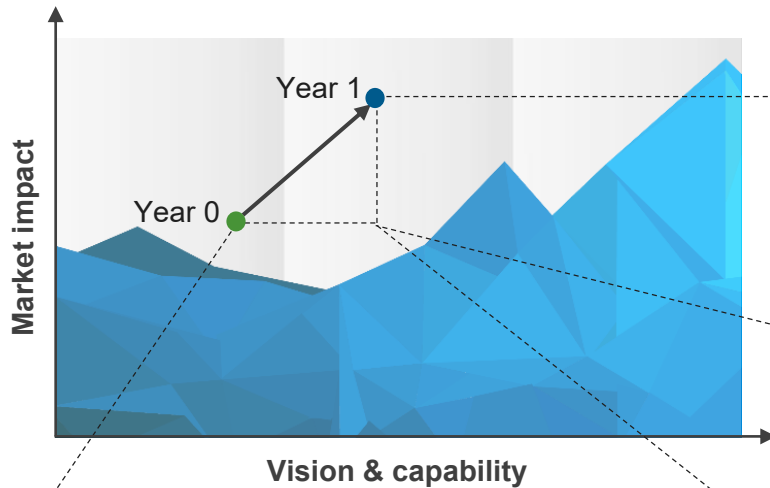
Measures ability to deliver services successfully. This is captured through four subdimensions

- 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 provider's performance across a number of parameters including:

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

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

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

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

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

*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 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 is a leading research firm helping business leaders make confident decisions. We guide clients through today's market challenges and strengthen their strategies by applying contextualized problem-solving to their unique situations. This drives maximized operational and financial performance and transformative experiences. Our deep expertise and tenacious research focused on technology, business processes, and engineering through the lenses of talent, sustainability, and sourcing delivers precise and action-oriented guidance. Find further details and in-depth content at [www.everestgrp.com](http://www.everestgrp.com).

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