Everest Group Finance and Accounting Outsourcing (FAO) PEAK Matrix® Assessment 2023

Focus on Capgemini
October 2023

Background and scope of the research

Background of the research

The global multi-process Finance and Accounting Outsourcing (FAO) market continued to grow at a steady rate of 11-13% in 2022 and is expected to continue this growth trajectory for the next three years. Surging inflation, recessionary environment, geopolitical instability, coupled with the volatility that the pandemic left the enterprises in, has increased enterprises' openness to leverage third-party service provider support for their finance functions. The strategic focus of service providers is becoming more elevated as they emphasize upstream F&A operations alongside routine tasks. This change underlines how corporations are realizing the strategic value of F&A. At the same time, there is a growing focus on non-traditional F&A areas including risk management, compliance, sustainability, and data & analytics. Notably, cognitive technologies have moved from pilot stages to widespread usage, denoting a considerable change in the approach to and execution of F&A activities. Advisory services are becoming prominent, with service providers supporting enterprises to successfully navigate through complex financial environments. These trends are driving incremental changes in the commercial construct of FAO deals, indicating an evolving and value-driven industry landscape.

In this research we assess 28 FAO service providers based on their vision & capabilities and impact on the FAO market and position them on two Everest Group PEAK Matrix® assessments for FAO and Order-to-Cash (O2C) services.

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

- Finance and Accounting Outsourcing (FAO) PEAK Matrix® Assessment 2023 including service provider capability assessment and Star Performer analysis
- Order-to-Cash (O2C) PEAK Matrix® Assessment 2023 including service provider capability assessment
- Service provider landscape
- Remarks on key strengths and areas of improvement for each FAO and O2C service provider

Scope of this report

Geography
Global
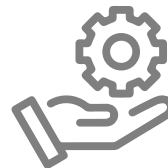
Providers
28 FAO Service Providers

Services
Finance and Accounting Outsourcing (FAO)

Finance and Accounting Outsourcing (FAO) Services PEAK Matrix® characteristics

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 continue to expand through organic and/or inorganic means, entering new geographies & industries, and 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

Auxis, 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

Connext Global, 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 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) PEAK Matrix® Assessment 2023 | Capgemini is positioned as a Leader and a Star Performer

Everest Group Finance and Accounting Outsourcing (FAO) PEAK Matrix® Assessment 2023[1,2]
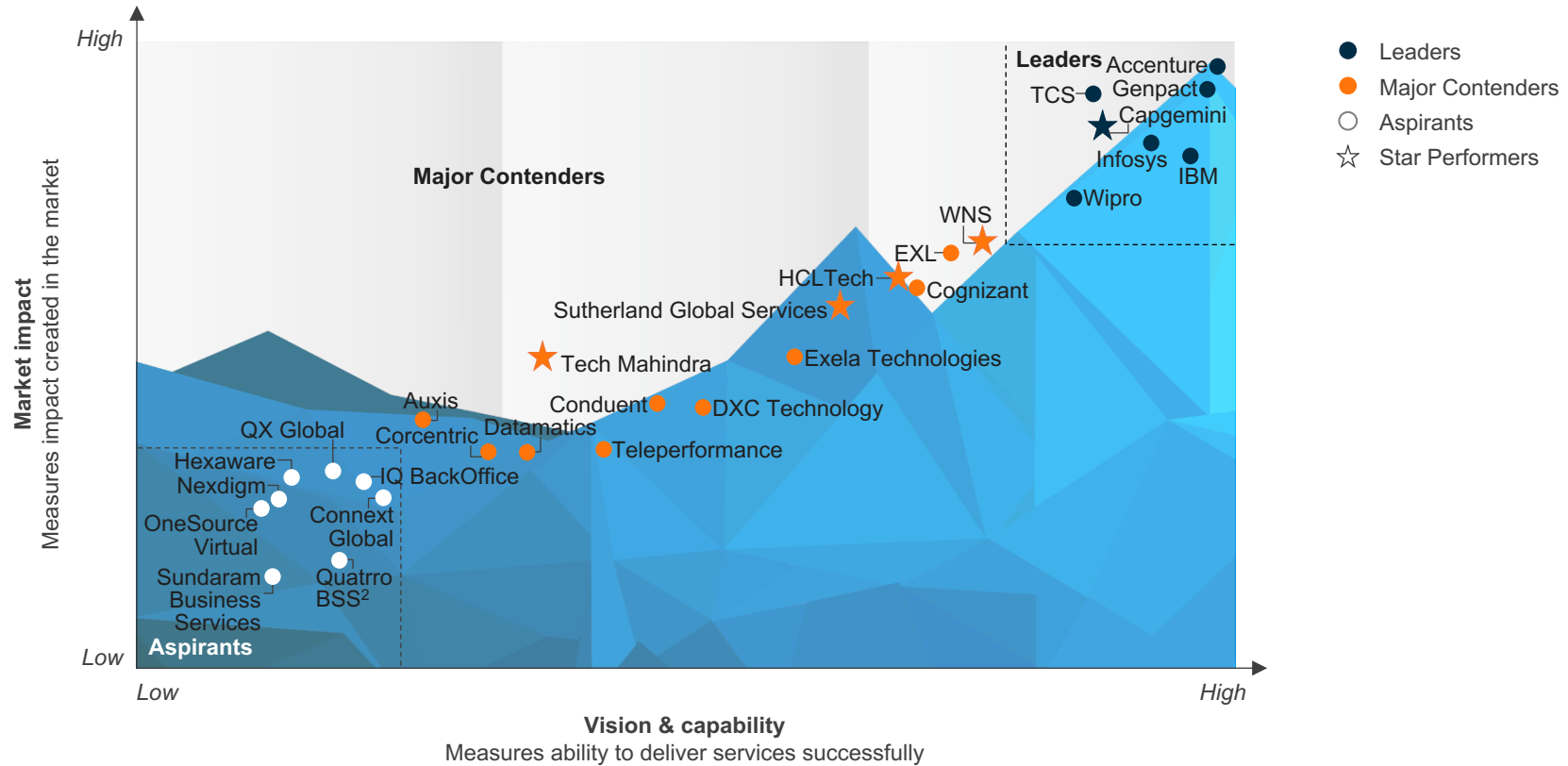
1 Assessment for DXC Technology, Hexaware, OneSource Virtual, Sundaram Business Services, and Teleperformance excludes service provider inputs and is based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with FAO clients
2 Quatrro BSS: Quatrro Business Support Services
Source: Everest Group (2023)

Capgemini profile (page 1 of 11)
Overview

Key leaders

- **Oliver Pfeil,** CEO of Business Services
- **David Lumley,** Head of IFAO Practice, Business Services
- **Brijesh Patel,** Head of IFAO Practice EMEA and APAC, BSv
- **Lee Beardmore,** Chief Innovation Officer, Business Services
- **Paulina Zimmerman,** Global Head of IFAO Solutions
- **Ramakrishnan Suryanarayanan,** Head of IFAO Practice Americas

Recent developments/investments

|	
Technology expansion	• **2022:** partnered with Emitwise, a software company that provides an AI-based platform to track, analyze, and report greenhouse gas emissions that augments its newly created carbon management solution • **2022:** built the AI.GRC platform based on BusinessOptix; configuration of the Capgemini risk-based automated controls framework on the platform (plug & play solution) • **2022:** built the AI-based talent intelligence platform for assessing talent competency levels against the competency framework to provide full visibility into the available skills and those that need improvement • **2022:** finalized the HighRadius partnership and launched the HighRadius-based AI.Receivables solution • **2022:** developed the Transformation & Innovation Office (TIO) mothership console based on the Capgemini digital twin platform • **2022:** developed the S/4HANA Digital Acceleration Navigator (DAN) platform, including sector-specific market reference model assets, processes, and tools to accelerate the speed and impact for clients on their journey toward the renewable enterprise, using S/4HANA • **2022:** partnered with Unity, the leading platform for creating and operating Real-Time 3D (RT3D) content
Others	• **2022:** created value office / business outcomes capability and approach; it also developed an industry-based playbook, value framework, and value calculator for business outcomes covering the six areas of strategic value – revenue/margin uplift, working capital improvement, cost optimization, risk and compliance, sustainability, and workforce. It delivered a Proof of Concept (PoC) and industrialized the method across the practice • **2022:** acquired Braincourt, a company specializing in business intelligence and data science services across the controlling domain; Braincourt has valuable experience in automotive, construction, energy, and telecommunication sectors. This acquisition represents its capabilities extension in Europe. • **2022:** acquired Quantmetry, an independent consulting firm specializing in mathematical data modeling and AI technological solutions. This is a capabilities extension in Europe • 2022: acquired Aodigy Asia Pacific Pte Limited, a Singapore-based company, specializing in digital transformation on the Salesforce platform; it is a capabilities extension in APAC • **2022:** acquired Knowledge Expert SA, a digital transformation service provider specializing in Pega technologies; the acquisition enhances Capgemini's capabilities in its digital customer experience offerings across Europe • **2022:** acquired Chappuis Halder & Cie, a global strategy and management consulting firm specializing in the financial services industry; it is a capabilities extension in North America, Europe, and Southeast Asia • **2022:** acquired Quorsus, a UK-based firm specializing in consultancy services to financial institutions in post-trade technologies, operations, regulatory solutions, and market infrastructure • **2022:** continued investing in new and industry versions of Digital Global Enterprise Model (DGEM): built the automotive and telecommunication version of DGEM, as well as carbon accounting version of DGEM • **2022:** partnered with the following: MIT – initiative on digital economy; IBM – quantum technology and lab; and Stanford digital economy lab - understanding impact of the digital economy and its role in creating an inclusive, equal society • **2022:** built a group-level industry academy upskilling platform for nine industries: aerospace and defense, consumer products and retail, global public sector, life sciences, telecommunications, automotive, global banking, insurance, and renewable energy and utilities

Capgemini profile (page 2 of 11)
Overview

Scale of operations

Number of FAO FTEs over time

2019	2020	2021	2022
16,300	17,800	18,061	20,400
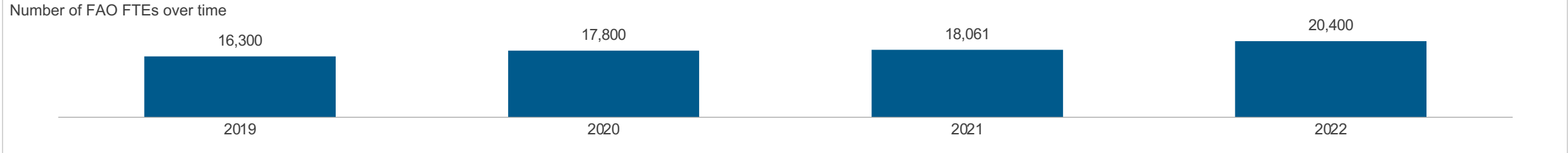
FAO services suite

- Capgemini's Intelligent Finance and Accounting Operations (IFAO) practice combines operations delivery, transformation, digital platforms, advanced automation, and business-insight generation
- Capgemini's frictionless finance solution helps clients implement a frictionless digital ecosystem that addresses frictions in finance operations. This unlocks the value from the client's finance function, enabling them to transition to a frictionless enterprise
- The solution leverages Capgemini's renowned Digital Global Enterprise Model (DGEM) platform, which uses AI to drive frictionless processing, and can help shape the future of clients' business operations
- The solution is truly end-to-end and consists of AI-augmented receivables, AI-augmented Procurement and Payables (P2P), AI-augmented controllership, and AI-augmented Financial Planning and Analysis (FP&A)
- It is underpinned by a set of digital enablers: digital twin, finance intelligence, and AI.GRC to drive outcomes and deliver enhanced customer satisfaction beyond traditional cost and productivity savings
- It is dedicated to specific industries and ERPs to address the concrete challenges with sector-specific solutions
- Outcome-based contracts are the norm. Pricing is linked to client success and Capgemini contracts against business outcomes
- Transformation and innovation is embedded into every single deal

Distribution of FTEs across processes

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

P2P	O2C	R2R	Others
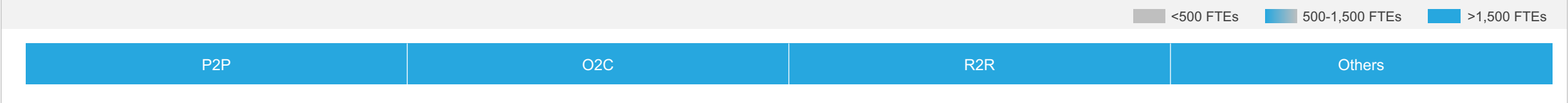
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Client portfolio

Major FAO clients: A US-based logistics services company, a global food company, a Germany-based precision mechanical engineering company, a German energy company, a multinational office supply company, a global CPG client, a European energy sector client, a leading North American distributor, an agriculture and food sector company, a global property management company, a multinational media company, a global steel and metal distributor, a healthcare facilities and services provider, a global supplier of electronic components and solutions, a global life sciences major, a multinational packaging company, a Japanese automotive company, and a leading American beauty company

Recently announced FAO engagements (non-exhaustive)		
Time of signing	**Client**	**Contract details**
2023	A waste management company	Five-year contract
2022	A consumer products company	Three-year contract
2022	An Asian hospitality company	Five-year contract
2022	A professional services company	Five-year contract
2022	A real estate company	Five-year contract

FAO revenue mix by buyer geography (2022)

MEA (2%)
LATAM (1%)
APAC 9%
UK 9%
North America 45%
Europe 34%
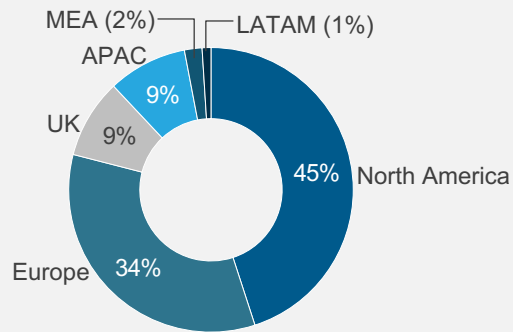
FAO revenue mix by buyer industry (2022)

BFS (3%)
Others (1%)
Healthcare and life sciences 9%
Travel and logistics 11%
Energy and utilities 11%
Hi-tech and telecom 21%
CPG and retail 23%
Manufacturing 21%
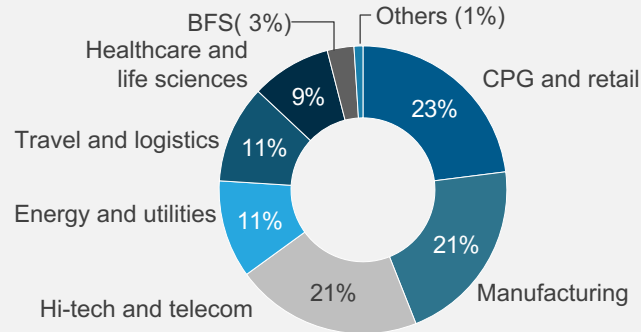
Number of clients by buyer size (2022)

<US$1 billion 10%
>US$ 50 billion 12%
US$10-50 billion 35%
US$5-10 billion 20%
US$1-5 billion 23%
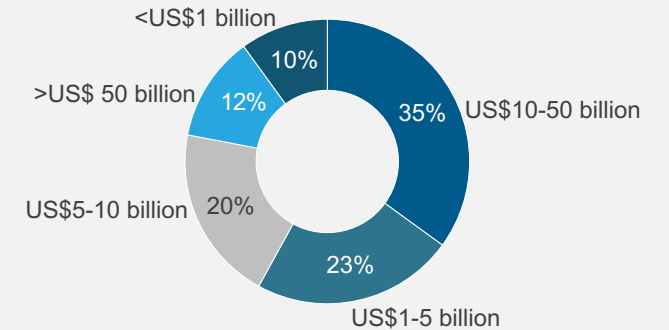
Capgemini profile (page 4 of 11)
Location landscape

Capgemini profile (page 5 of 11)
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, and powered by an AI-augmented workforce • Digital operating model standards embedded with proprietary small technology, third-party solutions, RPA, AI, and advanced analytics, to deliver outcomes in P2P, O2C, R2A, and FP&A • Benchmarking to guide the right digital operating model, linked with the benchmarking nerve center and TIO • Integrated with business outcomes and a value framework	• 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 • The 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 • Digitally enabled finance users	• End-to-end procure-to-pay solution with embedded automation, AI, and predictive analytics to improve Days Payable Outstanding (DPO), enable touchless processing, efficiently manage payment discounts, deliver predictive spend insights, and understand user experience to drive buyer behavior and supplier adoption • Real-time payables analytics and dynamic discounting payment strategies • AI controls to prevent duplicate payments/overpayments, missed credit, pricing errors, and fraud in real time	• End-to-end record-to-report solution to drive autonomous processing, frictionless close, with a focus on real-time access to financial results, including on-demand analytics and insights • Continuous accounting and close • Solution focused on embedding at-source AI-enabled controls to provide balance sheet integrity and full compliance and enable frictionless and fully automated close • AI controls embedded to ensure better compliance and identify missing costs that could impact the P&L and balance sheet
Process scope	• AI.Payables, AI.Receivables, AI.Controllership, and AI.FP&A • 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) • Eight industry versions, S/4HANA version, and Oracle version • Enabler of a frictionless enterprise – it also covers non-core finance processes, i.e.: intelligent people operations, intelligent supply chain operations, and intelligent customer operations	• 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) • Predictive analytics that unlock business value and outcomes • On-demand financial intelligence	• Supplier master data management, e-invoicing, AI cognitive invoice processing, real-time audit, payment, service desk payment, and T&E • Predictive analytics that unlock business value and outcomes • 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 • Supply chain finance (product costing and transfer prices) • Predictive analytics, real-time/on-demand reporting with NLP commentaries • On-demand financial intelligence

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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 transformation innovation office - AI.DGEM preconfigured third-party tools and platforms (for key partners such as Workiva, BlackLine, Trintech, Ivalua, Xelix, YayPay, ServiceNow, Zendesk, and InStream) - RPA and micro applications included	- Capgemini proprietary technology + 3P solutions with data orchestration, API, and microservices - BlackLine Cash, HighRadius, YayPay, Webcollect, and Xelix Analytics - Finance digital concierge on Zendesk or, alternatively, on ServiceNow - RPA/ML proprietary code and micro applications	- Capgemini proprietary technology + 3P solutions with API/microservices - InStream, Abby, Coupa, and Ivalua Technologies - Xelix Analytics - Finance Digital Concierge on Zendesk or, alternatively, on ServiceNow - RPA/ML proprietary code and micro applications	- Capgemini proprietary technology + 3P solutions with data orchestration, API, and microservices - Cadency, BlackLine, Workiva, and Arria (NLG platform) - Finance Digital Concierge on Zendesk or alternatively on ServiceNow - RPA/ML proprietary code and micro applications
Delivery model and pricing	- Bundled into a BPO or transformation/ consulting service - For BPO clients, it is deployed during the transition	- Outcome-based pricing model (leading one) with transactional and fixed-fee elements (where applicable) for BPO services - Leaning toward pure outcome-based pricing for transformational projects	- Outcome-based pricing model (leading one) with transactional and fixed-fee elements (where applicable) for BPO services - Leaning toward pure outcome-based pricing for transformational projects	- Outcome-based pricing model (leading one) with transactional and fixed-fee elements (where applicable) for BPO services - Leaning toward pure outcome-based pricing for transformational projects

Capgemini profile (page 7 of 11)
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	• Integrated operational inputs align business performance and financial metrics
	• Dynamic planning: driver-based, connected, AI-driven, and industry and market data to enhance accuracy and enable predictive and self-adjusted plans
	• Interactive visualization and automated distribution during set periods, including with Natural Language Generation (NLG)
	• Touchless reporting, executive-ready dashboards, and self-service portal
	• Frictionless data orchestration and aggregation, and in-memory cloud computing
	• AI-augmented workforce with the highest levels of performance and quality
	• Extended decision-making support (extending to aspects such as pricing or segmentation strategy)
		• Advanced analytics platform that drives frictionless outcomes from client enterprise data
		• Platform that:
		  – Breaks silos in data, functions, and ownership
		  – Leverages real-time data and fluid data connections to provide insights based on historical trends and predictive models
		  – A self-service analytics platform designed for a number of personas (CXO, service delivery, and transformation lead) that supports business decisions at all levels
		• It is the key enabler for other solutions to drive frictionless outcomes
		• Persona-based design: CXO level, service delivery, and transformation/CoE/GPO
			• Pre-configured GRC platform solution consisting of:
			  – Execution of controls and control outcome monitoring workflow
			  – Standard set of risk-based F&A controls framework integrated with platform
			  – AI.GRC on top of the platform
			• GRC platform also covers industry specifics such as financial services and life sciences
			• Market-leading GRC platform selected for controls outcome monitoring workflow

Process scope	• Real-time business insights for faster decision-making from senior management • FP&A CoE as a business partner supporting process documentation, budgeting, dynamic forecasts, management reporting, CXO dashboards, and predictive analytics	• Cross-tower and truly end-to-end across procure to pay, receivables, controllership, and FP&A • Reporting, insights, and predictive analytics with commentaries embedded • Carbon accounting	• Cross towers and truly end-to-end across payables, receivables, controllership, and FP&A • Reporting, insights, and analytics
Technology leveraged	• Planning solutions would leverage: SAP SAC, Oracle EPBCS, IBM Planning Analytics, and Anaplan • Business insights would leverage: PowerBI, Alteryx, Tableau, ServiceNow, and Workiva	• Capgemini proprietary algorithms, dashboards, libraries, and 3P tools • Intelligent command center and Benchmarking Nerve Center • Arria/NLG solutions • Dell Boomi (data connector) / MS Azure / Power BI	• Capgemini architecture patterns and RPA/ML proprietary code • ServiceNow, Workiva, and BusinessOptix GRC Platforms • AI.DGEM
Delivery model and pricing	• Outcome-based pricing model (leading one) with transactional and fixed-fee elements (where applicable) for BPO services • Leaning toward pure outcome-based pricing for transformational projects	• Bundled into a BPO or transformation/consulting service • For BPO clients, it is deployed during the transition and as part of the service • Stand-alone projects / set-ups possible as transformation / consulting assignment + subscription	• Bundled into a BPO or transformation/consulting service • For BPO clients, it is deployed during the transition and is part of the service • Stand-alone projects / set-ups possible as transformation / consulting assignment + subscription

Capgemini profile (page 8 of 11)
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 • Digital twin leverages 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 • It provides the opportunity for risk-free simulation of new ideas within a client's businesses, allowing them to see the potential impact of change • Digital twin makes it possible to drive a virtuous cycle of continuous improvement, innovation, and transformation within an organization	Capgemini Intelligent Automation Platform (CIAP) / Enterprise Automation Framework (EAF): • Cloud-ready, technology-neutral, and plug-and-play platform designed to take customers at pace from limited deployments and PoCs to intelligent automation at scale • Capgemini's unified Intelligent Automation-as-a-service IAaaS platform enables real-time bot monitoring, analytics, and control • FastTrack Hub containing reusable, off-the-shelf assets and bots to deliver powerful AI-infused economies of scale in every deployment • It is a holistic, enterprise-wide platform solution that provides integrated end-to-end intelligent automation into applications and business and IT operations	• Analytics (40+ domain and sector solutions), algorithms, and datasets delivered as-a-service to clients • A cataloged platform for quick access to key analytical and AI solutions and powerful datasets • 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 • 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 • BusinessOptix and Celonis • Linked with AI.DGEM and the TIO platform	• Capgemini proprietary technology • Cloud-based solution • 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 • Pre-built mobile-enabled dashboards and connectors • Built on open-source code and available on AWS as well as Azure and on-premise
Delivery model and pricing	• Bundled into BPO service and TIO solution • Stand-alone projects / set-ups possible as transformation / consulting assignment + subscription	• Priced by number of robotic artefacts per annum on a minimum 12-month subscription • Built into the BPO service charge	Analytics solution-dependent

Capgemini profile (page 9 of 11)
Technology solutions

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

Solutions	Carbon management as a service
Solution description	• Solution designed as a full-service, full-life cycle carbon stewardship: capabilities include maturity assessment, data strategy, transformation design, reporting calculation models, report generation, operational optimization, assessment of carbon performance, strategic roadmap for carbon-driven process and design optimization, operational efficiency and innovation • It combines a state-of-the art sustainability data hub and low-carbon navigator together with its deep experience in Business Process Outsourcing (BPO) managed services in finance and accounting and in procurement and supply chain, to orchestrate a cost-effective, holistic approach to data transformation and carbon management • The solution provides clients with end-to-end greenhouse gas data capture, reporting, and emissions reduction planning. It enables them to assess their business models and processes in a new light
Process scope	The solution allows its customers to report accurate, auditable carbon (and greenhouse gas emissions) data, for scope one, two, and (specialized) on scope three, on a monthly basis, thereby elevating board-level disclosure and the decision-making capability.
Technology leveraged	Capgemini partners with Salesforce, Emitwise, IBM, Sweep, and others, to provide machine learning technology and a carbon accounting engine. It also partners with SAP, Microsoft, and AWS to achieve full platform interlock and data integration.
Delivery model and pricing	• Carbon management including BPO as a service, and bundled in BPO pricing • Leaning toward outcome-based pricing in the future

Capgemini profile (page 10 of 11)
Everest Group FAO assessment – Leader and Star Performer
Everest Group O2C assessment – Leader

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
FAO	◕	◕	◕	◕	●	◕	◕	◔	◕
O2C	◔	◔	◔	◔	◕	◔	◕	◔	◔

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 has enhanced its consulting capabilities by expanding its strategic, transformative business line – Capgemini Invent – in Denmark along with the acquisition of Quorsus, a UK-based specialist consulting firm in the capital markets
  - It has further strengthened its AI and data transformation capabilities through the acquisition of Braincourt and Quantametry, specialist D&A providers
- Its Frictionless Finance approach leverages Digital Global Enterprise Model (D-GEM), a platform-based architecture that provides business transformation and benchmarking to guide clients to an optimal digital operating model
  - It includes AI enablers across the finance value chain including receivables, payables, accounting and reporting, controllership, and GRC
  - Capgemini is one of the few providers with a 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
- Capgemini offers end-to-end O2C service delivery, providing support in 30+ languages with a combination of its in-house tools and partnership ecosystem such as HighRadius and BlackLine Cash among others
- It has further expanded D-GEM's industry contextualized variants into the automotive and telecommunications sector, while strengthening those for manufacturing, utilities, retail, CPG, life sciences, and media and entertainment sectors
- Capgemini has revamped its approach to move toward outcome-oriented engagements by focusing on value and delivery of business outcomes by setting up a value creation office, overseen by the Chief Outcomes Officer (COO), which enables the leverage of innovative pricing and increased risk sharing to maximize impact on concrete business outcomes
- Capgemini has made significant investments in enabling end-to-end S4HANA transformation for its clients
  - Integrated its repository of maturity assessment frameworks, market best practices, change management modules, solution enablers, and value creation frameworks under Digital Accelerator Navigator (DAN) to support S4HANA transformation
- It offers end-to-end carbon management services such as data collection, carbon accounting, and carbon reporting with its strong partnership with Salesforce, Emitwise, IBM, and Sweep
- It has expanded its delivery presence by expanding in Romania, Egypt, and Poland
- Clients often appreciate Capgemini's collaborative and flexible approach along with its responsiveness in its operations

Capgemini profile (page 11 of 11)
Everest Group FAO assessment – Leader and Star Performer
Everest Group O2C assessment – Leader

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
FAO	◕	◕	◕	◕	●	◕	◕	◔	◕
O2C	◔	◔	◔	◔	◕	◔	◔	◔	◔

Limitations

- While Capgemini has a strong client base in manufacturing, retail & CPG, energy & utilities, and hi-tech & telecom, its experience in serving clients in the BFSI, healthcare , and public sectors is comparatively limited
- While it has a strong experience in serving specific requirements of North America, UK, and Europe-based clients, its experience in LATAM and MEA is limited
- Its current approach and typical commercial constructs may not be best suited for enterprises with a small scale of operations
- Clients expect Capgemini to improve its talent management practices, reducing the operational hiccups that might arise from talent attrition

Appendix

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

Everest Group PEAK Matrix
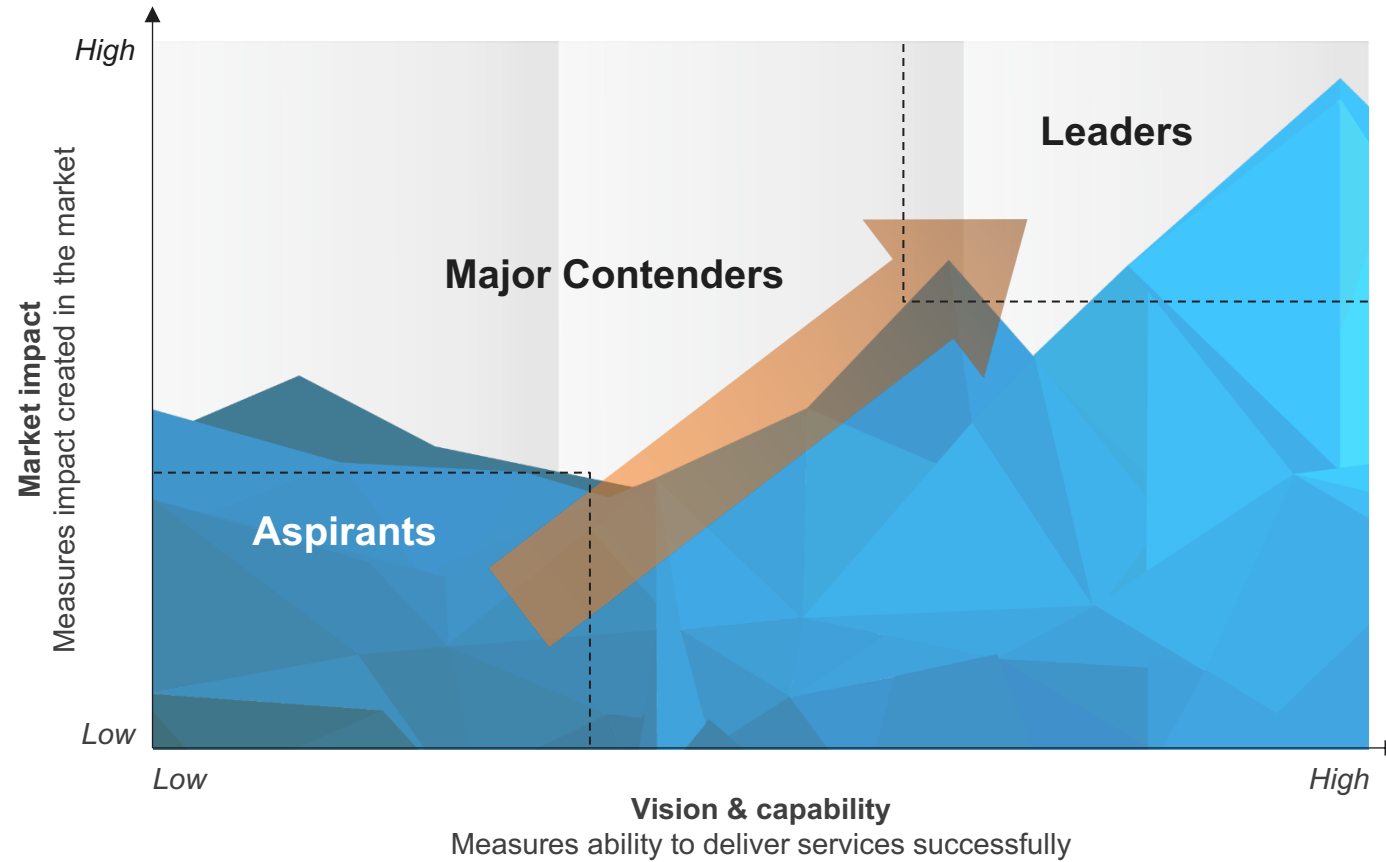
Services PEAK Matrix® evaluation dimensions

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

Market impact

Leaders

Major Contenders

Aspirants

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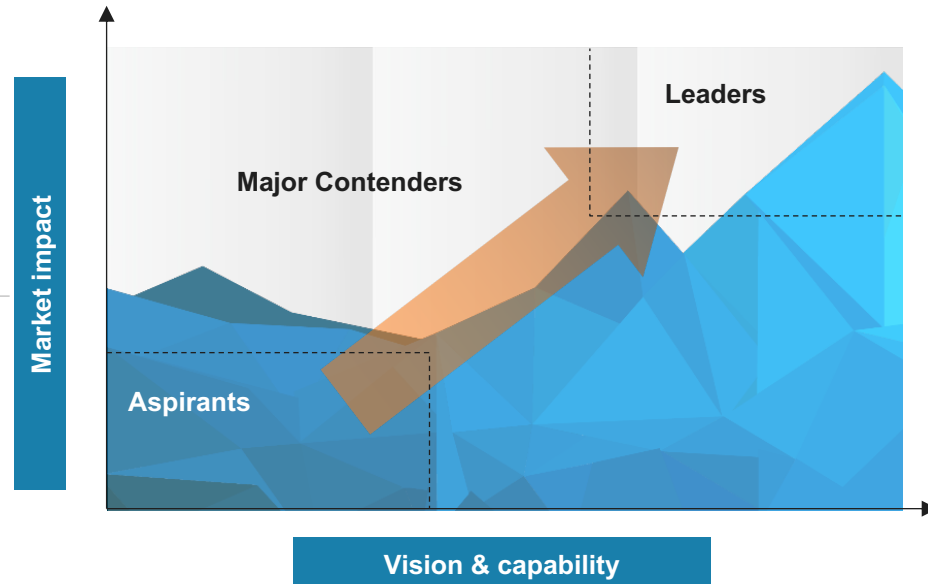
Measures ability to deliver services successfully.
This is captured through four subdimensions

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 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 in 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 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**.

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