

# HFS Top 10: Banking and Financial Services—The Best of the Best Service Providers

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*Excerpt for Infosys*



Many subsegments of the financial services sector were 100% certain they were digitally transformed pre-pandemic. It took a global crisis to lay bare the precise lack of connectivity between glossy front-end customer engagement interfaces and the myriad of aging back-office systems that actually run financial services firms. The post-pandemic imperative is rapid modernization across all BFS subsectors, with implicit cloudification and digital optimization. This is only achievable with a collaborative ecosystem approach.”

*—Elena Christopher, SVP Research, HFS*



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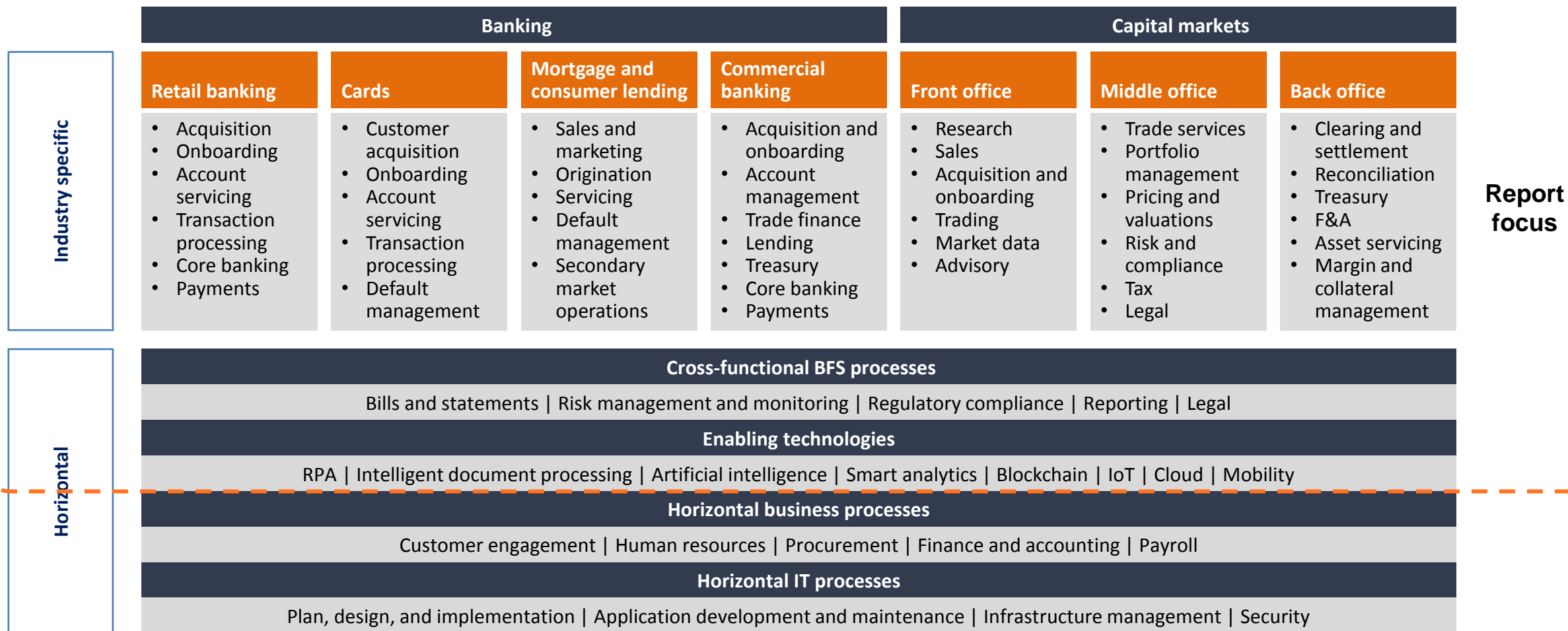


# Introduction and definitions

# Introduction

- The COVID-19 pandemic forced enterprises to realize digital is not optional. The banking and financial services (BFS) version of this statement is that players recognize digital is more than slick consumer interaction services like online banking, digital loan applications, or robo wealth advisory. Digital front-ends need to merge with modernized core systems to drive optimal bottom-line and top-line impact aligned with [HFS' OneOffice model](#). This contextualized transformation is the new imperative for financial services firms, and they'll get there with the help of their IT and business process service providers.
- The 2021 *HFS Top 10: Banking and Financial Services—The Best of the Best Service Providers* report examines the capabilities of the world's largest service providers. We assessed and rated the industry-specific service capabilities of the top 10 leading service providers across a defined series of execution, innovation, OneOffice alignment, and voice of the customer criteria. The report highlights the overall and subcategory ratings for these best of the best participants.
- This report also includes detailed profiles of each service provider, outlining their rankings, provider facts, and detailed strengths and weaknesses.
- We have also crafted a companion report, [HFS Market Analysis: Banking and Financial Services Formidable Challengers](#), featuring an additional eight IT and business process service providers that might not have the size and scale of the Top 10 providers featured in this report but are worthy challengers in the market.

# The HFS banking and financial services value chain



**Note: Banking**—Retail banking, mortgage and consumer lending, commercial banking, and card services; **Capital markets**—Investment banking, brokerage services, asset management, wealth management, and global markets. We have depicted the process across these in terms of front, middle, and back office processes.

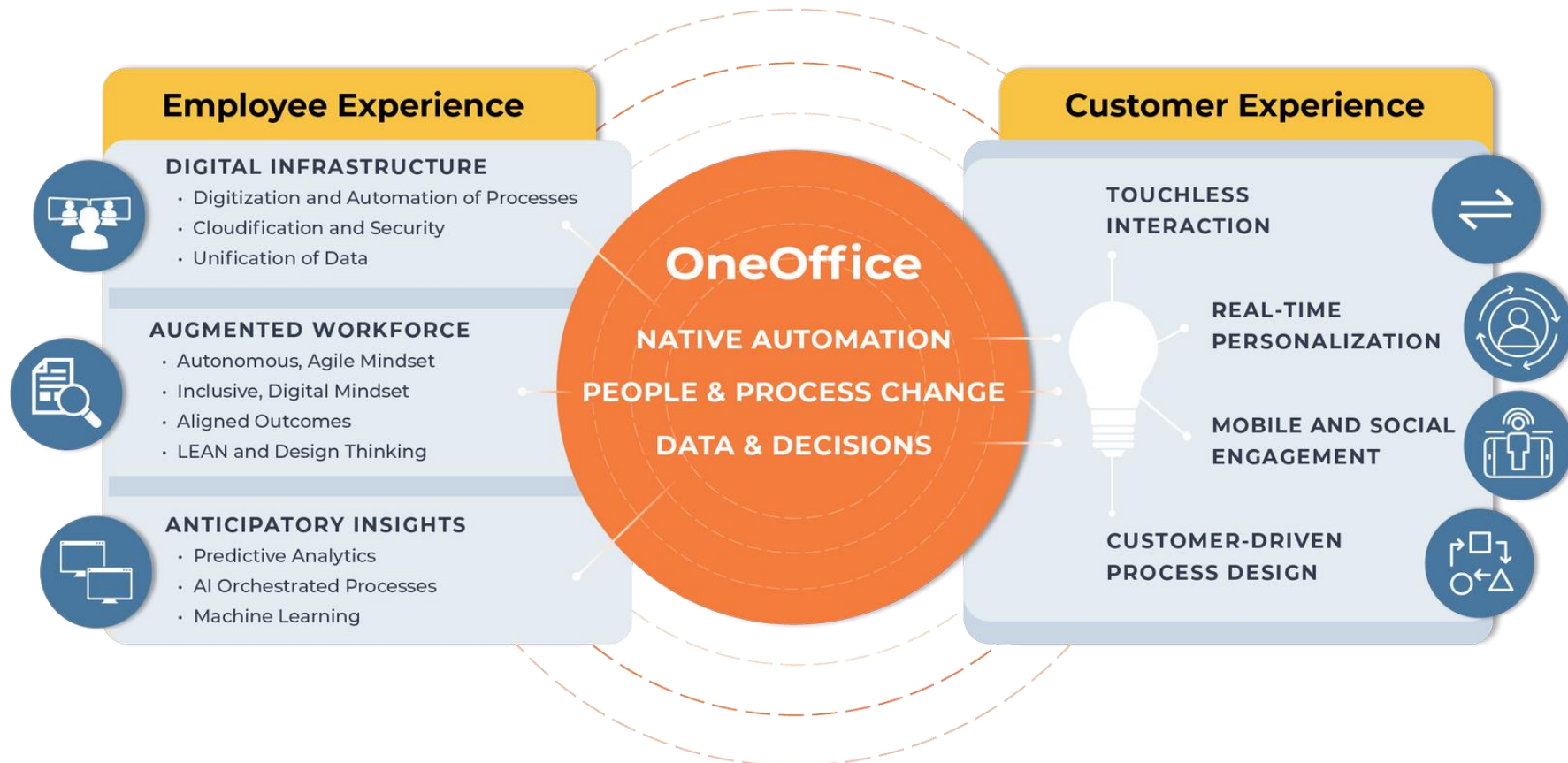
# The HFS banking and financial services operations value chain defined

- HFS developed the industry value chain concept to graphically depict our understanding of the processes and functions that specific industries engage in to operate their businesses. We align our research to each industry-specific value chain.
- The industry value chain for BFS operations provides a comprehensive overview of services for the BFS industry, with subsector coverage falling into two primary buckets:
  - **Banking**—Retail banking, mortgage and consumer lending, commercial banking, and card services;
  - **Capital markets**—Investment banking, brokerage services, asset management, wealth management, and global markets. We have depicted the process across these in terms of front, middle, and back-office processes.
- **Industry-specific processes:** These are categorized under banking or capital markets and include specific value chain functions such as retail banking and card services for banking or front office for capital markets. These functions represent the range of unique processes BFS firms undertake to conduct their core business. As BFS firms also have various functions that are industry-specific yet tend to run across all BFS businesses, such as regulatory compliance, we have called out these functions as cross-functional BFS processes.
- **Enabling technologies:** Enabling technologies drive so much of the innovation and change taking place in BFS. They include elements such as robotic process automation (RPA), artificial intelligence (AI), and smart analytics (aka the HFS Triple-A Trifecta), and others, such as blockchain and IoT. Our research on these topics will focus on how they are being utilized within BFS, which service providers are bringing them to the table, and what business impact enterprises realize.
- **Horizontal IT and business processes:** Enterprises in all sectors have a range of consistent business and IT processes essential to running their businesses but executed similarly regardless of industry. We refer to these as horizontal processes and have segmented them by IT and business functions. Our industry-specific coverage of these areas will focus on instances where something unique has been developed for the industry, such as cloud-based core banking applications or virtual bankers.



# The HFS OneOffice—digital transformation in action

The HFS OneOffice is our vision for actionable digital transformation. At its heart is the core concept that emerging technologies combined with people, process, and data innovation can break down the silos that limit our success—literally dissolving barriers between the front and back office to create the only office that matters—OneOffice. It represents a mindset shift to collaborative cross-functional enterprise operations powered by an integrated stack of emerging tech that complements your core, natively automates your processes, enables your employees and customers, and powers your decisions—breaking down your legacy silos in the process.







# Research methodology

# Service providers covered in this report

## Top 10 BFS providers\*

(Focus of this report)



## BFS formidable challengers\*

(Please refer to the companion report - [Market Analysis: BFS Formidable Challengers](#))



\* Top 10 study participants have BFS revenue of \$1.5B+ and BFS headcount of 20K as minimum requirements. Market Analysis participants fall below this threshold but offer specialized value to BFS enterprises.

# Sources of data

This report relied on myriad data sources to support our methodology and help HFS obtain a well-rounded perspective on the BFS service capabilities of the service providers covered in our study. Sources are as follows:



## RFIs and briefings

- **RFIs:** Each participating vendor completed a detailed RFI.
- **Vendor briefings:** HFS conducted briefings with executives from each vendor.



## Reference checks

- We conducted reference checks with **50+ active clients** of the study participants via detailed surveys and phone-based interviews.



## HFS vendor ratings

- Each year, HFS fields multiple demand-side surveys in which we include detailed vendor rating questions. For this study, we leveraged our fresh from the field HFS Pulse data featuring **400+ vendor ratings from BFS enterprises**.



## Other data sources

- Public information such as press releases, web sites, etc.
- Ongoing interactions, briefings, virtual events, etc., with in-scope vendors and their clients and partners.



# How we assessed service providers for the BFS Top 10

The study evaluates the capabilities of providers across the [HFS BFS value chain](#) based on execution, innovation, voice of the customer (VOC), and a new criteria for 2021, alignment with the [HFS OneOffice model](#)—our vision for digital transformation. Details include:

## Execution—25%

- **Breadth and depth:** Formalized BFS capabilities and offerings, leadership, sector experience, delivery abilities.
- **Scale of BFS business:** Industry-specific resources, industry talent cultivation, geographical coverage, BFS subsectors covered, number of clients, BFS revenue and revenue contribution.
- **Growth of BFS business:** Year-on-year revenue growth, client growth—new logo and organic, resource growth, BFS offering expansion.

## Innovation—25%

- **Strategy and vision:** Vision for the BFS sector, credibility of growth strategy and roadmap, identifiable investments in strategy, clear articulation of value proposition.
- **BFS technology innovation:** Cultivation of internal IP, patents, BFS solution combos, use of best-of-breed partner technologies, fintech approach, investment in R&D.
- **Co-innovation and collaboration:** Co-development approaches with BFS clients, co-innovation centers, creative commercial models.

## OneOffice alignment—25%

- **Alignment with the HFS OneOffice model:** Ability to help BFS clients connect the front, middle, and back offices and realize transformation potential.
- **Internal OneOffice alignment:** Vendor's internal alignment with OneOffice.
- **One face to the customer:** Vendor's ability to represent its full capabilities to its clients.
- **Change management and digital fluency:** Formal approach to change management, ability to drive digital fluency internally and externally.

## Voice of the customer—25%

- **Reference checks:** Direct feedback from enterprise clients via reference check interviews and surveys.
- **HFS voice of the customer vendor rating data:** Ratings by active BFS clients of in-scope service providers.
- **Referenceability:** Provision of references and reference responsiveness.



# Executive summary

# Executive summary

## Contextual transformation

Enough with digital transformation. It's become an empty term. The pandemic helped BFS firms and their service partners prioritize their transformation needs with leading priorities centering around payments modernization, core banking transformation, and enhanced digital experiences for its customers. In all cases, the cloudification of legacy or migrating applications to platform solutions increasingly offered as managed services enabled the transformation. Digital enablers such as Triple-A Trifecta tech (automation, AI, and analytics) are increasingly embedded in engagements as native enablers rather than as engagements in their own right. This is transformation contextualized.

## Collaborative ecosystems

You can't achieve contextual transformation alone—at least not at pace or with guaranteed success. IT and business process service providers are critical partners to help BFS firms on their change journeys. Part of their value is their ability to help curate partnerships and form collaborative ecosystems of services expertise, technologies, hyperscale cloud capabilities, and industry expertise. It is this collaboration across partnerships and ecosystems that fosters exponential speed and value.

## Doing things differently

Driving differentiation as a provider of IT and business process services to the BFS sector is hard work. It's a highly competitive, crowded market, often ruled by incumbents. Its strong sourcing culture is perhaps over-focused on the best deal rather than the best outcomes. Aside from table stakes investments in offerings, talent, and tech, providers are getting creative with commercial and engagement models such as modernized managed services offerings. They are also finding digital whitespace in neglected corners of the BFS market, such as wealth management, retirement, commercial banking, and capital market front-office capabilities.

## The winners

We assessed 10 service providers across execution, innovation, OneOffice alignment, and voice of the customer criteria. The top five leaders are 1. Infosys, 2. TCS, 3. Accenture, 4. Wipro, and 5. HCL. These leaders' shared characteristics include deep industry expertise across BFS subsegments combined with strong consulting, design, and IT and business process expertise, continued identifiable investments and growth in their BFS businesses, strong cultures of innovation, deep and ever-evolving third-party partnerships, internal OneOffice alignment enabling a comprehensive external approach with clients, the ability to deliver business outcomes, and exceptional customer experience.

## Voice of the customer

We did deep-dive interviews with over 50 BFS firms as part of our VOC research for this study. We observed that BFS firms select their providers based on execution-oriented criteria such as delivery quality, array of services, and industry and domain expertise rather than leading with innovation criteria such as advisory, digital expertise, automation, or partnership ecosystem. Downstream, when assessing satisfaction, BFS firms have the highest levels of satisfaction with execution, while innovation capabilities leave something to be desired. If BFS firms want to get real about transformation and results, they need to prioritize innovation.



# The five fastest-growing service offerings for BFS firms focus on contextualized transformation

## Cloud and digital have become implicit

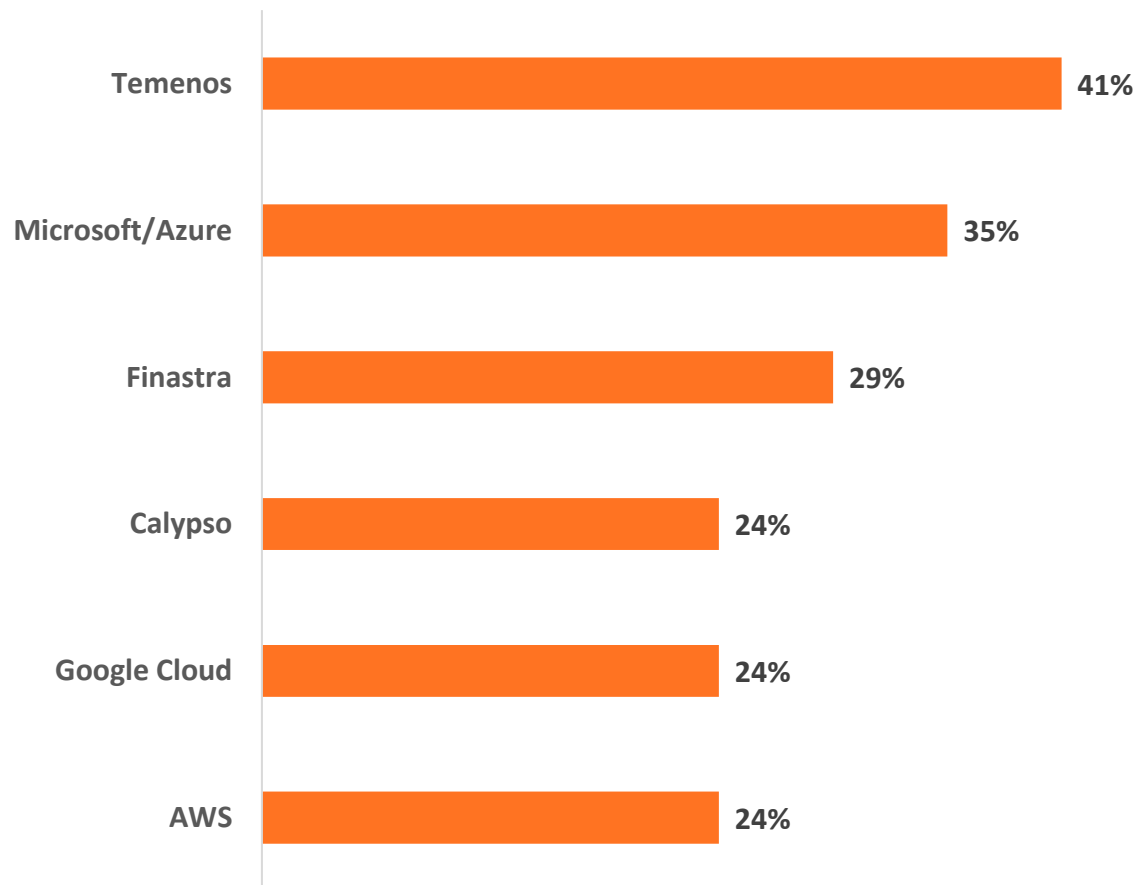
Rank	Offering	Analysis
1	<b>Payments transformation</b>	The pandemic forced a massive global embrace of digital payments with the need to support cashless transactions involving credit cards, virtual cards, apps, wire transfers, electronic funds transfers (EFT), cross-border payments, mobile payments, and even cryptocurrencies. It forced firms with neglected payment modernization efforts to confront their lack and rapidly prioritize their digital and cloud-based payment agendas.
2	<b>Risk and regulatory compliance</b>	Crime thrives during chaos. While compliance is always big business, fraud and financial crimes drove demand for this set of offerings as financial institutions pushed operations online, amped anti-money laundering (AML) capabilities, and delicately managed the balance between loan disbursement and forbearance with fraud potential.
3	<b>Core banking transformation</b>	Being forced to move your operations online laid bare the need for front-to-back transformation. Core banking modernization and transformation rate high as BFS firms need to compete with fintechs and challenger banks and grapple effectively with changing consumer behavior.
4	<b>Customer experience transformation</b>	We could honestly call this “digital experience transformation.” Most of the service providers in our study noted a priority focus on helping BFS firms redefine digital experiences by rethinking customer and other stakeholder journeys. Omnichannel capabilities and integrated use of emerging technologies such as AI, automation, and analytics were powerful enablers, as is design thinking.
5	<b>As-a-service and managed service offerings</b>	Forget purpose-built platforms. BFS clients want proven and ready-to-deploy platforms—in the cloud naturally and configured and managed as a service. We need a better name than the antiquated people-laden concept of “managed services.”

Source: HFS Research 2021. Providers were asked to specify their top three fastest growing service offerings for BFS firms.

Sample: n = 18 BFS service providers

# Hyperscalers have become part of the core BFS partnership ecosystem

Please specify the three most critical third-party tools and software partners (open-ended question).



Source: HFS Research 2021  
Sample: n = 18 BFS service providers

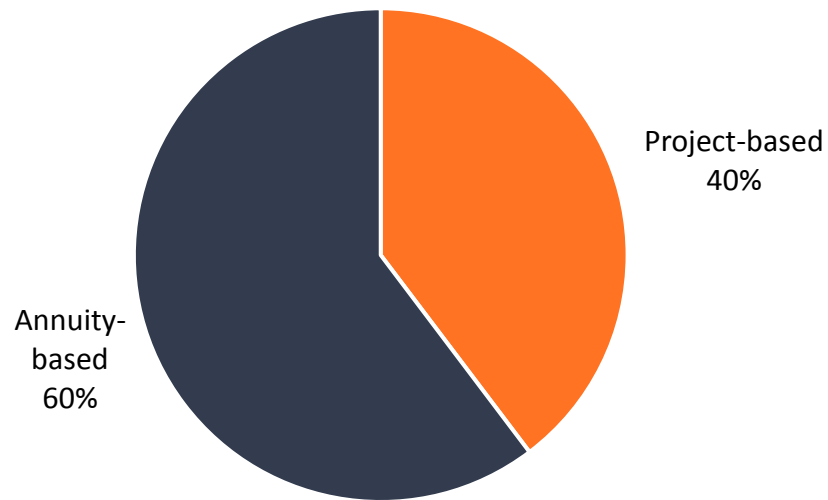
- **Top BFS partners.** These key partners rose to the top of the field as those most frequently identified as a top-three critical partner for our study participants in their support of BFS clients.
- **Rise of the hyperscalers.** While we see some well-established BFS platform companies represented, the real story here is the rise of the hyperscalers. They have become an indispensable element of services and solutions delivered to BFS enterprises.
- **Ecosystems and collaboration.** Critically, the development of more robust ecosystems will depend on co-opetition and collaboration to create the best and most rapid value for clients. The compounding power of AND is key.
- **Partner details:**
  - **Temenos'** longstanding service provider partnerships focus on core banking, retail, and payments offerings.
  - **Finastra** partnerships focus on areas such as its PayPlus payments platform, Loan IQ lending solutions, and Finastra's fintech partnership ecosystem.
  - **Calypso** rose to the top as the preferred partner for service providers working with the cross-asset needs of sell-side capital markets firms.
  - **Microsoft** is often a 360 partnership with many firms leveraging its Azure cloud capabilities and enterprise software capabilities.
  - **FIS, Murex, Avaloq, and Mambu** almost made the top partners chart.

# As the work changes, so too should the commercial models

## Service providers are sharpening their pencils and getting creative with their commercial terms

*What percentage of your BFS services business is project-based versus annuity-based?*

**A majority of service providers work on annuity-based projects with BFS clients**



Source: HFS Research 2021  
Sample: n = 18 BFS service providers

*How are commercial models evolving?*

**Service providers understand the imperative to move from long-term fixed resource contracts to innovative commercial models.**

### Popular commercial models

- **Outcome-based pricing is the most popular model among all the providers.** Eighty-one percent (81%) of providers offer services in this model.
- **Output-based pricing** is the next preferred model; 50% of providers offer services with this pricing model.

### Emerging commercial models

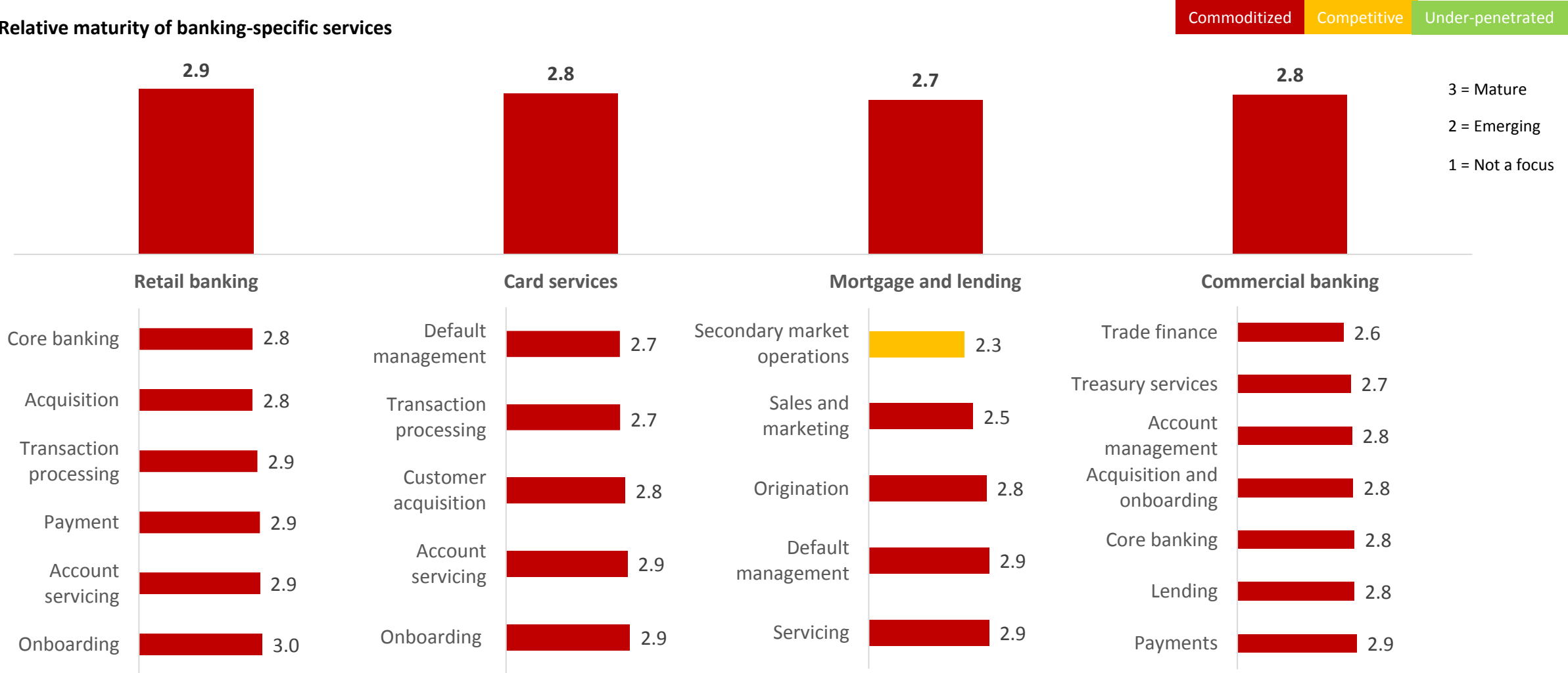
- **Squad-based or pod-based models** combine onshore-nearshore-offshore and specific skills in selected BFS segments or functions.
- **Joint ventures with risk and reward sharing models** are long-term partnerships on projects with risk and reward sharing.
- **The as-a-service model** offers flexibility in specific segments, for example, banking as a service.
- **Managed services models** offer platform plus services, such as banking architecture as a service, cloud managed services for BFS, managed services for KYC as a service, and analytics.
- **Gain share models** focus on cost savings for the client, with initial work phases at zero cost, followed by the pricing of services in new phases.
- **Asset monetization-based pricing** is based on how much the provider can help the client monetize an asset.

### Classical models are still relevant

- **The T&M model** will continue to be relevant for large application maintenance and services projects based on a client's requirements.
- **Packaging software and hardware licenses with the pricing of services.**



# Banking-specific services are the most mature, with limited greenfield opportunities

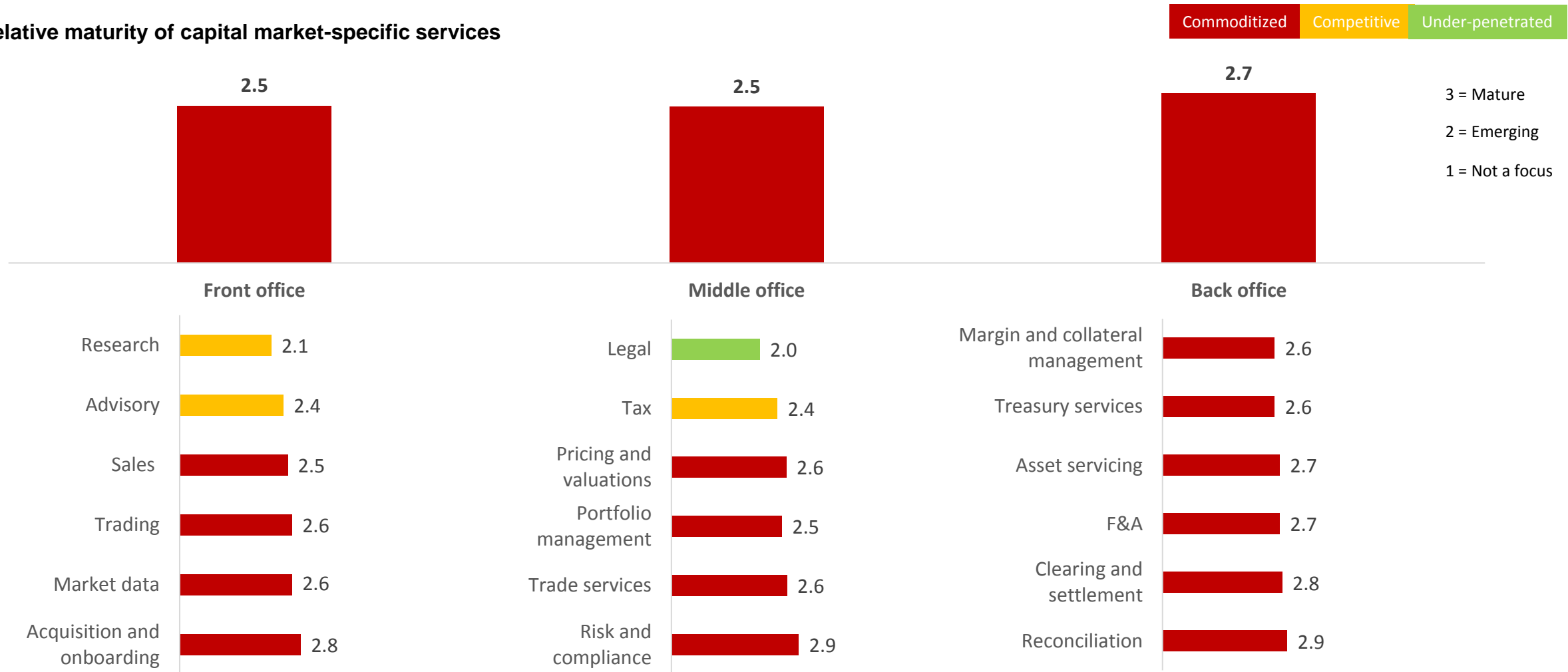


Based on assessment of BFS offerings of 18 service providers  
Source: HFS Research, 2021

# Capital markets are approaching commoditization for back-office services

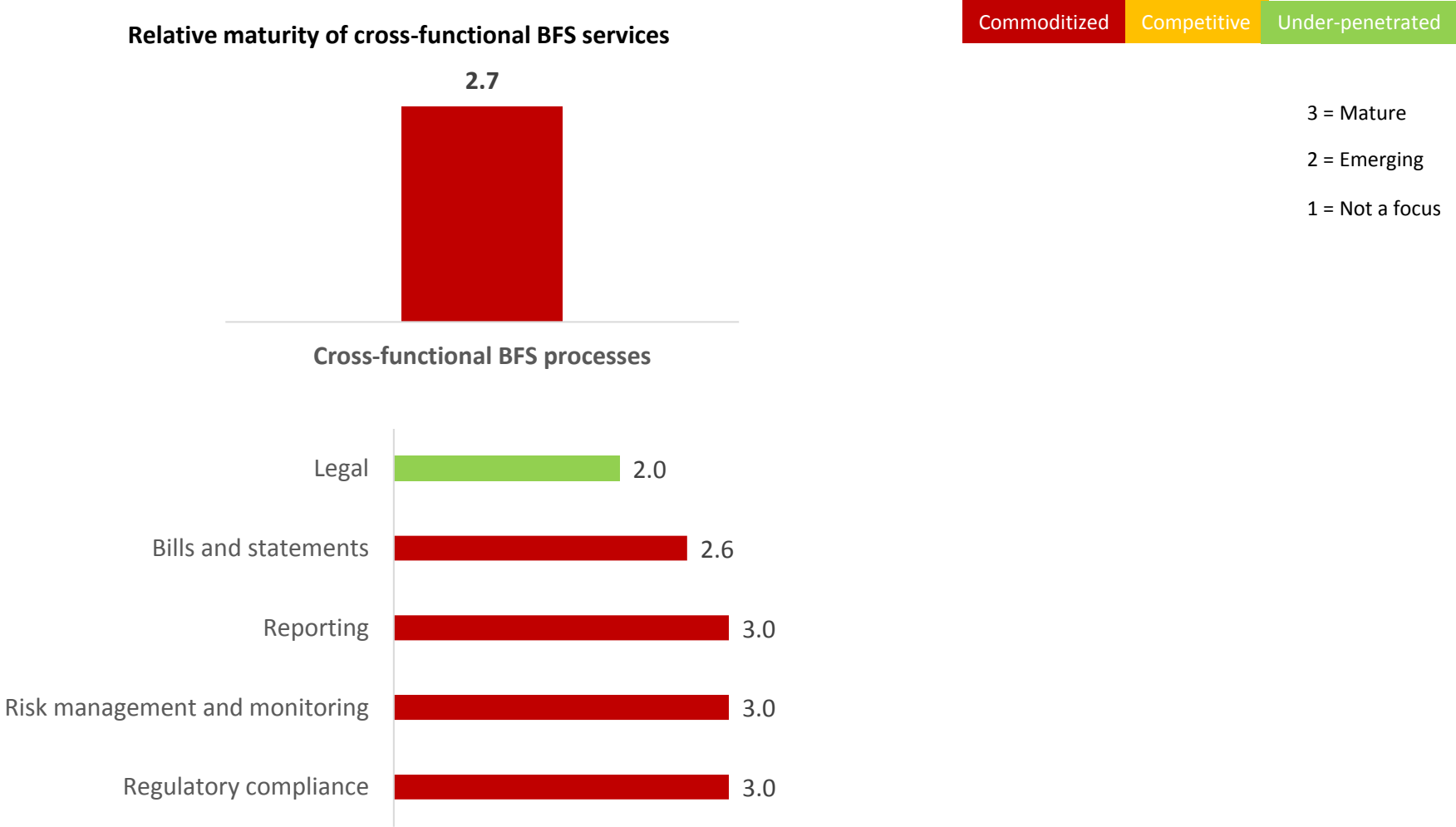
## Opportunities for differentiation still exist in the front and middle offices

### Relative maturity of capital market-specific services



Based on assessment of BFS offerings of 18 service providers  
Source: HFS Research, 2021

# Cross-functional BFS services are largely commoditized with glimmers of opportunity in bills and statements and legal support services



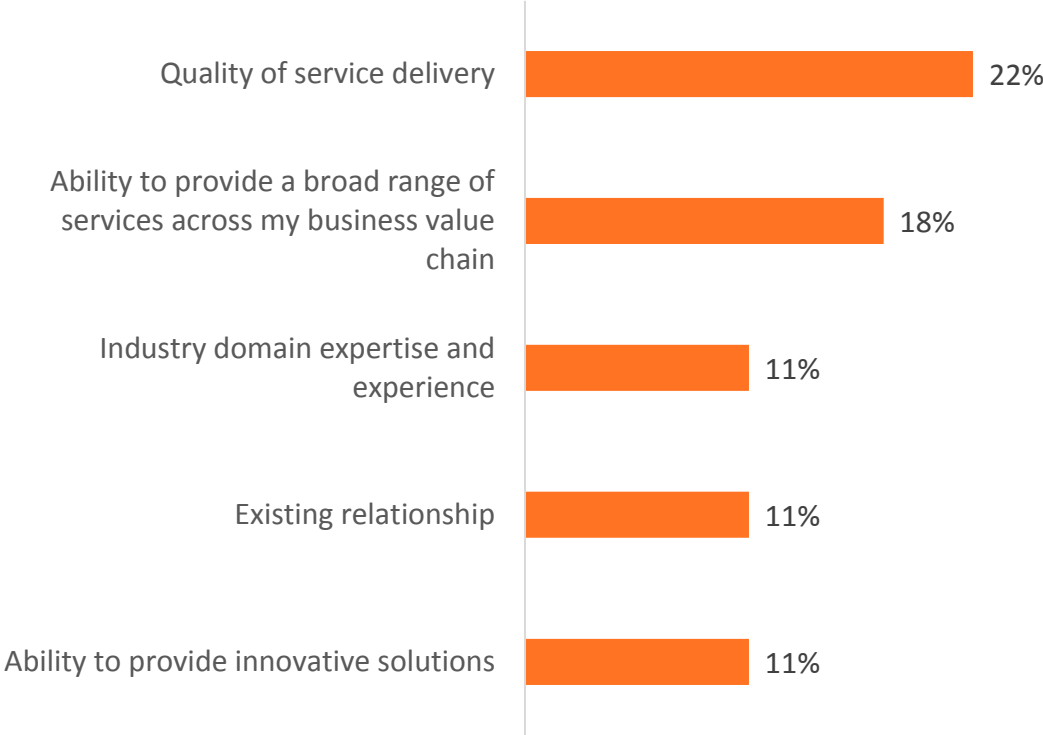
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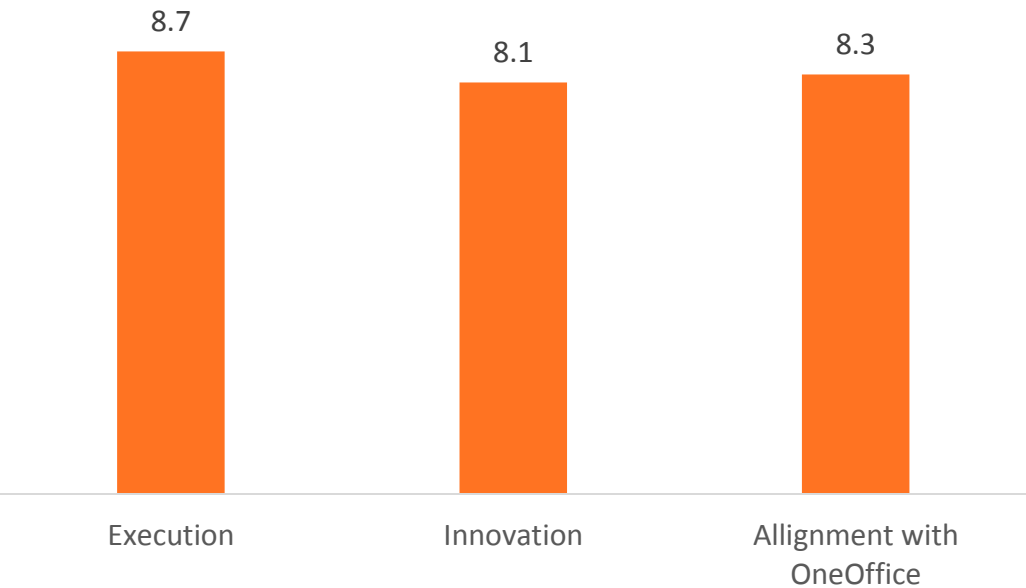
# BFS firms pick their service partners based on execution criteria, not innovation potential

## This needs to change

*What is the single-most important factor when selecting a service provider? (Top 5 responses)*



*BFS enterprise satisfaction with their service providers (1 – 10 scale)*



Source: HFS Research 2021  
Sample: n = 45















Top 10 results: Banking and  
financial services - best of  
the best service providers

## Top 10 BFS providers—summary of providers assessed in this report















































































































Provider (alphabetical)	The HFS take
Accenture	A partner-led approach to helping BFS firms determine and rapidly achieve their post-pandemic digital realities
Capgemini	Helping BFS clients build “human-centric” businesses that align employee experience to customer outcomes, with a side of sustainability
Cognizant	Meeting BFS clients where they are to help achieve their evolving digital business objectives
Deloitte	Helping BFS clients strengthen resilience while driving transformation
EY	Driving long-term value creation for BFS clients through technology-enabled transformation that’s purpose-driven
HCL	Bringing together verticalized services and associated business platforms to drive digital across BFS domains
IBM	Helping clients transform into cognitive banks enabled by platforms linked with intelligent workflows and underpinned by hybrid cloud
Infosys	Helping BFS firms bridge the gap between operations efficiency, revenue growth, and digital experience
TCS	Helping BFS firms become resilient, adaptable, and purpose-driven
Wipro	Consulting-driven transformation anchored by its Capco acquisition and end-to-end capabilities



# Notable performances in Top 10 BFS—the best of the best service providers

HFS Winners Circle											
Top five providers overall across execution, innovation, OneOffice alignment, and voice of the customer criteria											
#1			#2			#3			#4		
											
Execution powerhouses			Innovation champions			OneOffice alignment			Outstanding voice of the customer		
Top three providers on execution criteria			Top three providers on innovation criteria			Top three providers on alignment with OneOffice			Top three providers on voice of the customer		
#1	#2	#3	#1	#2	#3	#1	#2	#3	#1	#2	#3
											
Other notable performances											
<ul style="list-style-type: none"> <li>• <b>Wipro's</b> continued investment in its BFS capabilities, including its recent mega-acquisition of Capco, helped it secure the #1 position in growth, #2 spot in strategy and vision, and the #2 spot in depth and breadth of capabilities.</li> <li>• <b>Cognizant</b> secured the #5 position in strategy and vision, buoyed by strong investments in leadership and enhanced capabilities. Its customers also came through, recognizing its progress moving from IT provider to strategic partner, scoring it the #4 slot.</li> <li>• <b>IBM</b> scored the #2 spot for scale, driven by its global footprint and capabilities. Its ongoing investments in innovation helped it score well across the board, ranking it no lower than #4 in any innovation categories and #3 overall.</li> <li>• <b>HCL</b> secured the #2 position in co-innovation and collaboration, driven by its continued commitment to partnership beyond the contract. The firm also landed the #3 spot in growth.</li> <li>• <b>EY</b>, a new addition to this year's study, fared well across the board, securing a top-five position in execution and leading VOC.</li> </ul>											

# HFS Top 10 rankings—banking and financial services sector service providers, 2021

Rank	Overall HFS Top 10 position	Execution				Innovation				OneOffice alignment	Voice of the customer
		Breadth and depth of BFS capabilities	Scale	Growth	Overall execution	Strategy and vision	Tech innovation	Co-innovation and collaboration	Overall innovation		
#1	 Navigate your next					 Navigate your next				 Navigate your next	
#2					 Navigate your next				 Navigate your next		
#3								 Navigate your next			 Navigate your next
#4		 Navigate your next		 Navigate your next			 Navigate your next				
#5			 Navigate your next								
#6											
#7											
#8											
#9											
#10											

Notes: HFS Top 10: Banking and Financial Services - The Best of the Best Service Providers report assessed and ranked 10 service providers across execution, innovation, OneOffice, and voice of the customer criteria. The inputs to this process included detailed RFI responses and structured briefings with service provider leadership as well as interviews and surveys from their clients. In order to drive objectivity to our research methodology, we interacted with reference clients provided by the service providers as well as non-reference clients sourced through our own network for each vendor assessed. The companies assessed in this report include (in alphabetic order): Accenture, Capgemini, Cognizant, Deloitte, EY, HCL, IBM, Infosys, TCS, and Wipro.



5

Top 10 profiles: Banking  
and financial services - best  
of the best service  
providers



# How to read profiles

## Summary statement: The HFS take on a vendor's BFS services capabilities

Logo

Dimension	Rank	Strengths			Development opportunities														
HFS Top 10 position	#	<ul style="list-style-type: none"><li><b>Approach to BFS:</b> What is included in the company’s BFS business—What subsegments do they cover? What main categories of services are offered? Any interesting nuggets can go here.</li><li><b>Growth proof points:</b> What’s new and driving growth?</li><li><b>Contribution of BFS to overall business:</b> Percentage of revenue.</li><li><b>Key differentiators:</b> What makes the company stand out?</li><li><b>OneOffice alignment:</b> Internal and external alignment to best help clients.</li><li><b>Customer kudos:</b> Feedback from references.</li></ul>			<ul style="list-style-type: none"><li><b>What we’d like to see more of</b></li><li><b>What we’d like to see less of</b></li><li><b>Customer critiques</b></li></ul>														
Ability to execute	#																		
Breadth and depth	#																		
Scale of BFS business	#																		
Growth of BFS business	#																		
Innovation capability	#	<table><tr><th>Client mix by BFS segment</th><th>BFS revenue mix—IT vs. BPS</th><th colspan="2">Average maturity of capabilities across the BFS value chain</th></tr><tr><td rowspan="3"><ul style="list-style-type: none"><li>Will include a pie chart breaking down client mix</li></ul></td><td rowspan="3"><ul style="list-style-type: none"><li>Will include a pie chart breaking down revenue mix</li></ul></td><td>Banking</td><td>Capital markets</td><td>Cross-functional BFS processes</td></tr><tr><td colspan="3"><ul style="list-style-type: none"><li>Will include a heat map for each segment aligned to maturity legend below</li></ul></td></tr><tr><td colspan="3">Not a focus (1)Emerging (2)Mature (3)</td></tr></table>			Client mix by BFS segment	BFS revenue mix—IT vs. BPS	Average maturity of capabilities across the BFS value chain		<ul style="list-style-type: none"><li>Will include a pie chart breaking down client mix</li></ul>	<ul style="list-style-type: none"><li>Will include a pie chart breaking down revenue mix</li></ul>	Banking	Capital markets	Cross-functional BFS processes	<ul style="list-style-type: none"><li>Will include a heat map for each segment aligned to maturity legend below</li></ul>			Not a focus (1)Emerging (2)Mature (3)		
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Strategy and vision	#	<table><tr><th>Relevant M&amp;A and partnerships</th><th>Key BFS clients</th><th>Global operations and resources</th><th>Flagship internal IP and technologies—BFS</th></tr><tr><td rowspan="4"><b>Acquisitions (2018–2021)</b><ul style="list-style-type: none"><li>Must be directly relevant to BFS</li><li>Nothing before 2018</li></ul> <b>Partnerships</b><ul style="list-style-type: none"><li>Must be directly relevant to BFS</li><li>Includes only most significant partners</li></ul></td><td rowspan="4"><b>Number of BFS clients</b> <b>Client size</b> <b>Key clients</b><ul style="list-style-type: none"><li>Names preferred</li><li>No more than 10</li></ul></td><td rowspan="4"><b>BFS headcount</b> <b>Delivery and innovation resources</b><ul style="list-style-type: none"><li>BFS focused</li></ul></td><td rowspan="4"><ul style="list-style-type: none"><li>BFS focused</li></ul></td></tr><tr></tr><tr></tr><tr></tr></table>			Relevant M&A and partnerships	Key BFS clients	Global operations and resources	Flagship internal IP and technologies—BFS	<b>Acquisitions (2018–2021)</b> <ul style="list-style-type: none"><li>Must be directly relevant to BFS</li><li>Nothing before 2018</li></ul> <b>Partnerships</b> <ul style="list-style-type: none"><li>Must be directly relevant to BFS</li><li>Includes only most significant partners</li></ul>	<b>Number of BFS clients</b> <b>Client size</b> <b>Key clients</b> <ul style="list-style-type: none"><li>Names preferred</li><li>No more than 10</li></ul>	<b>BFS headcount</b> <b>Delivery and innovation resources</b> <ul style="list-style-type: none"><li>BFS focused</li></ul>	<ul style="list-style-type: none"><li>BFS focused</li></ul>							
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BFS technology innovation	#																		
Co-innovation and collaboration	#																		
OneOffice alignment	#																		
Voice of the customer	#																		



# Helping BFS firms bridge the gap between operations efficiency, revenue growth, and digital experience

Dimension	Rank	Strengths	Development opportunities													
HFS Top 10 position	#1	<ul style="list-style-type: none"><li><b>Approach to BFS:</b> Infosys’ BFS business is organized by banking and capital markets with subsegment focus areas within each, including a new retirement specialization spawned by its <a href="#">Vanguard</a> engagement. Its Edgeverve subsidiary additionally offers digital banking products (Finacle). Its dual approach of optimizing and transforming the bank is not unique, but its ability to execute on the promise, often through large deals and intra-account expansion, helped it grow throughout the pandemic.</li><li><b>Growth proof points:</b> Aside from uninterrupted BFS revenue growth during the pandemic (organic), Infosys has been doubling down on retirement segments, diligently delivering for Vanguard and creating a retirement COE and offerings to benefit other clients. Similarly, for the mortgage segment, it complemented past investments, such as its Stater acquisition, with the creation of a mortgage COE and new offerings. It has also made strong headway with regional banks like Old National. It developed a focused set of BFS capabilities as part of its Cobalt cloud capabilities. It states 50%+ of its BFS business is digital revenue.</li><li><b>Contribution of BFS to overall business:</b> BFS is Infosys’ largest industry segment, contributing 27% to the overall revenue.</li><li><b>Key differentiators:</b> Its co-creation with key clients like Vanguard, Stater, and Temasek has enabled Infosys to prove out the linkage between optimization and transformation and successfully deliver both. Once proven, Infosys productizes and offers segment-specific solutions to other clients. Its strong leadership and balance sheet have been breeding further confidence in the brand. Its localization of talent and investment in local communities pre-dated the pandemic, but it will be even more important as we emerge.</li><li><b>OneOffice alignment:</b> Infosys, through its Live Enterprise approach, has been taking itself on a digital transformation journey to become a digital organization. The approach aligns closely with HFS’ OneOffice model and enables it to better understand and support customer transformation needs.</li><li><b>Customer kudos:</b> Clients state they regard Infosys as a partner with a deep understanding of client needs and a duality of execution and innovation excellence.</li></ul>	<ul style="list-style-type: none"><li><b>What we’d like to see more of:</b> Perhaps because we see such rapid results with Vanguard, we’d like to see more client examples aligned with its Stater deal in Europe and the impact of the Stater platform transformation for the broader mortgage sector.</li><li><b>What we’d like to see less of:</b> Cloud is everyone’s favorite panacea tech at the moment, but it means different things to different people. It needs to get more specific about its cloud offerings for financial services firms.</li><li><b>Customer critiques:</b> Some clients grouse about talent retention challenges and the related point of developing greater industry domain expertise in team resources.</li></ul>													
Ability to execute	#2															
Breadth and depth	#4															
Scale of BFS business	#5															
Growth of BFS business	#4															
Innovation capability	#2	<div><div><div>Client mix by BFS segment</div><table><tr><td>■ Retail banking</td></tr><tr><td>■ Card services</td></tr><tr><td>■ Mortgage and lending</td></tr><tr><td>■ Commercial banking</td></tr><tr><td>■ Capital markets</td></tr><tr><td>■ Other</td></tr></table></div><div><div>BFS revenue mix—IT vs. BPS</div><table><tr><td>■ BPS</td></tr><tr><td>■ IT</td></tr></table></div></div> <div><div>Average maturity of capabilities across the BFS value chain</div><table><tr><td>Banking</td><td>Capital markets</td><td>Cross-functional BFS processes</td></tr><tr><td>2.9</td><td>2.7</td><td>2.8</td></tr></table><div><div>Not a focus (1)</div><div>Emerging (2)</div><div>Mature (3)</div></div></div>	■ Retail banking	■ Card services	■ Mortgage and lending	■ Commercial banking	■ Capital markets	■ Other	■ BPS	■ IT	Banking	Capital markets	Cross-functional BFS processes	2.9	2.7	2.8
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Strategy and vision	#1	<div>Relevant M&amp;A and partnerships</div> <div>Acquisitions (2018–2021)<ul style="list-style-type: none"><li>Carter Digital, Kaleidoscope, Blue Acorn iCI, Simplus, and Guide Vision (2020)</li><li>Stater and WongDoody (2019)</li><li>Fluidio and Fishtec (2018)</li></ul>Partnerships<ul style="list-style-type: none"><li><b>Capital markets:</b> Calypso, Finastra, Charles River, BNY Mellon Eagle Investment Systems, Nice Actimize, Broadridge, FIS, Murex, TLM</li><li><b>Retail banking:</b> SAP Core Banking, Oracle Financial Services, FIS, Backbase, Empower, Experian, Automation Anywhere, SAS, Temenos</li><li><b>Commercial banking:</b> SAP Core Banking, Oracle Financial Services, Finastra, Backbase, NCR, OpenAI, Fiserv, EllieMae, L39, SAS</li><li><b>Cards and payments:</b> D+H, Wirecard, First Data, Vision+, Tibco, Suntec, FICO, Fundtech, Bottomline, ACI Universal Payments</li><li><b>Mortgage and lending:</b> Black Knight, SAP Core Banking, Oracle Financial Services, FIS, Backbase, SAS, Oracle Financial Services, Temenos</li></ul></div> <div>Key BFS clients</div> <div>Number of BFS clients: 540</div> <div>Client size: 20% of clients have over \$50 billion in revenue</div> <div>Key clients<ul style="list-style-type: none"><li>Leading multinational financial services company based in the US</li><li>American bank and financial services holding company</li><li>British multinational bank and financial services holding company</li><li>Major retail and commercial bank in Scotland</li><li>Australian bank and financial services provider</li><li>American multinational investment bank and financial services company</li></ul></div> <div>Global operations and resources</div> <div>BFS headcount: 55,000</div> <div>Delivery and innovation resources<ul style="list-style-type: none"><li>Delivery centers supporting BFS clients: 100</li><li>14 CoEs spread globally as co-innovation centers and design studios.</li></ul></div> <div>Flagship internal IP and technologies—BFS</div> <div><ul style="list-style-type: none"><li><b>Infosys Banking API Platform (IBAP):</b> A layered architecture with API compliance.</li><li><b>Infosys Text Analytics Platform (ITAP):</b> Text processing APIs built on ML and NLP algorithms.</li><li><b>Mortgage Servicing Solution (MOSS):</b> Solution for mortgage servicing operations.</li><li><b>Infosys Transaction Reconciliation System (ITRS):</b> A reconciliation platform.</li><li><b>Infosys Smart Banking Suite:</b> Provides all banking-related operational and reporting services.</li><li><b>Finacle:</b> A digital banking solution suite from Infosys’ subsidiary EdgeVerve.</li></ul></div>														
BFS technology innovation	#4															
Co-innovation and collaboration	#3															
OneOffice alignment	#1															
Voice of the customer	#3															



About the authors

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Elena Christopher is Senior Vice President—Research at HFS. Elena leads HFS' coverage of banking and financial services (BFS) informed by more than two decades of collaboration and advisory work with financial services firms across banking, capital markets, and regulatory compliance. Her industry coverage is complemented by her emerging technology coverage of Triple-A Trifecta change agents—AI, automation, and smart analytics. Elena helps HFS maintain its position as the strongest impact thought leader for business operations and IT services research.



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Ram has over 19 years of experience that spans strategy consulting, business development, and market research. In his current role with HFS, Ram works on custom research projects, consulting, and syndicated research studies across various technologies and functional areas. As an analyst, Ram looks at supply chain, procurement, Industry 4.0, IoT and banking and financial services.

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Mayank Madhur is an Associate Director, Research at HFS Research, supporting different practice leads in the areas of industry research, IoT, and blockchain by working on data analysis, PoVs, and other research analysis and writing.



## About HFS Research

### Insight. Inspiration. Impact.

HFS is a research, insight and advice company that primarily serves the technology and services industry. We provide visionary insights into the major innovations that impact technology and business operations, and our research, insights and analyses help senior decision makers. At our core, we are an industry analyst firm and our CEO and founder, Phil Fersht is a well-known industry influencer.

As an organization, great research and client projects excite us. We integrate and work collaboratively with our clients with our analysts working as an extension of their teams – or running projects on their behalf.

We believe that research insights that inform the industry and challenge thinking should be readily accessible. We make all of our points of view (POVs), blogs and industry Hot Vendor reports available at no cost to our community of subscribers.

We also offer more client-tailored research and strategic advisory sessions on a subscription basis and bring our research and ideas to life through the lens of what we call OneOffice™. This is our vision of the future of business operations and a framework for implementing it.

As industry analysts, we pride ourselves with having a pulse on the market. We have an extensive network of clients, conduct over 5000 enterprise interviews annually and have been recognized multiple times as an industry leader and influencer.

We are also known as disruptive thinkers. We like to think BIG and host the conversations that are changing the industry. In fact, we believe it is important to challenge the status quo and continue to push our thinking for the benefit of all. We are always unbiased and pride ourselves on ‘telling it like it is’; Always thoughtful, somewhat provocative but transparent and straightforward in approach.

We know that timely research insights and analysis of market trends are vital to support your business decisions, so we never compromise on quality, but you will see that we publish new thinking regularly. We think more like a start up, so that means we are agile and responsive to our clients’ needs. We’d like to know more about how we can help your business.

