



Topic: Everest Group's PEAK Matrix™ for Banking AO Service Providers

Focus on Infosys
July 2015



Background and scope of the research

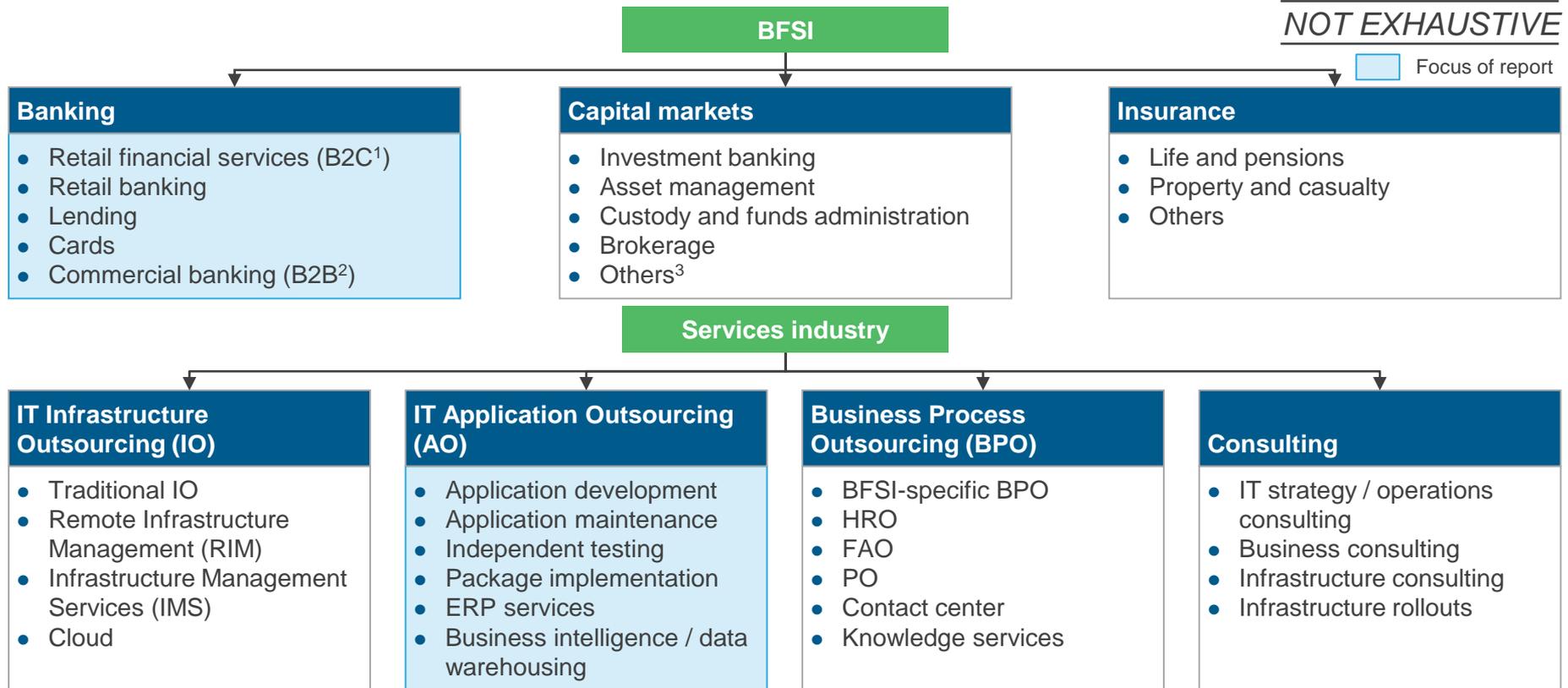
Background of the research

- Rise of digital consumers, need for business agility, growing costs of regulatory compliance, and threat from non-banking competitors in areas such as payments were the key challenges faced by banks in 2014. Banks are aligning their technology priorities around cost containment, efficiency, risk & compliance management, and transformation. Banks continued to invest in development of specific applications for regulatory compliance, risk management, channel-specific initiatives (social, mobile, etc.), and customer analytics
- The service provider landscape is intensifying as providers ramp up their capabilities, invest in innovative technologies, form alliances, and acquire strategic targets to address the growing and complex application services needs of banks and financial institutions
- In this research, we analyze the capabilities of 30 leading AO service providers, specific to the global banking sector. These providers were mapped on the Everest Group [Performance | Experience | Ability | Knowledge \(PEAK\) Matrix](#), which is a composite index of a range of distinct metrics related to each provider's capability and market success. Additionally, Everest Group has also profiled the capabilities of these 30 service providers in detail including a comprehensive picture of their service suite, scale of operations, domain investments, delivery locations, and buyer satisfaction specific to banking AO services

This document focuses on Infosys' banking AO experience and includes:

- Overview of the banking AO service provider landscape
- Everest Group's assessment of Infosys' delivery capability and market success on PEAK matrix
- Detailed banking AO profile for Infosys

This Everest Group report is a compendium of detailed profiles of 30 service providers featured on Everest Group's banking AO PEAK Matrix



Digital Services

Services in next-generation technologies leveraged by enterprises to enable transformation including social, mobility, analytics, cloud, and others (artificial intelligence, robotics process automation, internet of things, machine-to-machine, etc.)

1 Business-to-consumer relationships
 2 Business-to-business relationships
 3 Includes other capital markets functions such as structured finance, treasury, FX, and horizontal functions including risk management

Everest Group's BFSI research is based on two key sources of proprietary information

1

- Everest Group's proprietary database of 500+ large, active, multi-year AO contracts within BFSI (updated annually through primary data collection via service provider RFIs)¹
- The database tracks the following elements of each large AO relationship:
 - Buyer details including industry, size, and signing region
 - Contract details including TCV, ACV, term, start date, service provider FTEs, and pricing structure
 - Activity broken down separately for banking, capital markets, insurance, and by line of business (for example, credit cards, lending, retail banking, and commercial banking)
 - Scope includes coverage of buyer geography as well as functional activities
 - Global sourcing including delivery locations and level of offshoring

2

- Everest Group's proprietary database of **operational capability of 20+ BFSI AO service providers** (updated annually through primary data collection via service provider RFIs)
- The database tracks the following capability elements for each service provider:
 - Major BFSI AO clients and recent wins
 - Overall revenue, total employees, and BFSI employees
 - Recent BFSI-related developments
 - BFSI AO delivery locations
 - BFSI AO service suite
 - Domain capabilities, proprietary solutions, and intellectual property investments

Service providers covered in the analysis



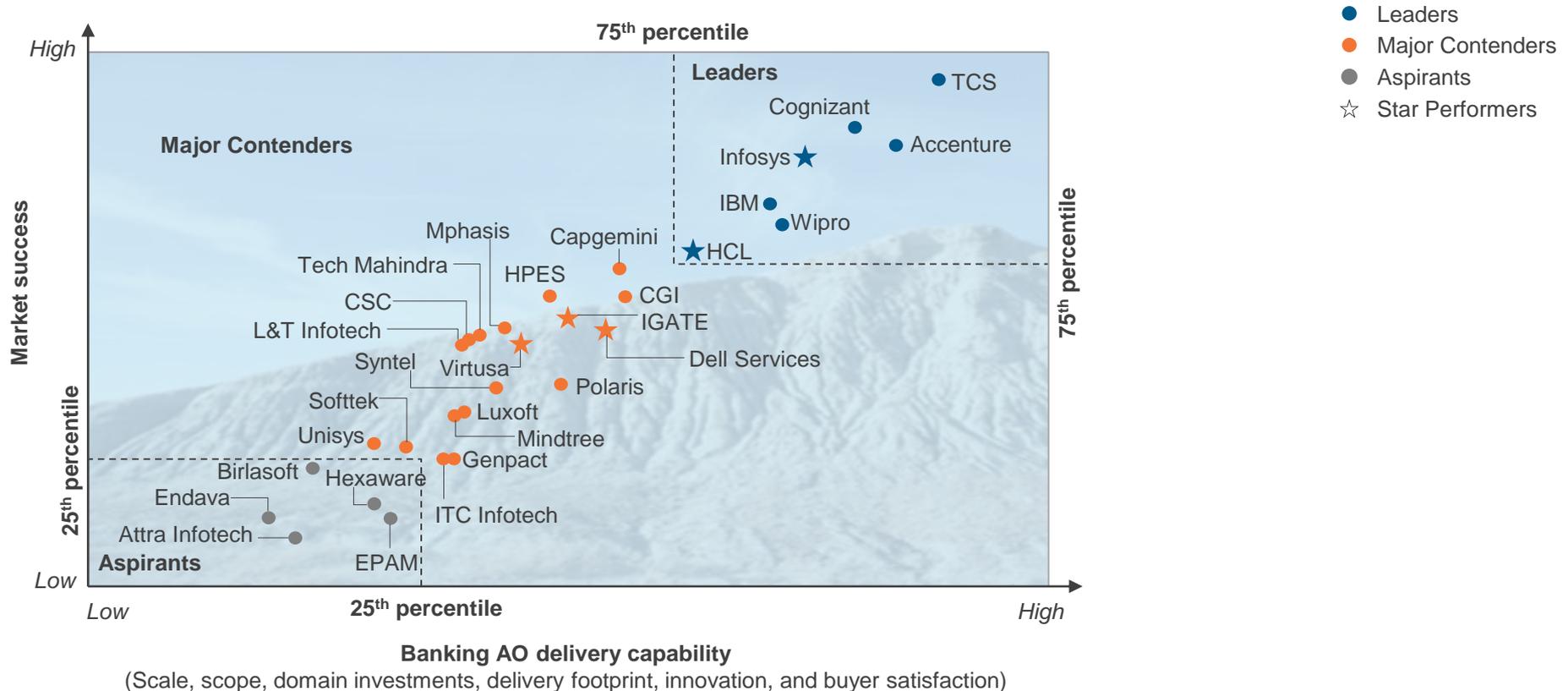
1 Assessment for Accenture, Capgemini, CSC, Endava, Hexaware, HPES (HP Enterprise Services), IBM, and Mphasis excludes service provider inputs, and is based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with banking buyers

Note: We continuously monitor market developments and track additional service providers beyond those included in the analysis

Confidentiality: Everest Group takes its confidentiality pledge very seriously. Any information, that is contract-specific, will be presented back to the industry only in an aggregated fashion

Infosys is positioned as Star Performer and Leader on Everest Group PEAK Matrix for banking AO - 2015

Everest Group Performance | Experience | Ability | Knowledge (PEAK) Matrix for large banking AO relationships¹



1 PEAK Matrix specific to large (>US\$25 million TCV), multi-year (>3 years) application outsourcing relationships for the banking sector (retail banking, wholesale banking, credit cards, loans, and mortgages); excludes capital markets and insurance

Note: Assessment for Accenture, Capgemini, CSC, Endava, Hexaware, HPES, IBM, and Mphasis 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 banking buyers

Source: Everest Group (2015)

Infosys | Banking ITO profile (page 1 of 14)

Corporate and BFSI overview

Company description: Infosys delivers IT-enabled business solutions for clients globally. The company's offerings span business and technology consulting, application services, systems integration, product engineering, custom software development, maintenance, reengineering, independent testing and validation services, IT infrastructure services, and BPO. Infosys has a global footprint with 73 sales offices and 94 development centers

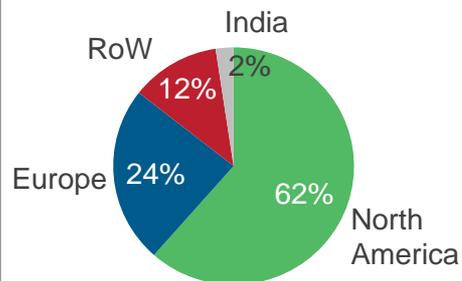
Headquarters: Bangalore, India

Website: www.infosys.com

Geographical mix

FY 2015; US\$ million

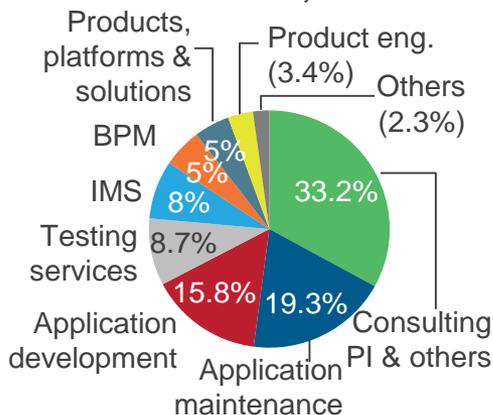
100% = 8,711¹



Service mix

FY 2015; US\$ million

100% = 8,711¹



■ >US\$500 million ■ US\$100-500 million ■ <US\$100 million

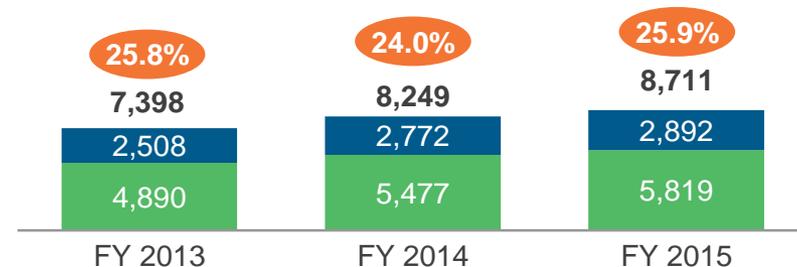
Scale of BFSI subverticals

■ Banking ■ Capital markets ■ Insurance

Key financial parameters

Revenue in US\$ million

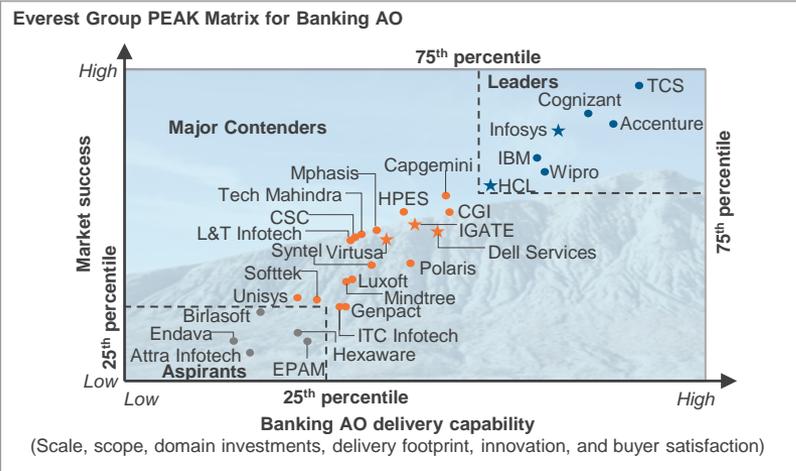
■ Revenue¹ from the BFSI vertical
 ■ Revenue¹ from other verticals
 ○ Operating margin



Services offered for the BFSI vertical: Business advisory and execution services including business/technology solutions, business consulting, architecture definition, program management, product evaluation, porting & reengineering, application development, maintenance & testing, and production support; suite of point solutions for the BFSI sector

Major BFSI clients: ABN AMRO, GreenPoint Mortgage, Industrial Development Bank of India, MoneyGram International, National Australia Bank, Nomura Securities, Suncorp, and Westpac

1 FY ends on March 31; health insurance included in Infosys' definition of the insurance segment; total may have minor variation owing to rounding-off adjustments
 Source: Everest Group (2015)



Capability dashboard			
Banking lines of business		Geographic scope	
<input checked="" type="checkbox"/> Retail	<input checked="" type="checkbox"/> Lending	<input checked="" type="checkbox"/> North America	<input checked="" type="checkbox"/> EMEA
<input checked="" type="checkbox"/> Commercial	<input checked="" type="checkbox"/> Cards/payments	<input type="checkbox"/> Latin America	<input checked="" type="checkbox"/> APAC
Key technology spend areas		<input checked="" type="checkbox"/> Risk & regulatory compliance	<input checked="" type="checkbox"/> Mobility
		<input type="checkbox"/> Social	<input checked="" type="checkbox"/> Analytics
		<input type="checkbox"/> Cloud	
<input checked="" type="checkbox"/> Established: Mature capabilities with high adoption		<input checked="" type="checkbox"/> Credible: Strong capabilities with rising adoption	
<input type="checkbox"/> Emerging: Nascent capabilities with limited adoption			
Market share by active ACV		Market share by number of contracts	
12%		9%	

PEAK Matrix dimensions assessment	
Dimension	Rating
Market success	<input checked="" type="radio"/> High <input type="radio"/> Low
Scale	<input checked="" type="radio"/> High <input type="radio"/> Low
Scope	<input checked="" type="radio"/> High <input type="radio"/> Low
Domain investments	<input checked="" type="radio"/> High <input type="radio"/> Low
Delivery footprint	<input checked="" type="radio"/> High <input type="radio"/> Low
Innovation	<input checked="" type="radio"/> High <input type="radio"/> Low
Buyer satisfaction	<input checked="" type="radio"/> High <input type="radio"/> Low

High Low

Strengths
<ul style="list-style-type: none"> • One of the two major Indian IT services companies with a proprietary core banking platform • Launched “Finacle Assure”, a preventive maintenance solution; launched Edgeverve Systems Limited to develop and operate cloud hosted platform and software products available as a pay-as-you-use service and to provide various digital services to clients in an outcome based model • Portfolio of offerings in mortgage, cards, treasury, and risk & regulatory compliance management • Partnered with Wolf Olins, Fitch Design Consulting, and UDG to enhance its design capabilities • Acquired Panaya Inc. to bring automation to several of its clients via an agile SaaS model • Created two new CoEs for banking, one that focuses on next-generation online and mobile banking capabilities and the other on developing loyalty solution architecture and frameworks

Areas of improvement
<ul style="list-style-type: none"> • Clients highlight the need for more stability in account management given the high level of churn over the last 18-24 months • Infosys needs to invest to rebuild capabilities in consulting and architecture design to drive more innovation in its engagements

Source: Everest Group (2015)

Infosys | Banking ITO profile (page 3 of 14)

AO domain investments

Proprietary solutions (representative list)	
Line of business	Solutions
Banking	<ul style="list-style-type: none"> Infosys loyalty solution: Infosys loyalty solution offers business process toolkit, loyalty offers handbook, test case repository, loyalty solution architecture framework, and loyalty modules catalogue (launched in 2014) Payment gateway Integration solution: Integrate payment gateway solution (launched in 2014) Brand builder: Accelerator for Adobe Experience Manager that facilitates content management / creation tasks (launched in 2014) Infosys Mobile Application Management (iMAM): The iMAM solution aids enterprises to manage their mobile applications that are deployed by them in B2C, B2B and B2E context across iOS and Android devices (launched in 2014) Infosys 3M Framework for mainframes: This is a strategic roadmap framework for existing mainframe clients that helps them minimize costs, maximize RoI, and modernize the mainframe platform (launched in 2014) Agile VGDM: A tabletop based surface computing framework for collaborative distributed agile development (launched in 2014) Infosys command center: This platform minimizes business disruption through proactive business process monitoring and rapid resolution. It provides early warning notifications and helps align business processes with underlying IT processes to drive prioritization based on business SLAs and KPIs rather than the IT SLAs (launched in 2014) Infosys problem analytics: Analytics solution that identifies recurring incident pattern and helps eliminate or automate incident resolutions (launched in 2014) Infosys Information Platform (IIP): IIP can be housed on premise or in the cloud. It industrializes open source frameworks to generate insight from data for industry specific applications coupled with rich visualization options (launched in 2014) Infosys continuous delivery acceleration solution: This platform integrates toolsets to form a continuous delivery pipeline across teams (development, test, and operations) (launched in 2014)

Source: Everest Group (2015)

Infosys | Banking ITO profile (page 4 of 14)

AO domain investments

Proprietary solutions (representative list) (continued)

Line of business	Solutions
Banking (continued)	<p>Finacle: Infosys' proprietary banking solution has various modules such as:</p> <ul style="list-style-type: none">• Advizor: Allows banks to deliver products and services through a fully-assisted, self-service channel by leveraging the bank's existing Internet banking capability• Alerts: Allows banks to alert end-users about events recorded by the bank's business systems• Analyz: Provides customer analytics for banks through business reports and statistical models• Core Banking: Integrated and modular core banking solution• CRM: Modular, multi-lingual, and web-based customer-centric application• Customer eXPerience: Uses "Real-time Intelligent, Conversation and interaction management Engine (RICE)" to add conversational tacit intelligence to customer interactions• Direct Banking: Solution for banks to directly acquire and service customers through Internet, mobile, or contact center channels• Finacle Digital Commerce: Mobile banking and payments platform• Finacle Origination: Enterprise loan origination solution across retail and commercial lending (launched in 2013)• e-Banking: Internet and mobile solution for retail banking customers• Finanz tools: Integrated family of tools for personalized product illustration to bank's customers• Inclusion solution: Allows banks to serve the under-banked and unbanked with relevant products and services• Islamic banking: Allows banks to define and present Shariah-compliant products to customers• Lite: Banking solution on a private cloud environment, specifically tailored for co-operative banks, community banks, and credit unions• Mobile banking: Gives retail and corporate banking customers access to banking services through SMS and GPRS / WAP-enabled handsets• Infosys Finacle Payments: Enterprise payments solution• Treasury: Integrated and modular front-, middle-, and back-office solutions• Wealth Management: Investment management system for specific needs of retail and private banks

Source: Everest Group (2015)

Infosys | Banking ITO profile (page 5 of 14)

AO domain investments

Proprietary solutions (representative list) (continued)

Line of business	Solutions
Banking (continued)	<ul style="list-style-type: none"> Infosys IT management-as-a-service solution: Solution that offers a platform to manage IT functions such as strategy, engineering, operations, and analytics over both cloud-based and legacy workloads at the same time within the same IT management stack (launched in 2014) Infosys transaction reconciliation system: Offering targeted towards complex reconciliation & high performance needs of the FSI Sector. It can cater to reconciliation needs across other verticals as well (launched in 2014) Infosys Advisor Workbench: Tool launched in 2012 facilitating financial planning and wealth management services (goal planning, portfolio customization, goal-gap analysis, portfolio optimization and balancing), customer education, and plan execution Finacle Treasury-In-A-Box™: Provides financial products and their derivatives for commercial banking Infosys Alert and Case Management System – IACMS: Tool launched in 2011 that provides workflows and case management capabilities for scenarios such as fraud management, dispute and chargeback automation, KYC management, mortgage foreclosure, have been easily configured Infosys Forward Compliance System: Tool for management of complex regulatory compliance requirements around FATCA and its various Inter-Government Agreement (IGA) (launched in 2012) Infosys Common Loan Origination (iCLO): Automated and integrated common lending platform that supports loan origination across multiple lines of business
Banking and wealth management	<ul style="list-style-type: none"> iFPS: Infosys Financial Planning System INFUSION: Modular loan origination solution
Risk management and compliance	<ul style="list-style-type: none"> Infosys Trade Surveillance Platform (iWATCH) Know Your Client (iKYC) Operational Risk Management (inFORM) Infosys Data Masking Solution (iDMS): Tool enabling regulation compliance, data privacy and theft prevention Information Risk Management (IRM): Solution to identify, analyze, report, and remediate information risks

Source: Everest Group (2015)

Infosys | Banking ITO profile (page 6 of 14)

AO domain investments

Proprietary solutions (representative list) (continued)

Line of business	Solutions
BFSI (relevant for other business units as well)	<ul style="list-style-type: none"> • Infosys Transition Accelerator (ITA): Proprietary transition management platform launched in 2013 • Infosys Account Origination System: Tool for entire value chain of customer onboarding and KYC, launched in 2012 • Infosys Trade Origination system: Trading platform providing onboarding, enterprise integration, and access to multi-asset classes across currencies, exchanges, and geographies • iCop: Customer Onboarding Platform (iCOP) launched in 2011 • iTSP (Infosys' Transaction Surveillance Platform): Tool launched in 2011 for surveillance and investigation across different domains such as deposit frauds, trade compliance, and claims fraud • FinRecon: Financial reconciliation platform • mConnect: Tool for mobile transactions between users' devices and Finacle • Sprocket: Optical Character Recognition (OCR) solution launched in 2012 that automatically exports an image from an Office into One Note • Optimus+: Solution targeted at automation and that can virtually control any application • MaskIT: A data privacy and protection product • CASPER: Capacity assessment and performance engineering framework for engineering and managing application performance during evolution and post-deployment phases • IPSP (Intelligent Production Support Platform): Tool that captures application and environment knowledge in a secure repository to enable knowledge transfer • TADM (Trusted ADM): Framework addressing security best practices during all stages of system development life-cycle (SDLC) from requirements to implementation • McCamish: A platform- and license-based solution for insurance and financial services customers • IncentiveX: Enterprise incentive management solution that helps them manage commission and incentive programs

Source: Everest Group (2015)

Infosys | Banking ITO profile (page 7 of 14)

AO domain investments

Acquisitions (representative list)

Target	Date	Capabilities added
Kallidus Inc. (d.b.a. Skava)	2015	Infosys acquired Skava to bring digital experience solutions, including mobile commerce and in-store shopping experiences to its retail clients
Panaya, Inc.	2015	Infosys acquired Panaya Inc. to bring automation to several of its clients via an agile SaaS model
SCORE	2012	Acquisition of IP from Asian arm of an investment banking organization
Lodestone Holding AG (Switzerland)	2012	The deal strengthens the management consulting capabilities of Infosys globally and expands its presence in Continental Europe. The acquisition adds more than 750 experienced consultants and 200 clients across various industries
Portland Group (Australia)	2011	Enhanced Infosys' project-based consulting support by providing ongoing managed services with responsibility for delivery of improved client profitability under long-term arrangements. The acquisition will help enhance Infosys' capabilities across several verticals including BFSI
McCamish Systems (United States)	2009	Strengthened Infosys' position in insurance and financial services by providing platform- and license-based offerings; enhanced company's capability to deliver end-to-end business solutions in the BFSI vertical

Source: Everest Group (2015)

Infosys | Banking ITO profile (page 8 of 14)

AO domain investments

Key alliances (representative list)

Alliance partner	Purpose of alliance
Wolff Olins	User interface designing and social media
Fitch Design Consulting	Enhance capabilities in brand design and communications
United Digital Group Oberhausen (UDG)	Strategic partnership to provide user experience consulting, research, concepts and design, visual design and, user experience prototyping
Micro Focus	Global strategic partner for Micro Focus, an organisation specializing in application modernization and management
FDC	Strategic implementation partnership for FDC's VisionPlus product (formed in 2013)
Loyalty Partner Solutions (AMEX Subsidiary)	Implementation partnership formed in 2013
Fundtech	Strategic partnership formed during 2012-13 to implement, customize, and support Fundtech's various products
Hubwoo	Alliance formed in 2013 to provide an integrated technology and BPO offering for a European bank
Capital Portfolio Services (CPS)	Domain and go-to-market partnership formed in 2012. Infosys will create and develop Infosys credit services platform, a cloud-based asset management and loan servicing system
SunTec	Provide relationship-based pricing and centralized billing solutions to clients in the banking and capital markets vertical
Zafin Labs	Provide loyalty and relationship-based pricing solutions to clients in the banking and payments space

Source: Everest Group (2015)

Infosys | Banking ITO profile (page 9 of 14)

AO domain investments

Key alliances (representative list) (continued)

Alliance partner	Purpose of alliance
Mantas, Actimize, ILOG	Alliance for anti-money laundering solutions
WorkLight	Offer integrated application solutions in BFSI across mobile, desktop, and Internet
(Several)	<ul style="list-style-type: none"> Enterprise-level alliances with Microsoft, CA Technologies, IBM, Siemens, and TIBCO Partnerships for banking and capital markets with Sungard, Murex, Thomson Reuters, Eagle, Fundtech, Temenos, VisionPLUS, Actimize, Norkom, Geneva, ZafinLabs, Algorithmics, and AssetControl
Axway	Offer multi-enterprise collaboration, secure content delivery, and application integration solutions
HP	Technical alliance in building solutions like ICP and joint targeting of clients in HP Exstream area
Oracle	Technical alliance to provide solutions and GTM strategy between Infosys' insurance practice and Oracle's IGBU
SAP	Invested in a global alliance with SAP in 2012 to develop a SAP PE Concept center, which will be used for solution development, Research and Development (R&D), Proof of Concepts (PoCs), and client demos-
Informatica	Technical alliance to provide DX-DT solutions to clients
Pega Systems	Technical alliance for Business Process Management (BPM) tools
TIBCO Software	Integration partnership for TIBCO's entire product line to develop and support enterprise application integration adapters. Infosys has established a CoE for TIBCO, and Adapter Competency Center
FICO	Co-bid FICO's decision management solutions across BFSI and other industry verticals to increase customer loyalty and profitability, reduce fraud losses, manage credit risk, meet regulatory and competitive demand, and improve market share

Source: Everest Group (2015)

Infosys | Banking ITO profile (page 10 of 14)

Banking ITO transactions activity

NOT EXHAUSTIVE

Recent transaction activity¹

Buyer's name	Announcement Date	TCV estimate (US\$ million)	Duration (years)	AO/IO/Both	Contract details and services
ABN AMRO	February 2015	N/A	N/A	AO	Strategic partnership to deliver services across application development and maintenance, testing and product implementation
Emirates Islamic Bank	January 2015	N/A	N/A	AO	Implementation of the Finacle Islamic Banking solution
Bank of Makati	October 2014	N/A	N/A	AO	Finacle implementation
Al Hilal Bank	May 2014	N/A	N/A	AO	Implementation of the Finacle e-Banking solution
Union National Bank	May 2014	N/A	N/A	AO	Implementation of the Finacle Treasury solution
Eastern Bank	April 2014	N/A	N/A	AO	Implementation of the Finacle e-banking, mobile banking, and enterprise alert solutions
Large European Bank	April 2014	N/A	N/A	AO	Management of overall applications portfolio
Lansforsakringar Fonder	March 2014	50	5	AO	Application development and management support
Mauritius Post and Cooperative Bank	March 2014	N/A	N/A	AO	Upgradation to the Finacle 10 core banking solution

¹ Publicly-announced banking ITO transactions during 2012 to 2015

Source: Everest Group (2015), Transaction Intelligence database

Infosys | Banking ITO profile (page 11 of 14)

Banking ITO transactions activity

NOT EXHAUSTIVE

Recent transaction activity¹ (continued)

Buyer's name	Announcement Date	TCV estimate (US\$ million)	Duration (years)	AO/IO/Both	Contract details and services
Equity Bank	February 2014	N/A	1	AO	Finacle implementation
Westpac	November 2013	150	3	AO	Independent validation and testing IT services
Bank One	November 2013	N/A	N/A	AO	Implementation of the Infosys Finacle Treasury solution
Williams & Glyns Bank	October 2013	300	N/A	AO	Development of banking system
Union National Bank	May 2013	N/A	N/A	AO	Finacle implementation
Robinsons Bank	May 2013	N/A	N/A	AO	Finacle implementation
Turkland Bank	May 2013	N/A	N/A	AO	Implementation of the Finacle core banking, CRM, and treasury solutions
Golomt Bank	May 2013	N/A	N/A	AO	Finacle implementation
Heritage Bank	April 2013	N/A	N/A	AO	Finacle implementation
National Bank of Ras Al-Khaimah	January 2013	N/A	N/A	AO	Finacle implementation
Sacombank	December 2012	N/A	N/A	AO	Implementation of new generation Finacle e-banking & mobile banking solution

¹ Publicly-announced banking ITO transactions during 2012 to 2015

Source: Everest Group (2015), Transaction Intelligence database

Infosys | Banking ITO profile (page 12 of 14)

Banking ITO transactions activity

NOT EXHAUSTIVE

Recent transaction activity¹ (continued)

Buyer's name	Announcement Date	TCV estimate (US\$ million)	Duration (years)	AO/IO/Both	Contract details and services
IndusInd Bank	December 2012	N/A	N/A	AO	Finacle implementation
Bancolombia	November 2012	N/A	N/A	AO	Finacle implementation
Lloyds Register Group	November 2012	N/A	N/A	AO	Implementation of Oracle's CRM systems
Bunna International Bank	November 2012	N/A	N/A	AO	Finacle implementation
Banca Mifel	October 2012	N/A	N/A	AO	Finacle implementation
Rizal Commercial Banking Corporation	October 2012	N/A	N/A	AO	Finacle implementation
Nykredit	October 2012	N/A	N/A	AO	Finacle implementation
Federal Bank of India	September 2012	N/A	N/A	AO	Integration and implementation of Finacle-enabled Two-Factor Authentication (2FA) solution
Ratnakar Bank	May 2012	N/A	N/A	AO	Finacle implementation
ING Group	March 2012	N/A	N/A	AO	Finacle implementation
Standard Bank Namibia	March 2012	N/A	3	AO	Finacle implementation

¹ Publicly-announced banking ITO transactions during 2012 to 2015

Source: Everest Group (2015), Transaction Intelligence database

Infosys | Banking ITO profile (page 13 of 14)

Banking ITO transactions activity

NOT EXHAUSTIVE

Recent transaction activity¹ (continued)

Buyer's name	Announcement Date	TCV estimate (US\$ million)	Duration (years)	AO/IO/Both	Contract details and services
Kotak Mahindra Bank	March 2012	N/A	1	AO	Finacle implementation

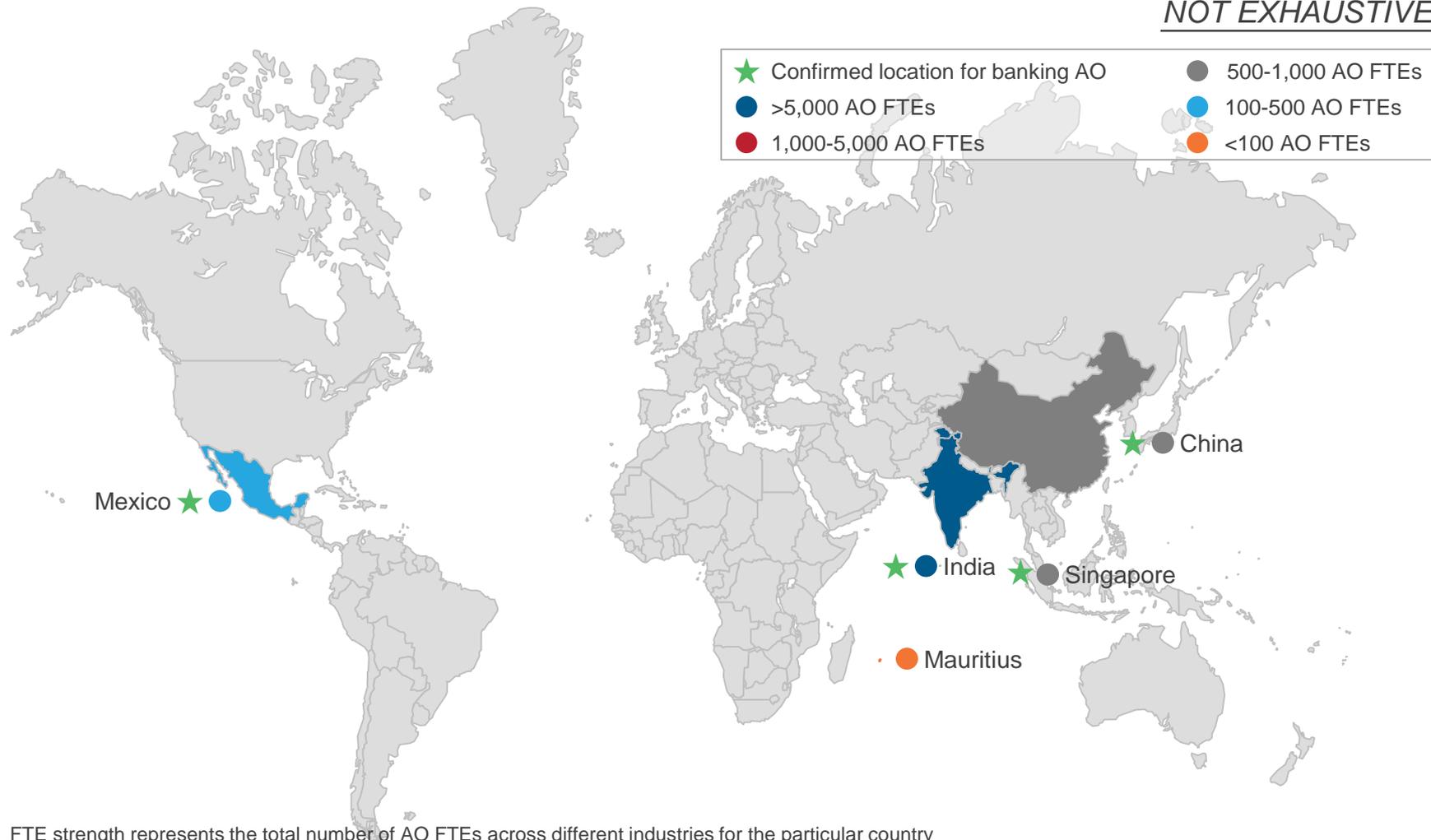
¹ Publicly-announced banking ITO transactions during 2012 to 2015

Source: Everest Group (2015), Transaction Intelligence database

Infosys | Banking ITO profile (page 14 of 14)

Key offshore AO delivery locations

NOT EXHAUSTIVE

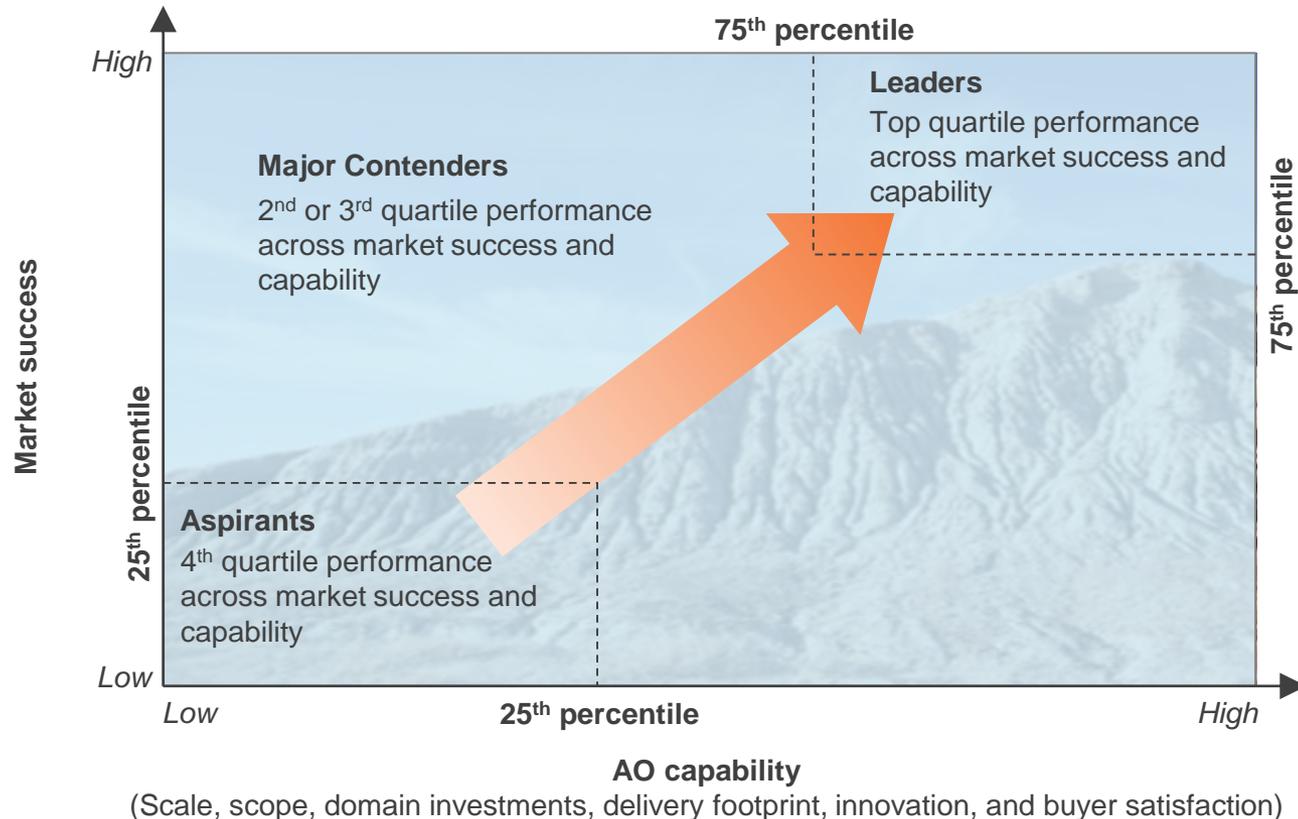


Note: FTE strength represents the total number of AO FTEs across different industries for the particular country
Source: Everest Group (2015)

Appendix

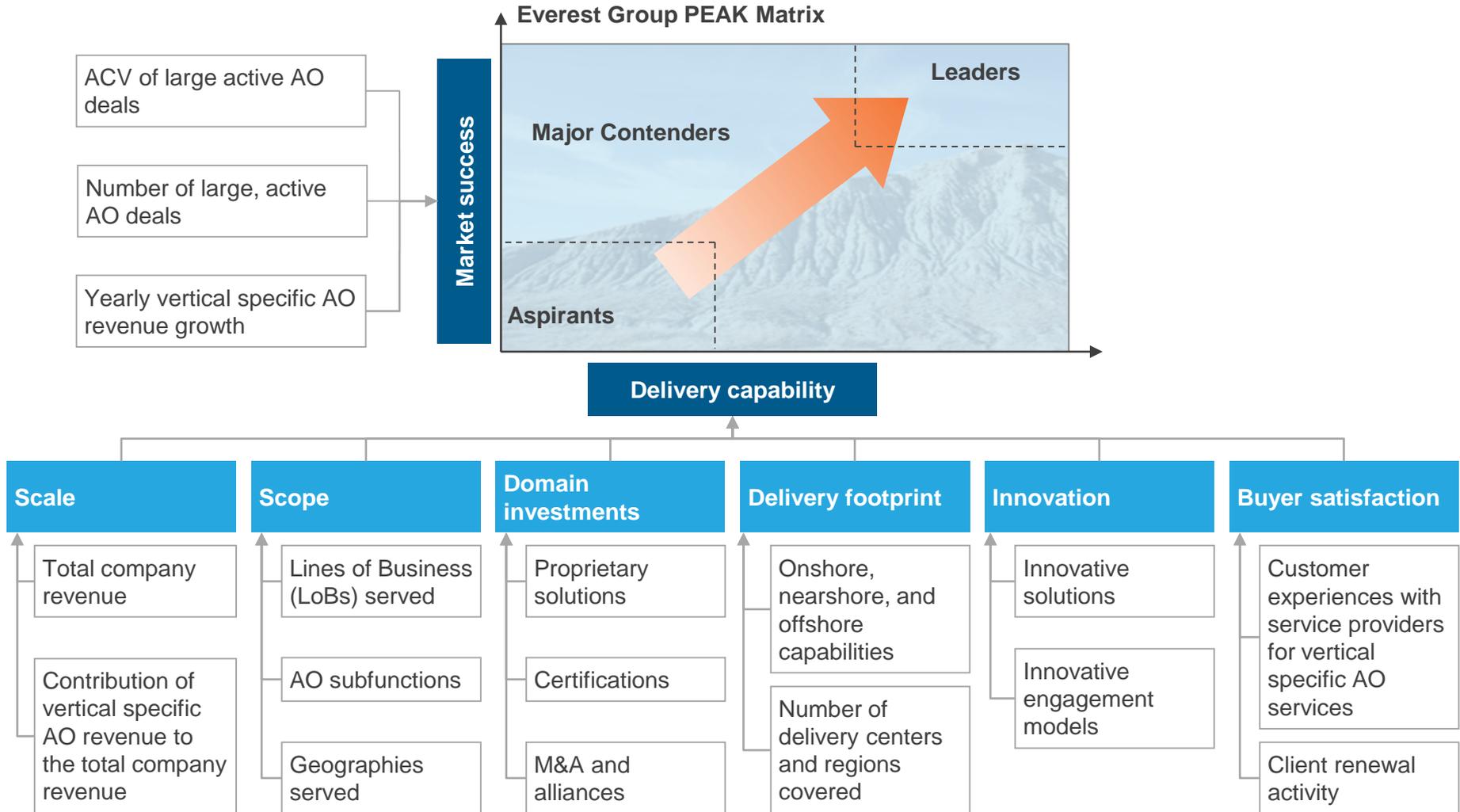
The service providers were mapped on Everest Group's Performance | Experience | Ability | Knowledge (PEAK) Matrix

Everest Group Performance | Experience | Ability | Knowledge (PEAK) Matrix for Application Outsourcing



Everest Group's PEAK Matrix is a composite index of a range of distinct metrics related to a service provider's scale, scope, technology/domain investments, delivery footprint, innovation, buyer satisfaction, and resultant market success in the context of a given outsourcing function

Dimensions of service providers' capability and market success underlying the PEAK Matrix



Does the PEAK Matrix assessment incorporate any subjective criteria?

- The Everest Group’s PEAK Matrix assessment adopts an objective and fact-based approach (leveraging service provider RFIs and the Everest Group’s proprietary databases containing providers’ deals and operational capability information). In addition, these results are validated / fine-tuned based on our market experience, buyer interaction, and provider briefings

Is being a “Major Contender” or “Aspirant” on the PEAK Matrix an unfavorable outcome?

- No. PEAK Matrix highlights and positions only the best-in-class service providers in a particular functional/vertical. 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 in itself a favorable recognition

What other aspects of the PEAK Matrix assessment are relevant to buyers and providers besides the “PEAK Matrix position”?

- The PEAK Matrix position is only one aspect of the Everest Group’s overall assessment. In addition to assigning a “Leader”, “Major Contender” or “Aspirant” title, Everest Group highlights the distinctive capabilities and unique attributes of all the PEAK Matrix providers assessed in its report. The detailed metric level assessment and associated commentary is helpful to the buyers in selecting particular providers for their specific requirements. It also helps providers showcase their strengths in specific areas

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

- Participation incentives for buyers include a summary of key findings from the PEAK Matrix assessment
- Participation incentives for providers include adequate representation and recognition of their capabilities/success in the market place, and a copy of their own “profile” that is published by Everest Group as part of the “compendium of PEAK Matrix providers” profiles

What is the process for a service provider to leverage their PEAK Matrix positioning status ?

- Providers can use their PEAK Matrix positioning in multiple ways including:
 - Issue a press release declaring their positioning/rating
 - Customized PEAK Matrix profile for circulation (with clients, prospects, etc.)
 - Quotes from the Everest Group’s analysts could be disseminated to the media
 - Leverage the PEAK Matrix 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 the designated PoC at Everest Group**



At a glance

- With a fact-based approach driving outcomes, Everest Group counsels organizations with complex challenges related to the use and delivery of the next generation of global services
- Through its practical consulting, original research, and industry resource services, Everest Group helps clients maximize value from delivery strategies, talent and sourcing models, technologies, and management approaches
- Established in 1991, Everest Group serves users of global services, providers of services, country organizations, and private equity firms in six continents across all industry categories

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