



HfS Blueprint Report

Application Testing Services Excerpt for Infosys

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Executive Summary



Introduction to the HfS Blueprint Report: Application Testing Services

- The 2015 Application Testing Services HfS Blueprint Report is the first Blueprint to cover the IT Application Management markets. Unlike other quadrants and matrices, the HfS Blueprint identifies relevant differentials between service providers across a number of facets under two main categories: innovation and execution.
- HfS Blueprint Report ratings are dependent on a broad range of stakeholders with specific weightings based on 1,109 stakeholder interviews from the 2014 State of Outsourcing Survey that covered:
 - Enterprise Service Buyers
 - Service Providers
 - Industry Influencers (sourcing advisors and management consultants)
 - HfS Sourcing Executive Council Members
 - HfS Analysts

Application Testing Services: Background

- **Highly fragmented market:** The market for application testing services is highly fragmented, with more than 400 service providers participating in some fashion and over 2,000 participants when we include tools providers. While we see some moves toward consolidation, generally the legacy testing market has had few barriers to entry and little differentiation at times between service providers. This has also been a segment of the IT market where the messaging of go-to-market approaches has been immature or limited in recent years. Despite being a high-margin business, the discussion of testing services is largely confined to reaching a handful of specialists and is often not part of the mainstream discussion on IT and business transformation.
- **Narrative is technology-led, often tool-centric:** The marketing of testing services is largely reactive to secular technology shifts such as SMAC. Recent developments focus on testing automation, virtualization and the rise of agile methodologies and DevOps. Thus the narrative is largely tool-centric. What is lacking are clients references demonstrating the ROI, and emphasis on emerging engagement models such as TaaS (Testing As a Service) and the depiction of how business process driven testing is part of business transformation.
- **Comprehensive outsourcing is emerging:** There is no mainstream organizational model for testing services. Mature approaches focus on centralized governance processes and reporting but use a blend of centralized and decentralized work streams. Test Centers of Excellence (TCoE) have become a reference point for the consolidation of testing practices. However, there are suggestions by industry stakeholders that these centralization efforts might have plateaued. Regardless of organizational models, there is a clear emergence of comprehensive standalone testing outsourcing deals reaching a value of nine digits. For these deals the decision criteria are shifting from technology issues toward the traditional sourcing aspects of business case, transfer of assets and people as well as risk.

Application Testing Services in 2015

Market Definition

For the inclusion in this HfS Blueprint, Application Testing Services service providers needed to show the following capabilities:

- **Testing across all major platforms:** Service providers of application testing services need to be able to cover the full spectrum of application deployment platforms like mobile applications, Cloud applications as well as legacy applications.
- **Coverage of the full Application Lifecycle:** Service providers need to demonstrate supporting application testing from cradle to grave (i.e., [1] consulting services for the testing design phase, [2] performance of the actual tests, staff augmentation or consulting during the build phase and [3] Quality Assurance, Managed Testing Services or Testing-as-a Service during the run phase).
- **Integration into Application Lifecycle Management:** Many clients told HfS in 2015 that they see the future of application testing much more tightly integrated with the overall application lifecycle. Consequently, service providers need to be able to support that request.

Application Testing Services in 2015: Value Chain and Key Service Components

DESIGN	COVERAGE	METHODOLOGIES	BUILD	RUN
<ul style="list-style-type: none">• QA advisory and transformation• Performance test strategy• Test case development• Tools/product evaluation• Business case development for testing services• Global sourcing strategy• Test automation consulting• Industry-specific benchmarks• Compliance and risk assessment• Governance model/structure• Assurance management office	<ul style="list-style-type: none">• Defect analysis• Test environment provisioning• Test value chain virtualization• Packaged application testing• Cloud testing• Mobility testing• Crowdsourcing testing• Domain specific testing• Functional testing• Non-functional testing• Regression testing• Business process driven testing• Security testing• Specialized testing• Release & configuration management	<ul style="list-style-type: none">• Application testing lifecycle• Shift left• Agile• DevOps• Continuous integration• Integration of BPM capabilities• Frameworks	<ul style="list-style-type: none">• Automated generation of test scenarios and test cases• Test environment management• Test data management• Modelling and embedding of process flows• Governance assessment• Accelerators• Integration with industry frameworks• Knowledge repository	<ul style="list-style-type: none">• TCoE set up and management• SSC approach and blended approaches• Managed Testing Services• Comprehensive outsourcing• End-to-End QA ownership• TaaS and service catalogues

Key Highlights – State of the Application Testing Market

- **Tool centric mind-set dominates the industry:** Discussions in the testing services marketplace are largely technology-led and the tool-centric mind-set prevails across the industry. This may reflect a testing community that is, itself, mostly reactive to innovations that come from the mainstream application development community. Examples of this are the discussions around agile methodologies or the SMAC stack.
- **Offshore delivery capabilities are no longer differentiator:** Although global sourcing capabilities are important levers to achieve industrialized delivery and contain cost, they are no longer key differentiators. All leading global service providers have scalable global sourcing capabilities, so that, in itself, does not allow for differentiation. If anything, given the need for onshore support especially outside the US and the UK, localization efforts by the India heritage providers have become a more relevant means for differentiation.
- **The narrative around SMAC stack and Digital Transformation is reactive and not differentiated:** It would be fair to suggest that the broader industry is still struggling to come up with a meaningful, differentiated narrative on SMAC technologies and Digital Transformation. However, in the testing community at times it feels as if these issues are a mere tick box exercise in the portfolio. Discussions about how testing is supporting disruptive change are rare. With the pace of change strongly accelerating due to the journey into the As-a-Service Economy, the testing community should develop differentiating narratives.
- **Lack of organizational maturity:** The organizational maturity of testing services is trailing that of SSC or GBS. Crucially testing is not aligned to either but has its own unique blend. There is not one mainstream model though more mature clients typically prefer a blend of centralized and decentralized models.

Key Highlights – State of the Application Testing Market (continued)

- **Agile methodologies mean different things to different people:** It is difficult to have a conversation on testing and not touch upon agile methodologies or DevOps. However, on the scale of engagement modes ranging from project business to Managed Testing Services to comprehensive, the implications of the methodologies vary greatly. So the testing community needs to step up its communication efforts on how these methodologies need to be adapted within the context of comprehensive outsourcing or the journey into the As-a-Service Economy.
- **Test automation and predictive analytics are the direction of travel:** The leading service providers are starting to build out succinct narratives around test automation and predictive analytics. Within the context of the journey into the As-a-Service Economy—in which Intelligent Automation and Proactive Intelligence are crucial building blocks—the narratives have to take center stage. Service providers like IBM also need to start talking about the impact of cognitive computing on test automation.
- **A high-margin business without a distinctive voice:** The testing services segment is full of contrasts. Unlike many other IT segments it is a high margin business. However, despite the strategic importance of the capabilities and the margin to the leading global service providers, the community is lacking a distinctive voice. As we have suggested, the common denominator in the various narratives is the focus on technology and, in particular, on tools. At a time when the industry is embarking on the highly disruptive journey into the As-a-Service Economy, testing services need a more self-assured and distinctive voice to get a seat at the table where the increasingly business-centric decisions are being made.

Application Testing Services in 2015

The Market and Service Provider View

- **New application requirements are driving significant market growth:** The Application Testing Services market is one of the fastest growing markets in the IT industry right now. This is due to the fact that clients are implementing new apps in many different areas, particularly in the mobile, cloud, SaaS, big data and analytics spaces. With many different end-user devices now in use, efficient application testing is becoming a necessity.
- **Containing the cost of Application Testing Services:** With growing importance comes a higher share of wallet. So clients are looking at mitigating the risk of cost explosion in three ways: (1) Developing more robust ROI models for Testing Services, (2) starting to experiment with crowdsourced testing and (3) implementing testing centers of excellence typically following hybrid in/outsourced model.
- **A fragmented service provider landscape:** There are more than 400 service providers offering different types of Application Testing Services. If you count application testing software as well, this number would easily break through the 2,000 mark. Many service providers today fight for a clear competitive differentiation between the two poles of cheap price and high quality.

Buyers Face Challenges In Testing Services Adoption

- **Despite marketing headlines, testing rarely has strategic priority:** Testing services, quality assurance or other permutations typically have a lower priority on the CIO agenda. Reference points for the comparatively low maturity of testing services are the fragmentation of the supply side as well organizational models that lack scale and efficiency.
- **There is a lack of business alignment:** Testing services remain largely technology centric. Testing executives don't have a seat next to key decision-makers and embedding testing into business processes or broader business alignment is generally aspirational.
- **The SMAC stack and the journey toward “digital” create more complexity:** Application testing used to be fairly straightforward. Not any more. The proliferation of mobile and Cloud applications in particular result in huge headaches for your average internal-looking IT department. Enterprise buyers are therefore looking at the service providers for help.
- **Containing the cost of testing services:** Contractual models are largely time and material or fixed price. Aligning these models to increasing agility and complexity remains challenging. Migration to transaction, consumption or even outcome based models is hard work and yields only slow progress. Virtualization of testing environments or service catalogues such as Testing-as-a-Service (TaaS) are still nascent.

Research Methodology



Research Methodology

Data Summary

- Data was collected in Q1 2015, covering services buyers, service providers, and advisors/influencers of application testing services.
- 20 service providers are profiled.

This Report Is Based On:

- **Tales from the Trenches:** Interviews were conducted with buyers who have evaluated service providers and experienced their services. Some were supplied by service providers, but many interviews were conducted by HfS Executive Council members and participants in our extensive market research.
- **Sell-Side Executive Briefings:** Structured discussions with service providers were intended to collect data necessary to evaluate their innovation, execution and market share, and deal counts.
- **HfS “State of Outsourcing” Survey:** The industry’s largest quantitative survey, conducted with the support of KPMG, covering the views, intentions, and dynamics of 1,100+ buyers, providers, and influencers of outsourcing.
- **Publicly Available Information:** Financial data, website information, presentations given by senior executives, and other marketing collateral were evaluated.

Participating Service Providers



HfS Blueprint Scoring Percentage Breakdown

EXECUTION		52.00%
Quality of Customer Relationships		12.00%
Quality of Account Management Team	4.00%	
How Service Providers Engage Customers and Develop Communities	4.00%	
How Service Providers Measures Customer Satisfaction and Incorporate Customer Feedback	4.00%	
Real-World Delivery Solutions		20.00%
Actual Delivery of Services for Application Testing	10.00%	
Geographic Footprint and Scale of the Application Testing Practice in the following areas:	10.00%	
Mobile Apps (i.e. how do you specifically support the testing of Mobile Apps)	2.5%	
Cloud Apps	2.5%	
Legacy Apps	2.5%	
Testing As A Service	2.5%	
Price versus Value		10.00%
Customer Satisfaction and Mindshare		10.00%
INNOVATION		48.00%
Vision for End-to-End Process Lifecycle		24.00%
Concrete Plans to Deliver Value Beyond Cost and Investment in Future Capabilities	8%	
Vision for Competitive Differentiation	8%	
Continuous Improvement Methodology and Capability	8%	
Vision for Industry Specific Solutions and Application Lifecycle Integration		8.00%
Ability to Leverage External Value Drivers		16.00%
Integration of New Technologies Into Testing	8%	
Partnership Model for Application Testing Solutions	8%	
TOTAL		100.00%

Key Factors Driving the HfS Blueprint

EVALUATION CRITERIA

Two major factors:

- **Execution** represents service providers' ability to deliver services. It includes:
 - Solutions in the Real World
 - Quality of Customer Relationships
 - Market Share
- **Innovation** represents service providers' ability to improve services. It includes:
 - Vision for End-to-End Process Lifecycle
 - Vision to Tailor Solution for Specific Industries
 - Leveraging External Drivers
 - Investment in Proprietary Technologies

CRITERIA WEIGHTING

Criteria are weighed by crowdsourcing weightings from the four groups that matter most:

- Enterprise Buyers [\$5B+] (20%)
- Buyers (20%)
- Service Providers (30%)
- HfS Research Analysts Team (20%)
- Advisors, Consultants, and Industry Stakeholders (10%)

Weightings from this report come from HfS's July 2014 State of Outsourcing Study

Winner's Circle and High Performers Methodology

To distinguish providers that have gone above and beyond within a particular line of delivery, HfS awards these providers a “Winner’s Circle” or “High Performer” designation. Below, we provide a brief description of the general characteristics of each designation:

WINNER'S CIRCLE:

Organizations that demonstrate excellence in both execution and innovation.

- From an **execution** perspective, providers have developed strong relationships with clients, execute services beyond the scope of hitting green lights, and are highly flexible when meeting clients’ needs.
- From an **innovation** perspective, providers have a strong vision, concrete plans to invest in future capabilities, a healthy cross-section of vertical capabilities, and have illustrated a strong ability to leverage external drivers to increase value for their clients.

HIGH PERFORMERS:

Organizations that demonstrate strong capabilities in both execution and innovation but are lacking in an innovative vision or execution against their vision.

- From an **execution** perspective, providers execute some of the following areas with excellence, but not all areas: high performers have developed worthwhile relationships with clients, execute their services and hit all of the green lights, and are very flexible when meeting clients’ needs.
- From an **innovation** perspective, providers typically execute some of the following areas with excellence, but not all areas: have a vision and demonstrated plans to invest in future capabilities, have experience delivering services over multiple vertical capabilities, and have illustrated a good ability to leverage external drivers to increase value for their clients.

Blueprint Scoring Definitions: Execution

EXECUTION	How well does the provider execute on its contractual agreement and how well does the provider manage the client/provider relationship?
Quality of Customer Relationships	How engaged are providers in managing the client relationship based on the following metrics: quality of account management, service provider / client engagement, and incorporation of feedback?
Quality of Account Management Team	What is the quality level of professional skills in the account management team?
How Service Providers Engage Customers and Develop Communities	How well does the service provider engage clients and develop client communities?
How Service Providers Incorporate Customer Feedback	How have service providers taken feedback and incorporated that feedback into their product / solution / delivery capability?
Real-World Delivery Solutions	Does the solution provided compare favourably to the service agreed upon when taking into account delivery of services for each sub-process and geographic footprint and scale?
Actual Delivery of Services for Each Sub-Process	Taking into account each sub process and the entire macro process, does each sub-process sum to successful delivery of the service being provided? For example, in the Finance and Accounting macro process of Order to Cash, are all sub-processes being delivered upon successfully?
Geographic Footprint and Scale	Specific to the category, to what degree do service providers have geographic locations that offer strategic value and do they have scale?
Pricing versus Value	How flexible are providers when determining pricing of contracts? Are they willing to make investments into the client's firm for long term growth? How do buyers view the price/value ratio of the individual provider.
Customer Satisfaction and Mindshare	How satisfied are buyers with the individual providers? Would they recommend them?

Blueprint Scoring Definitions: Innovation

INNOVATION	Innovation is on the strategy, approach, and examples that address the combination of improving services, relationships/ contracting, and business outcomes.
Vision for End-to-End Process Lifecycle	The strategy for delivery services to each part of the business process "value chain," as well as across it. For example, in Finance and Accounting, the components of the value chain may include order to cash, record to report, and procure to pay.
Vision for Industry Specific Solutions and Application Lifecycle Integration	Does the provider have a vision for industry specific variants of the core offering and is that vision consistent with the future of the application lifecycle?
Ability to Leverage External Value Drivers	How well have providers integrated external value drivers into their services? Examples include: <ul style="list-style-type: none">➤ Use of technology such as cloud solutions, security enhancementsuse of new collaborative tools➤ Use of third parties through partnerships / alliances, joint ventures, acquisitions specific to this industry/ process area

Service Provider Grid



Major Service Provider Dynamics

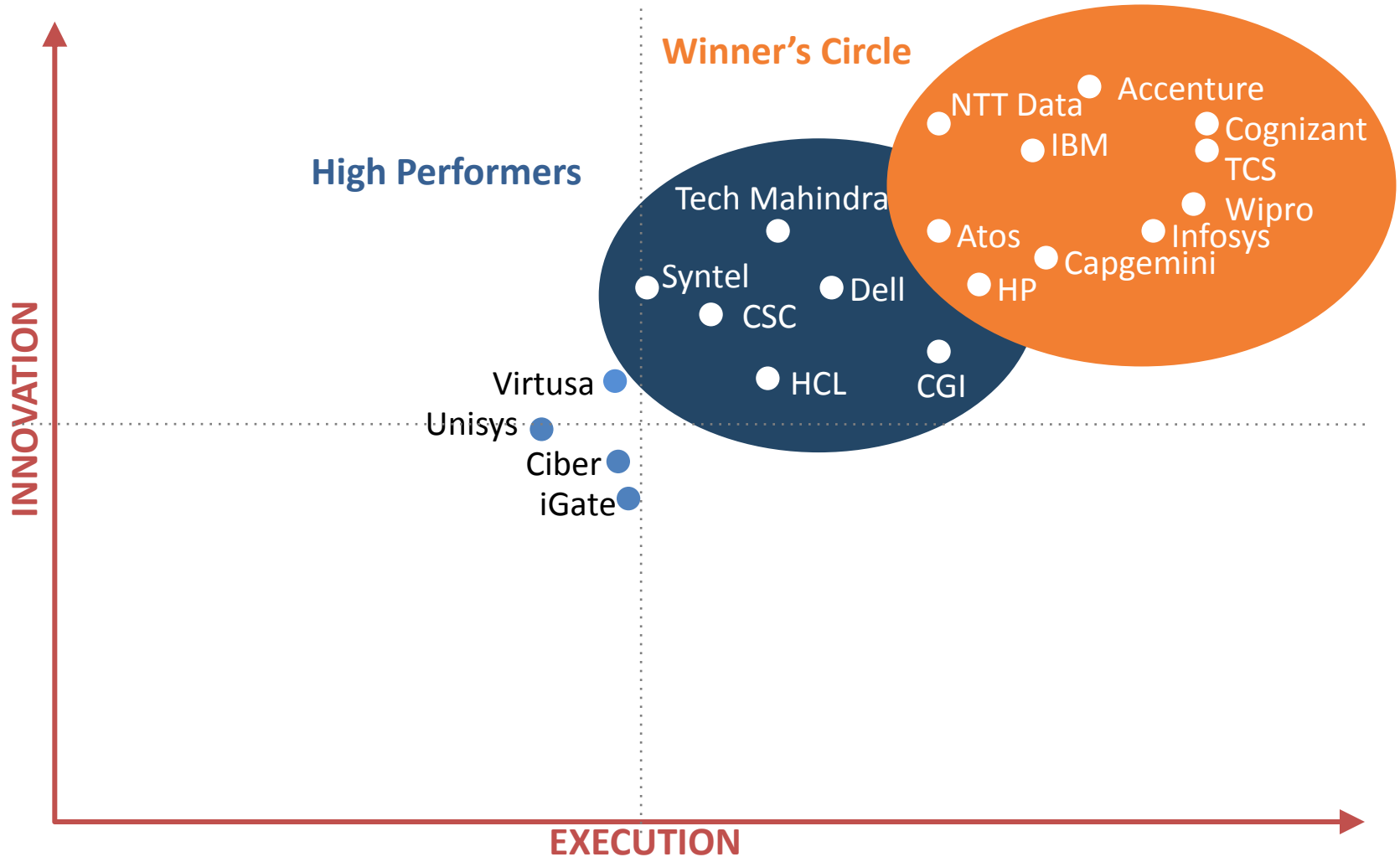
EXECUTION

- **Cognizant and TCS—leading the pack:** Both companies show very mature testing organizations and strong execution capabilities. For TCS testing is a standalone business unit and testing is a door opener for new logos. Cognizant is the leading provider for comprehensive outsourcing with strong traction in the banking sector.
- **Wipro and Infosys very close:** Only a narrow margin behind the two leaders, but with a good lead over the rest of the market. Wipro demonstrated strong penetration in the banking sector with significant contracts. Infosys stood out through its strong traction in the ANZ regions and vendor is strengthening its automation approach around compliance assurance and business process validation.
- **IBM demonstrated solid traction in complex global deals:** This includes IBM's strong capabilities in the Japanese market. Few providers can match the reach of its delivery capabilities.
- **Capgemini deserves credit for educating the market on comprehensive outsourcing:** This highlights both the sourcing implications as well as the journey toward business assurance.

INNOVATION

- **Accenture—the undisputed number one:** Accenture added a strong narrative on evolving toward predictive testing underpinned by expansive analytics capabilities, and the provider has built out strong industrialized vertical capabilities.
- **Cognizant and NTT Data—a joint number two:** Not far below Accenture, these two companies are reference points for an embedded innovation culture. Cognizant stood out due to embedding testing services into business processes and providing dashboards that allow business analysts to manage test assets without needing specialist knowledge. NTT Data stood out through its innovations around mobile testing.
- **TCS and IBM are close with comprehensive innovation assets:** We call out TCS for TIARA, a proprietary test process maturity assessment framework. IBM is evolving its predictive analytics capabilities by building out assets in cognitive computing.
- **Wipro's approach to testing automation.** This is embedded within Wipro's overall approach to automation, with it leveraging tools such as Fixomatic to provide predictive analytics and cognitive systems.

HfS Blueprint 2015: Application Testing Services



Service Provider Profile



Winner's Circle

Blueprint Leading Highlights	Strengths	Challenges
<p>Execution</p> <ul style="list-style-type: none"> Actual Delivery of Services Price Versus Value <p>Innovation</p> <ul style="list-style-type: none"> Vision for Industry Specific Solutions and Application Lifecycle Integration Integration of New Technologies 	<ul style="list-style-type: none"> Broad set of industry specific assets: Infosys has been making investments in testing innovation including differentiating IP in Energy sector such as Advanced Metering Infrastructure and Energy Trading and Risk Management Mature approach to testing automation: Infosys has been one of the leaders in applying automation concepts to testing which is witnessed by the development of assets such as Test Automation Framework which runs continuous integration tests Strong traction in Financial Services in Australia: Comprehensive engagements with clients such as Westpac and NAB make Infosys a market leader here with experience and skills which are then exportable to other geos and industry verticals in region. 	<ul style="list-style-type: none"> Moderate coverage outside the US: Infosys has challenges to satisfy local staffing needs in Continental Europe and Asia/Pac. Inconsistent sales execution: We see this both in terms of signing new clients as well as delivering to scope. HfS is hearing, though, of a marked improvement after the first year under the new CEO.
	<p>Staff & Operations</p>	<p>Technology</p>
	<ul style="list-style-type: none"> Testing professionals: 18,000 Estimated testing revenues: \$950m Unified testing practice serving all geographies and industry segments under one leadership team brings in focused investments into IPs/platforms for testing 	<ul style="list-style-type: none"> Progressive automation that uses automated test scripts early in the application lifecycle, enabling it to realize ROI faster Core banking test integration and automation suite that leverages its strong background with the Finacle suite Payment Testing Solutions for Financial Services Wireless in a Box for Telco

Market-Wrap and Recommendations



Trends in Application Testing Services

- **Vendor consolidation will continue:** The current market fragmentation is an indicator of the comparatively low maturity of testing organizations. Increasing maturity will lead to organizational models similar to SSC or GBS, so scale and reach will become central issues. In turn, this will accelerate vendor consolidation. With less dependency on offshore capabilities, vertical capabilities will be crucial assets.
- **Testing has to claim a seat at the business table:** The testing community has to overcome its focus on tools and technology. It has to speak to the language of C-level executives and work around the strategic business imperatives. More than anything else, this requires a deep cultural change that has to be managed. Vendors have started the narrative about embedding testing into business processes, but reference points are few and far between. Similarly, in the context of comprehensive outsourcing, sourcing issues such as business cases, transfer of assets and people—along with mitigating risks—have to come to the fore.
- **The journey into the As-a-Service Economy necessitates new engagement models:** The journey into the As-a-Service Economy is the direction of travel for many organizations. Unlike notions of “digital transformation,” it is not necessarily technology-led but encompasses cultural and behavioral issues in equal measure. So innovative engagement models have to go beyond leveraging SaaS tools and move toward service catalogues.
- **Testing service for RPA and Autonomics need to come to the fore:** Intelligent Automation is a crucial building block of the As-a-Service Economy. Yet the testing community has not started to depict how these new environments need be tested. Moving toward scalable highly automated service delivery models, testing services have to address this broadening scope. There is a conceptual similarity between test automation and robotic process automation as well as Autonomics. This should open another opportunity for the testing community to get a seat at the business table.

How Service Providers Can Differentiate in 2015 & Beyond

- **Move testing into mainstream sourcing discussion:** As organizations move more rapidly into the As-a-Service Economy, the testing community can no longer afford to discuss testing services only in a technology-led context. The direction of travel has to be embedding testing services into business process and to support business model change.
- **Bring in talent from other IT disciplines:** While the testing community is extraordinarily passionate about their jobs, the fact that most people chose to become career testers comes at a cost: The cross fertilization with talent and ideas from other IT sectors is somewhat modest. Therefore, service providers should maintain the uniqueness and the passion but find ways to extend the value proposition to broader IT and operational innovation and best practices.
- **Transformation of organizational models:** The lack of maturity of organizations' organizational models is the main inhibitor for bringing testing services to the mainstream or even getting a seat at the business table. It has to align in a more meaningful way along the concepts such as SSC or GBS. Running testing services as a stand-alone parallel organizational model will be a road block on the journey into the As-a-Service Economy.
- **Develop meaningful narrative of embedding testing into business operations:** The leaders in the Winner's Circle have started to create a succinct narrative of embedding testing services into the delivery of business processes. But the industry needs reference points for both the obstacles in achieving this as well as clear guidelines how to embark on this journey.
- **Engagement models aligned with the journey into the As-a-Service Economy:** Most testing services contracts are based on time and material or fixed price. While providers evangelize the virtues of outcome-based contracts, there is little guidance on how to be successful on the journey toward this goal. Similarly, many discussions about Testing-as-a-Service are tool centric and thus lack broader sourcing implications

How Service Providers Can Differentiate in 2015 & Beyond (continued)

- **Use comprehensive outsourcing as a line of demarcation in a fragmented market:** In a fragmented market that is technology- and tools-led, it is difficult to stand out. By providing reference points for engagements around the emerging notion of comprehensive outsourcing, the difference in breadth and depth of both portfolio and scale of engagement will become clearer. The critical point is that in the context of comprehensive outsourcing contracts the criteria in the decision-making process are shifting from tools and technologies toward the business case, transfer of assets and people as well as the mitigation of risk.
- **Take agile methodologies to the next level:** The adoption of agile methodologies is finding broad adoption across the industry. However, in the context of comprehensive outsourcing and the journey toward the As-a-Service Economy, these methodologies have to be adapted to be scalable and industrialized. So the narrative should move from explaining the basic concept toward guiding customers on applying these innovations on an industrialized scale.
- **Rise of and integration of cognitive computing:** While cognitive computing is still in a nascent state, its applicability on the notion of test automation is evident. So far, providers have only begun to talk about the general ways the technology could be applied to testing. To take testing services to the next level of industrialization, service providers should outline how they plan test automated environments around the notions of RPA and autonomics but also how these innovations in automation can be adapted into mainstream testing services.

About The Authors



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Overview

- Tom Reuner is Managing Director for IT Outsourcing Research at HfS. Tom is responsible for driving the HfS research agenda for the “As-a-Service Economy” across SaaS applications, cloud eco-systems and IT.
- Together with his HfS colleagues, Tom continues to develop ground breaking research around process automation and cognitive computing in both IT and business processes.
- A central theme for all of his research is the increasing linkages between technological evolution and evolution in the delivery of business processes.

Previous Experience

- Tom’s deep understanding of the dynamics of this market comes from having held senior positions with Gartner, Ovum and KPMG Consulting in the UK and with IDC in Germany where his responsibilities ranged from research and consulting to business development.
- He has always been involved in advising clients on the formulation of strategies, guiding them through methodologies and analytical data and working with clients to develop impactful and actionable insights.
- Tom is frequently quoted in the leading business and national press, appeared on TV and is a regular presenter at conferences.

Education

- Tom has a PhD in History from the University of Göttingen in Germany.

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Overview

- Oversees the entire research agenda for HfS across the “as a service” economy. He personally covers the areas of automation, business platforms, supply chain, procurement and various vertical processes.
- Researches and writes about service provider strategies and how automation and SMAC (Social, Mobility, Analytics and Cloud) is creating value for buyers and new sources of growth for the IT/BPO marketplace.
- Extensive experience in thought leadership, strategy development, acquisitions, business development and long term investment planning in outsourcing.
- Since joining HfS in 2013, Charles has had the opportunity to speak at various industry forums including NASSCOM and has had his research covered widely in the business and outsourcing press as well.

Previous Experience

Charles has been in the business services market for 20 years. Previous roles include:

- Growth & Strategy MD for Accenture’s multi-billion dollar Operations Growth Platform
- Chief Strategy Officer for a \$500M BPO Service Provider
- Growth & Strategy for Application and Infrastructure Outsourcing, Accenture
- Growth & Strategy for Communications, Media and High Tech OG, Accenture
- Media & Entertainment Strategy Consultant, Accenture
- Marketing Director, Olivetti

Education

- MBA from INSEAD in Fontainebleau, France
- Honors BA in Economics and Political Science from the University of Toronto.

About HfS Research

HfS Research is the leading analyst authority and global network for IT and business services, with specific focus on global business services, digital transformation and outsourcing. HfS serves the research, governance and services strategy needs of business operations and IT leaders across finance, supply chain, human resources, marketing, and core industry functions. The firm provides insightful and meaningful analyst coverage of best business practices and innovations that impact successful business outcomes, such as the digital transformation of operations, cloud-based business platforms, services talent development strategies, process automation and outsourcing, mobility, analytics and social collaboration. HfS applies its acclaimed Blueprint Methodology to evaluate the performance of service and technology in terms of innovating and executing against those business outcomes.

HfS educates and facilitates discussions among the world's largest knowledge community of enterprise services professionals, currently comprising 150,000 subscribers and members. HfS Research facilitates the [HfS Sourcing Executive Council](#), the acclaimed elite group of sourcing practitioners from leading organizations that meets bi-annually to share the future direction of the global services industry and to discuss the future enterprise operations framework. HfS provides sourcing executive council members with the HfS Governance Academy and Certification Program to help its clients improve the governance of their global business services and vendor relationships.

In 2010 and 2011, HfS Research's Founder and CEO, Phil Fersht, was named "Analyst of the Year" by the International Institute of Analyst Relations (IIAR), the premier body of analyst-facing professionals and achieved the distinctive award of being voted the research analyst industry's Most Innovative Analyst Firm in 2012.

In 2013, HfS was named first in rising influence among leading analyst firms, according to the 2013 Analyst Value Survey, and second out of the 44 leading industry analyst firms in the 2013 Analyst Value Index.

Now in its seventh year of publication, HfS Research's acclaimed blog "[Horses for Sources](#)" is widely recognized as the most widely-read and revered destination for unfettered collective insight, research and open debate about sourcing industry issues and developments. Horses for Sources today receives over a million web visits a year.

To learn more about HfS Research, please email research@HfSResearch.com.