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

**Focus on Genpact**
June 2023

# Introduction

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

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

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

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

**Scope of this report**

**Geography**
Global

**Providers**
14

**Services**
Supply Chain Management (SCM)

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

**Leaders**

Accenture, Genpact, and TCS

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

**Major Contenders**

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

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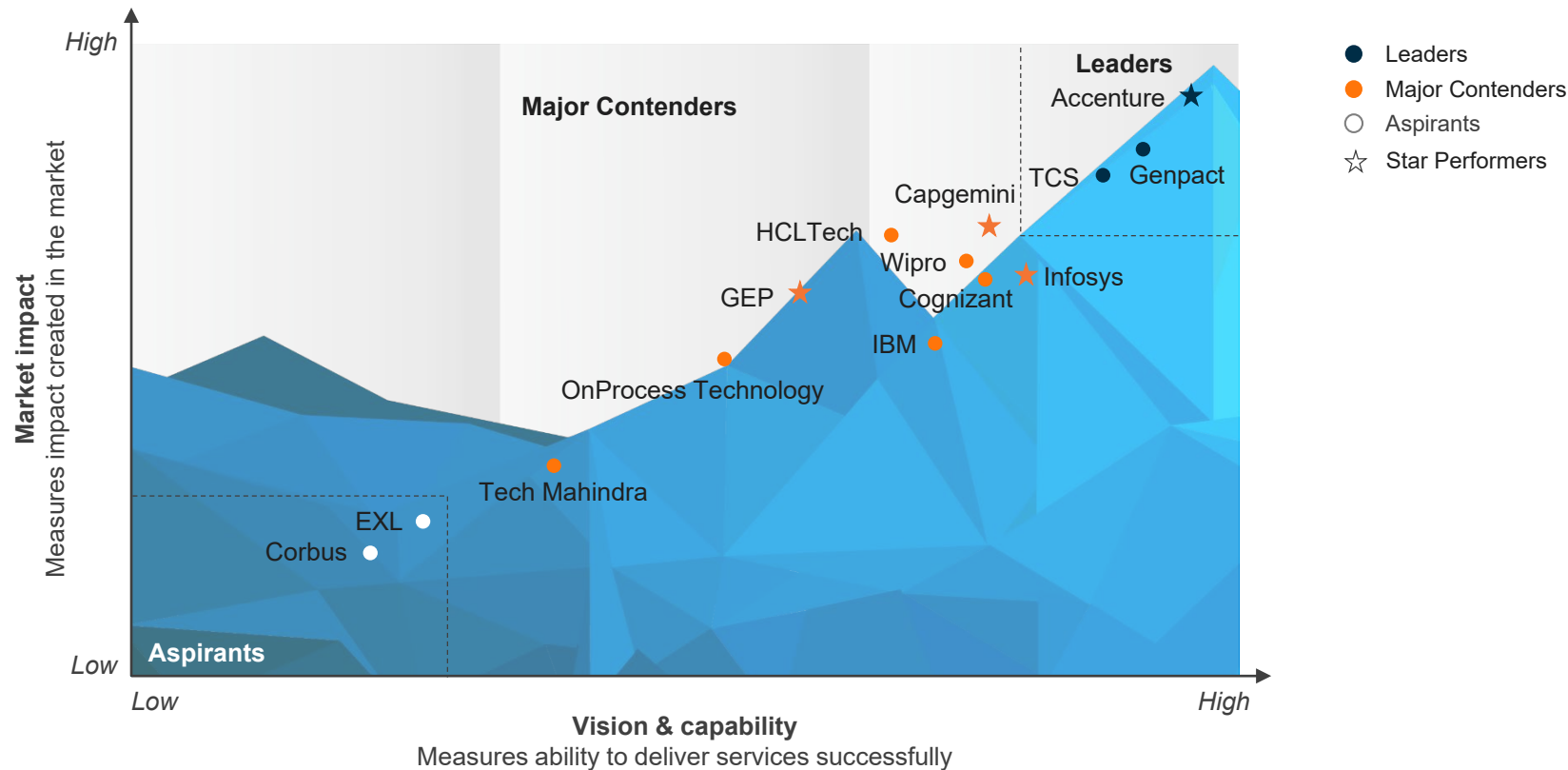
**Aspirants**

Corbus and EXL

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

# Everest Group PEAK Matrix®
## Supply Chain Management (SCM) BPS – PEAK Matrix® Assessment 2023 | Genpact is positioned as a Leader

**Everest Group Supply Chain Management (SCM) BPS – PEAK Matrix® Assessment 2023[1]**



**Legend:**
- ● Leaders
- ● Major Contenders
- ○ Aspirants
- ☆ Star Performers

**Y-axis:** Market impact — Measures impact created in the market (Low to High)

**X-axis:** Vision & capability — Measures ability to deliver services successfully (Low to High)

Quadrants: Leaders, Major Contenders, Aspirants

Plotted companies: Accenture, TCS, Genpact, Capgemini, HCLTech, Wipro, Cognizant, Infosys, GEP, IBM, OnProcess Technology, Tech Mahindra, EXL, Corbus

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

# Genpact profile (page 1 of 8)
## Overview

**Key leaders**

- **Michael Ciatto,** Global Leader, Supply Chain Service Line
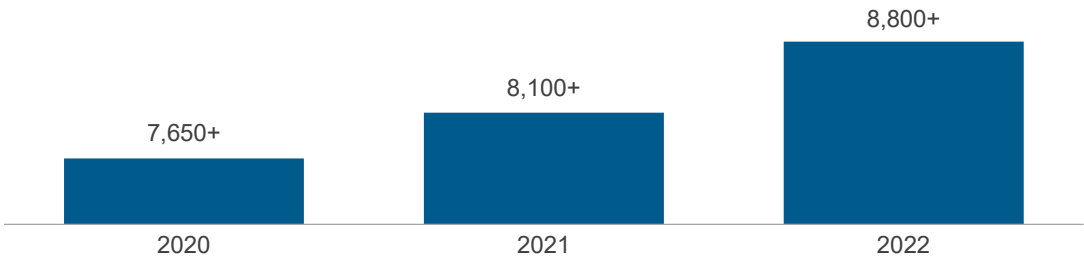- **VK Gopal,** Global Leader, Supply Chain Services and Analytics

**SCM services suite**

SCM services enable end-to-end solution delivery including strategy, target operating model and organization design, technology assessment, deployment adoption, SCM AI/ML analytics, and managed services (as-a-service offering) for processes across the supply chain.
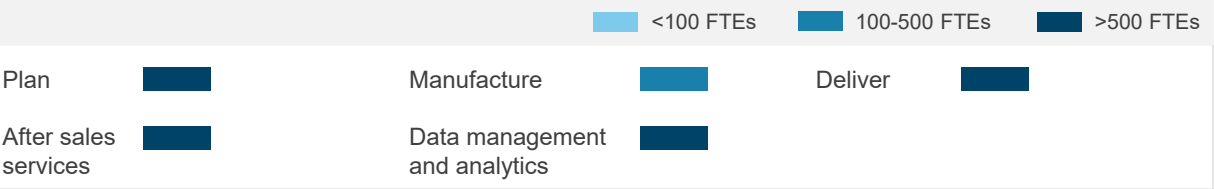
- **Plan:** includes demand and supply planning, inventory management, materials requirements planning, supplier management/expediting, and allocation/distribution planning, integrated business planning, and Sales and Operations Planning (S&OP)
- **Make:** includes MRO (classification, sourcing, and optimization), production lead time optimization, quality support, asset management, cost driver analysis, production planning and scheduling, manufacturing optimization analytics, and finite scheduling
- **Deliver:** lead and quote management, order management and fulfillment, network design and optimization, transportation planning, and logistics execution support; also includes 4PL, 5PL, and 6PL services
- **After-sales:** includes after-sales connected asset-as-a-service (remote monitoring and diagnostics, predictive maintenance, track and trace, and asset performance management), service contract management, installed base analytics, field management-as-a-service, dealer management, service parts-tools-field services optimization, and warranty and claims management
- **Data analytics:** control tower-as-a-service, SCM insights and analytics-as-a-service enabled by the domain data fabric framework for supply chain analytics, reporting, and compliance; supply chain risk resilience and cognitive sourcing, and IoT-as-a-service

**Scale of operations**

Number of SCM FTEs over time

| Year | FTEs |
|------|------|
| 2020 | 7,650+ |
| 2021 | 8,100+ |
| 2022 | 8,800+ |

**FTE mix by process scope**

<100 FTEs   100-500 FTEs   >500 FTEs

| | | |
|---|---|---|
| Plan | Manufacture | Deliver |
| After sales services | Data management and analytics | |

# Genpact profile (page 2 of 8)
## Overview

**Partnerships**

- Expanded partnership from Systems Integrator (SI) to as-a-service / analytics with leading supply chain solutions such as Kinaxis, O9 Solutions, Blue Yonder, and KetteQ
- **Kinaxis:** digitally transform planning capabilities, improve visibility, and accelerate time-to-market
- **O9 Solutions**: enable digital transformation – supply chain, commercial, and sustainability
- **KetteQ:** Salesforce + AWS – planning & control tower
- **ClearOps**: connected dealers
- **B2X:** ESG and reverse logistics / returns
- **Resilinc:** map Tier-1 to Tier-N suppliers, visibility for risks in supply chain nodes
- **Blue Yonder**: intelligent supply chain platform to utilize the full power of their data to integrate, process, and act at scale across supply chains
- **E2Open**: enable planning, execution, and shaping through an open cloud-based architecture
- **Anaplan:** extended planning and analysis – collaborative workflow and real-time scenario analysis in the supply chain and across a connected enterprise
- **Coupa:** enable network design through modeling, analysis, and optimization
- **PTC Servigistics**: service parts planning, pricing, and service management
- Partnered with companies such as SAP, Oracle, Salesforce, Celonis, Deloitte, Project 44, 4Flow, Veridion (formerly Soleadify) solution partners, and cloud solution providers

**Number of clients:** 200+

### Key SCM-related developments (till Q3 2022)

- **2022:** expansion of the supply chain Center of Excellence (CoE) – Katowice, Europe and Chennai, India
- O9 Solutions & Kinaxis competency expanded from Systems Integrator (SI) to an 'as- a-service' partnership
- Data-led and technology-driven as-a-service offerings
- SCM talent academy inception, providing customers with supply chain planning operations capabilities and talent along with technology implementation
- Academic partnership: NASSCOM IoT, NITIE, Georgia Tech, Michigan State, and the University of Tennesse for talent base expansion
- Expanded investments in areas of IoT / Connected Assets, SCM – AI/ML, Make/ Manufacturing analytics, expanded after-sales portfolio in field services; market expansion into Singapore
- Expanded into the front end of planning with offerings on risk and resilience and cognitive sourcing
- ESG Solutions Integration: expanded into ESG reporting and strategic offering integrating into the planning, logistics, and service capabilities
- **2021:** added operations capability in the EU with capability acquisition. Invested in operational capability in Mexico. Expanded in Japan and Africa via key strategic accounts
- Created a new semiconductor practice to support clients on the current chip shortage
- Acquired Enquero (data engineering and analytics firm), embedding digital and data engineering into solutions including SCM
- **2020:** expanded the logistics practice to cover strategic shifts in manufacturing and short-term pandemic-driven challenges. Expanded partnerships and brought in talent in the areas of network optimization, global trade, and trade compliance
- **2019:** acquired Rightpoint, a digital consultancy firm, to bring experience and process innovation together to help clients drive end-to-end digital transformation
- **2018:** acquired Barkawi Management Consultants for creating global holistic supply chain services supported by digital, domain, and data science expertise

# Genpact profile (page 3 of 8)
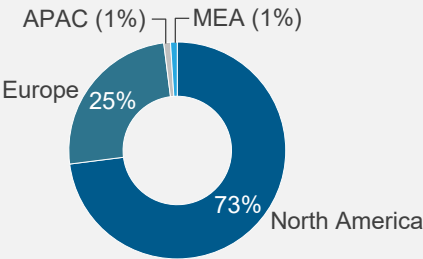## Client portfolio

**Major SCM clients**
A major pharmaceutical company, a global CPG company, a large CPG company, a global medical technology manufacturer, a global consumer products company, and the largest brewery
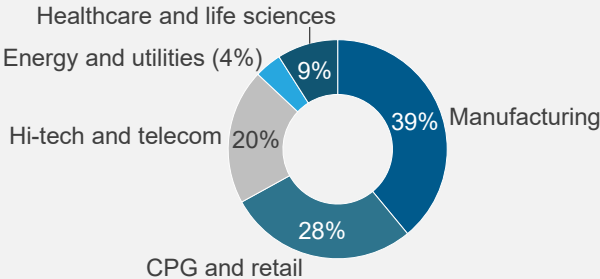
**Recently-announced multi-process SCM engagements**

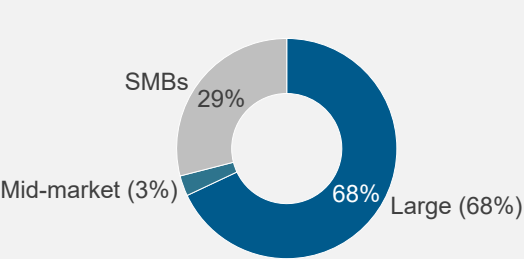| Time of signing | Client | Contract details |
|---|---|---|
| 2022 | A leading utility company | Scope includes technical services, field services support, steel structural services, life expectancy services, GIS tech support, product engineering data collection and tech analysis, repair design, pole load analysis, and product engineering. Transformation with lean standardization by leveraging a flexible approach to data-led discovery – Power BI, digital amplifiers, ServiceNow, workflows, bots, outcome-based prediction, statistical & AI/ML models, etc. |
| 2022 | A global beverage bottler | Scope includes designing a managed service operating model, implementing Salesforce-based solutions, and setting up a Smart Command Center (supported by a control tower) to streamline and centralize after-sales service and associated supply chain planning and execution support in a three-year contract with a TCV of ~US$25 million |
| 2022 | A global CPG company | Supply chain integrated operations, consulting, managed services centralization, and digital transformation assessment for demand, supply, distribution, order management, trade promotions, and materials planning across the globe with a TCV of ~US$170 million |
| 2022 | A global CPG company | Material and transportation planner support. Defined a global blueprint across logistics and planning functions and designed a target operating model and transformation roadmap |
| 2022 | A multinational aerospace and defense conglomerate | Defined a blueprint across demand and supply planning, sales inventory and operations planning, data quality, and governance |
| 2022 | A leading semiconductor manufacturer | Designed and executed an operating model with central and regional planning teams; modeled the process with Kinaxis to drive exception-based operations |

**SCM revenue mix by buyer geography (Q3 2022)**

APAC (1%) — MEA (1%)
Europe 25%
North America 73%

**SCM revenue mix by buyer industry (Q3 2022)**

Healthcare and life sciences 9%
Energy and utilities (4%)
Hi-tech and telecom 20%
Manufacturing 39%
CPG and retail 28%

**Number of SCM clients by buyer size (Q3 2022)**

SMBs 29%
Mid-market (3%)
Large (68%)

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

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# Genpact profile (page 4 of 8)
## Key delivery locations

# Genpact profile (page 5 of 8)
## Technology solutions – strategic partnerships

| Partners | Kinaxis | o9 Solutions | E2Open | Resilinc | Blue Yonder | KetteQ |
|---|---|---|---|---|---|---|
| **Overview** | • Genpact is a strategic alliances partner of Kinaxis, with over 90 deployments globally<br>• Genpact is a service partner, and is able to manage all aspects of RapidResponse deployment<br>• Tight integration with Kinaxis' R&D team – Joint R&D and blueprint development<br>• Genpact has consulted Kinaxis' R&D team and built custom apps | • Genpact offers services such as design, development, deployment, integration, post-go-live support, and continuous improvement Center of Excellence (CoE)<br>• Genpact has developed a customized training approach for the O9 platform based on prior experience | • As part of its supply chain service line, Genpact is expanding its offering into Global Trade Management (GTM)<br>• Genpact and E2Open entered a partnership with a focus on GTM, transportation and logistics, and demand-sensing offerings<br>• The goal of the partnership is for Genpact to be a full-service partner, with the ability to perform all aspects of E2Open application deployment | • Provides supply chain risk and resiliency solutions at the intersection of data, AI, supplier network, and expertise<br>• Solves supply chain visibility with a data service to quantify and mitigate risk<br>• Creates a collaborative risk assessment platform | • Enables design, development, deployment, integration, post-go-live support, and CoE<br>• The goal of the partnership is for Genpact to be a full-service partner, with the ability to perform all aspects of Blue Yonder application deployment | • Enables design, development, deployment, integration, post-go-live support, and CoE<br>• The goal of the partnership is for Genpact to be a full-service partner, with the ability to perform all aspects of KetteQ's application deployment |
| **Partnership Offerings** | • Transformation support from strategy to execution to ongoing support, and data readiness and management<br>• Supply chain strategy, Target Operating Model (TOM), and organization design<br>• Platform design and configuration to enable the TOM<br>• Testing and deployment of functionality across the enterprise<br>• Change management strategy, execution, and training development and delivery<br>• 24/7 ongoing application management and business support | • Proprietary iterative transformation approach to delivering the solution on the O9 platform by leveraging a hybrid and agile development approach, resulting in tighter development timelines<br>• Targeted offerings in multiple industries such as MedTech, CPG, capital-intensive / ETO, and spares/service (in development)<br>• Accelerated time-to-value offerings is being jointly developed with O9 for reduced-cost digital transformation initiatives with rapid value realization<br>• Data management | • Data readiness and management<br>• Transformation assessment and TOM design<br>• Deployment of E2Open GTM, transportation and logistics, and demand-sensing application suites<br>• Integration with leading ERP systems<br>• Testing and deployment of functionality across the enterprise<br>• Change management strategy, execution, and training<br>• Targeted/Modularized offerings across industries<br>• Post-go-live support | • Detailed supply chain mapping, unified visibility drilling down to supplier, site, product, and part level data in one system<br>• Supplier onboarding, training, maturity journey best practices, and advisory<br>• Risk quantification, supplier resilience scores, and analytics, including site and part risk scoring. Quantify any revenue impact and risk score<br>• Make global supply chains resilient, sustainable, fair, and secure | • Transformation assessment and TOM design<br>• Deployment of the Luminate platform application suites<br>• Integration with leading ERP systems<br>• Testing and deployment of functionality across the enterprise<br>• Change management strategy, execution, and training<br>• Targeted/Modularized offerings across industries<br>• Post-go-live support<br>• Data readiness and management | • Transformation assessment and TOM design<br>• Deployment of KetteQ application suites<br>• Integration with leading ERP systems<br>• Testing and deployment of functionality across the enterprise<br>• Change management strategy, execution, and training<br>• Targeted/Modularized offerings across industries<br>• Post-go-live support<br>• Data readiness and management |

# Genpact profile (page 6 of 8)
## Technology solutions – strategic partnerships

| Partners | Kinaxis | o9 Solutions | E2Open | Resilinc | Blue Yonder | KetteQ |
|---|---|---|---|---|---|---|
| **Delivery model and pricing** | Transformation services can be provided as a one-off implementation engagement, as part of a managed service handover, or as an ongoing retainer (AMS). The pricing ranges from Time and Materials (T&M) to outcome-based approach depending on the opportunity | • Strategic services are available to design an end-to-end solution and roadmap<br>• Standard implementation services, i.e., business design, technical solution design, integration, data management, and change management, as part of a managed service handover<br>• Post-go-live support and CoE<br>• Pricing based on scope and duration | • Standard implementation services such as business design, technical solution design and development, system integration, data management, change management, and project management<br>• Services provided as a one-off implementation engagement<br>• Pricing is scope-based, utilizing either the T&M or outcome-based approach, depending on the opportunity | • Standard implementation services and as part of a managed service handover<br>• Pricing is scope-based, utilizing either the T&M or outcome-based approach, depending on the opportunity | • Standard implementation services such as business design, technical solution design and development, system integration, data management, change management, and project management<br>• Services provided as a one-off implementation engagement | • Standard implementation services and as part of a managed service handover<br>• Pricing is scope-based, utilizing either the T&M or outcome-based approach, depending on the opportunity |

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# Genpact profile (page 7 of 8)
## Technology solutions

| Technology solutions | SCREIM - Supply Chain Resilience Evaluation, Integration & Monitoring | SCM Domain - Data Fabric | Control Tower / Digital Twin | Inventory Planning | One Time In Full (OTIF) Analyzer |
|---|---|---|---|---|---|
| **Solution description** | SCREIM as a platform embraces a detailed framework to answer key questions and improve resilience across the supply chain | Data management across various phases of engagement life cycle management | AI-Powered enterprise planning and Control Tower + Digital Twin for visibility and alerts | Inventory planning and review, predictive analytics, inventory optimization, and allocation to demand | Automated algorithmic Root Cause Analysis (RCA) for Cost and Freight (CFR) miss while providing a predictive trigger for forward positioning to initiate proactive (ML-based) redeployment |
| **Process scope** | Risk variable classification, risk measurement, AI-/ML-based analytics workbench, algorithm-based risk prediction and alerts/incident monitoring, and tracking and management | Data management, governance, quality, maturity assessment, Platform-driven integration data ingestion, metadata management, and visualization | After-sales, logistics and transportation planning, and inventory planning | Master data, inventory classification and target setting, inventory parameter customization, Multi-Echelon Inventory Optimization (MEIO), alert board and workflow-based management, visibility, and monitoring & tracking | End-to-end supply chain process, decision tree-based root cause analysis customized to business thresholds, alert management and command center, and ML-based cut prediction |
| **Technology leveraged** | R and Python-based custom plug-and-play analytical modules, SQL server, cloud, and Angular JS UI for visualization | PowerMe, Syniti, Informatica, Talend, Snowflake, AWS, Azure, and GCP | KetteQ- Sales Force, O9 Solutions, Kinaxis, and Inhouse Platform | Python-based custom plug-and-play analytical modules, Tensor Flow, SQL server, and Angular JS UI for visualization | Python-based analytical module, Snowflake data lake, and Tableau visualization |
| **Delivery model and pricing** | Transformation services can be provided in phases: as an implementation engagement and as part of a managed service with ongoing support. Pricing ranges from the T&M to outcome-based approach depending on the opportunity | Transformation services can be provided in phases: as APS implementation engagement and as part of a managed service with ongoing support. Pricing ranges from the T&M to outcome-based approach depending on the opportunity | Transformation services can be provided in phases: as APS implementation engagement and as part of a managed service with ongoing support. Pricing ranges from the T&M to outcome-based approach depending on the opportunity | Transformation services can be provided in phases: as an implementation engagement and as part of a managed service with ongoing support. Pricing ranges from the T&M to outcome-based approach depending on the opportunity | Transformation services can be provided in phases: as an implementation engagement and as part of a managed service with ongoing support. Pricing ranges from the T&M to outcome-based approach depending on the opportunity |

# Genpact profile (page 8 of 8)
## Everest Group assessment – Leaders

Measure of capability:  ◗ Low  ● High

| Market impact | | | | Vision & capability | | | | |
|---|---|---|---|---|---|---|---|---|
| Market Adoption | Portfolio mix | Value delivered | Overall | Vision and strategy | Scope of services | Innovation & investments | Delivery Footprint | Overall |
| ● | ● | ◔ | ● | ● | ◔ | ◕ | ● | ◕ |

## Strengths

- Genpact leverages its outcome-based and short Time to Value (TTV) approach in combination with its SCM consulting, managed services, and operational capabilities to offer SCM services and enable contextualized transformation for its clients
- While Genpact has good capabilities across the end-to-end SCM value chain, it has strong supply chain planning and order management offerings. It has further enhanced its capabilities through in-house solutions such as:
  - Enterprise planning and control tower; inventory planning; and Supply Chain Resilience Evaluation Integration and Monitoring (SCREIM) for the measurement, prediction, tracking, and management of supply chain risk
  - OTIF Analyzer for the end-to-end supply chain with decision tree-based root cause analysis on delivery performance that can be customized to business thresholds
- It leverages a broad partner ecosystem with small and large technology providers such as o9 Solutions, E2Open, Llamasoft, Kinaxis, Anaplan, PTC, Blue Yonder, and KetteQ
- It can serve clients across geographies with delivery centers across the globe. It expanded its presence to Singapore, Japan, and Africa to support clients and strengthen capabilities in advanced data analytics. It has also added new CoEs in locations such as Poland and Chennai
- Genpact's unique approach to ESG includes embedding solutions across the plan, manufacture, deliver, and after-sales phases in all client proposals. Clients can also leverage Genpact's focused technology partnerships in the ESG space that includes the following:
  - Project 44, which uses carbon as a decision factor in transportation planning
  - Earthster, which can capture carbon and natural resource utilization through the product life cycle
  - B2X, which can help in implementing a circular supply chain to repair, refurbish, and reuse out-of-warranty products
- Genpact invests in talent-building initiatives such as upskilling employees across partnership platforms, establishing its in-house Supply Chain Academy to build expertise across all designations, and continued partnerships with academic institutions
- Genpact has actively built capabilities to serve SMB clients through its extensive as-a-service offerings such as Planning-as-a-Service (PaaS), transportation planning as-a-service, connected asset as-a-service, parts planning-as-a-service, and network optimization as-a-service. In addition, it has also developed strong data-led capabilities in areas such as global trade and SCM insights
- CPG and manufacturing clients can leverage Genpact's industry experience supported by capabilities across planning and logistics
- Clients appreciate Genpact's process expertise, flexibility, and proactiveness during engagements

## Limitations

- While it has opened multiple delivery centers across the globe, clients have highlighted further scope to strengthen the quality of its onshore and nearshore talent with regional expertise
- Genpact has limited experience in the healthcare and life sciences and travel and logistics sectors, especially for make/manufacture and after-sales services
- While Genpact has global delivery capabilities, its ability to serve clients from emerging geographies such as Asia Pacific, Latin America, and Middle East & Africa is relatively less compared to some of its peers
- While clients appreciate Genpact's day-to-day operational SCM capabilities, they have highlighted concerns around its ability to drive initiatives proactively
- Clients looking for just cost savings through labor arbitrage / offshoring may not find Genpact's approach to be suitable

# Appendix

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

**Everest Group PEAK Matrix**
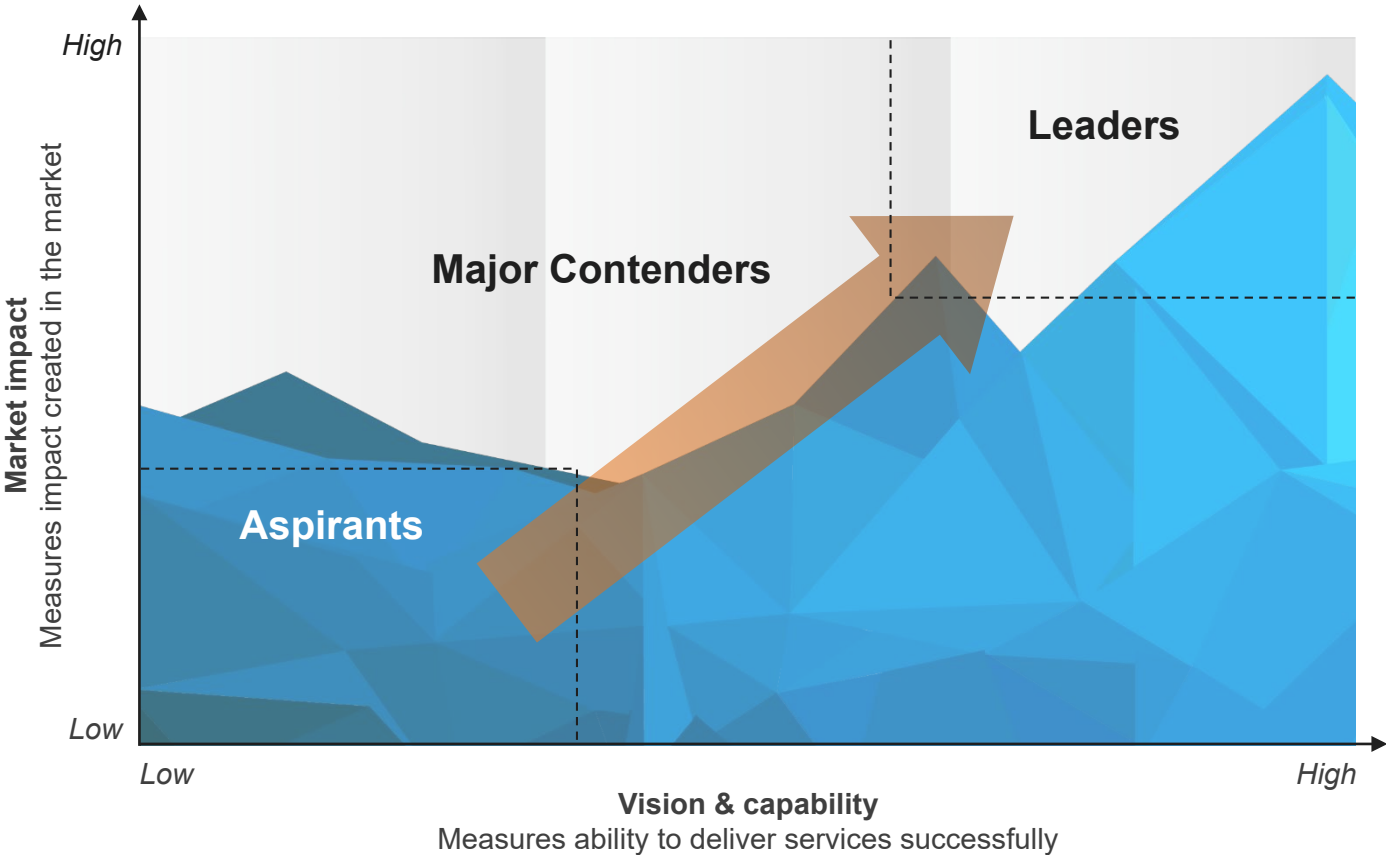
# Services PEAK Matrix® evaluation dimensions

Measures impact created in the market –
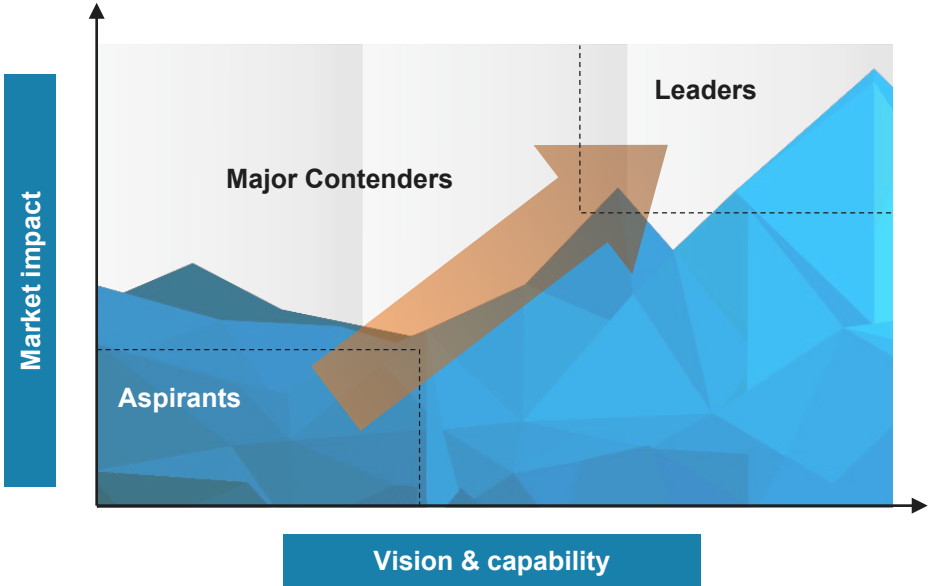captured through three subdimensions

**Market adoption**

Number of clients, revenue base,
YoY growth, and deal value/volume

**Portfolio mix**

Diversity of client/revenue base across
geographies and type of engagements

**Value delivered**

Value delivered to the client based
on customer feedback and
transformational impact

**Market impact**

**Leaders**

**Major Contenders**

**Aspirants**

**Vision & capability**

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

**Vision and strategy**

Vision for the client and itself; future
roadmap and strategy

**Scope of services offered**

Depth and breadth of services portfolio
across service subsegments/processes

**Innovation and investments**

Innovation and investment in the enabling
areas, e.g., technology IP, industry/domain
knowledge, innovative commercial
constructs, alliances, M&A, etc.

**Delivery footprint**

Delivery footprint and global sourcing mix

# Everest Group confers the Star Performers title on providers that demonstrate the most improvement over time on the PEAK Matrix®

## Methodology
Everest Group selects Star Performers based on the relative YoY improvement on the PEAK Matrix



In order to assess advances on **market impact**, we evaluate each provider's performance across a number of parameters including:
- Yearly ACV/YoY revenue growth
- # of new contract signings and extensions
- Value of new contract signings
- Improvement in portfolio mix
- Improvement in value delivered

In order to assess advances on **vision and capability**, we evaluate each provider's performance across a number of parameters including:
- Innovation
- Increase in scope of services offered
- Expansion of delivery footprint
- Technology/domain specific investments

We identify the providers whose improvement ranks in the top quartile and award the Star Performer rating to those providers with:
- The maximum number of top-quartile performance improvements across all of the above parameters AND
- At least one area of top-quartile improvement performance in both market success and capability advancement

*The Star Performers title relates to YoY performance for a given vendor and does not reflect the overall market leadership position, which is identified as Leader, Major Contender, or Aspirant.*

# FAQs

**Does the PEAK Matrix® assessment incorporate any subjective criteria?**
Everest Group's PEAK Matrix assessment takes an unbiased and fact-based approach that leverages provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information. In addition, we validate/fine-tune these results based on our market experience, buyer interaction, and provider/vendor briefings.

**Is being a Major Contender or Aspirant on the PEAK Matrix, an unfavorable outcome?**
No. The PEAK Matrix highlights and positions only the best-in-class providers / technology vendors in a particular space. There are a number of providers from the broader universe that are assessed and do not make it to the PEAK Matrix at all. Therefore, being represented on the PEAK Matrix is itself a favorable recognition.

**What other aspects of the PEAK Matrix assessment are relevant to buyers and providers other than the PEAK Matrix positioning?**
A PEAK Matrix positioning is only one aspect of Everest Group's overall assessment. In addition to assigning a Leader, Major Contender, or Aspirant label, Everest Group highlights the distinctive capabilities and unique attributes of all the providers assessed on the PEAK Matrix. The detailed metric-level assessment and associated commentary are helpful for buyers in selecting providers/vendors for their specific requirements. They also help providers/vendors demonstrate their strengths in specific areas.

**What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?**
- Enterprise participants receive summary of key findings from the PEAK Matrix assessment
- For providers
  - The RFI process is a vital way to help us keep current on capabilities; it forms the basis for our database – without participation, it is difficult to effectively match capabilities to buyer inquiries
  - In addition, it helps the provider/vendor organization gain brand visibility through being in included in our research reports

**What is the process for a provider / technology vendor to leverage its PEAK Matrix positioning?**
- Providers/vendors can use their PEAK Matrix positioning or Star Performer rating in multiple ways including:
  - Issue a press release declaring positioning; see our citation policies
  - Purchase a customized PEAK Matrix profile for circulation with clients, prospects, etc. The package includes the profile as well as quotes from Everest Group analysts, which can be used in PR
  - Use PEAK Matrix badges for branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)
- The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with Everest Group; please contact your CD or contact us

**Does the PEAK Matrix evaluation criteria change over a period of time?**
PEAK Matrix assessments are designed to serve enterprises' current and future needs. Given the dynamic nature of the global services market and rampant disruption, the assessment criteria are realigned as and when needed to reflect the current market reality and to serve enterprises' future expectations.

# Everest Group®

### With you on the journey

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

## Stay connected

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