



# Everest Group Finance and Accounting Outsourcing (FAO) PEAK Matrix® Assessment 2024

Focus on Genpact  
September 2024

# Introduction

The global multi-process Finance and Accounting Outsourcing (FAO) market experienced relatively slower growth in 2023 due to recessionary headwinds in early part of the year and consequential delays in enterprise decision-making, especially on large-scale deals. However, in the second half, as the market saw stabilization’s early signs in decision cycles, enterprises exhibited greater investment appetite for transformation. While focus on quick wins remained a primary objective, the enhanced focus on organizational transformation propelled greater IT-BPO integrated deals as compared to pre-COVID-19 times. Recent macroeconomic events – such as surging inflation, recession, geopolitical instability, and high interest rates – have made enterprises more receptive to leveraging third-party providers for their finance functions.

In the research we assess 33 FAO service providers based on their vision & capabilities and impact on the FAO market and position them on [Finance and Accounting Outsourcing \(FAO\) PEAK Matrix® Assessment 2024](#).

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

- FAO PEAK Matrix 2024 including service provider capability assessment and Star Performer analysis
- O2C PEAK Matrix 2024 including service provider capability assessment and Star Performer analysis
- Service provider landscape
- Remarks on key strengths and areas of improvement for each FAO and O2C service provider

## Scope of this report

**Geography:** Global

**Providers:** 33 FAO service providers

**Services:** Finance and Accounting Outsourcing (FAO) and Order-to-Cash (O2C)

# Finance and Accounting Outsourcing (FAO) services PEAK Matrix® characteristics

## Leaders

Accenture, Capgemini, Genpact, IBM, Infosys, TCS, Wipro, and WNS

- Leaders have been consistent in the delivery of FAO services – they continue to invest in strengthening their all-round F&A capabilities. They continue to expand through organic and/or inorganic means, entering new geographies & industries, and serving various client sizes
- They leverage deep industry and F&A domain expertise, superior technology capabilities (augmented by heavy investments in next-generation technologies), innovative engagement models, end-to-end digital transformation and consulting experience, and multi-tower BPS capabilities to differentiate themselves in the market
- They also leverage their scale of operations and wide delivery presence across onshore and nearshore locations to cater to clients' varied strategic requirements

## Major Contenders

Auxis, Cognizant, Corcentric, Conduent, Datamatics, Deloitte, DXC Technology, Exela Technologies, EXL, HCLTech, QX Global, Sutherland Global Services, Tech Mahindra, Teleperformance, and TMF Group

- Major Contenders are increasingly building capabilities in serving different geographies and industry segments – many of them are focusing on specific industry verticals and have developed capabilities to address industry-specific nuances by developing modular solutions
- They are also developing sophisticated digital solutions and have been successful in implementing them across their client base, with some providers relying on third-party vendors to fill the capability gaps

## Aspirants

Analytix Solutions, Connex Global, eClerx, IQ BackOffice, Mynd Integrated Solutions, Nexdigm, OneSource Virtual, Quattro Business Support Services, RRD GO Creative, and Xceedance

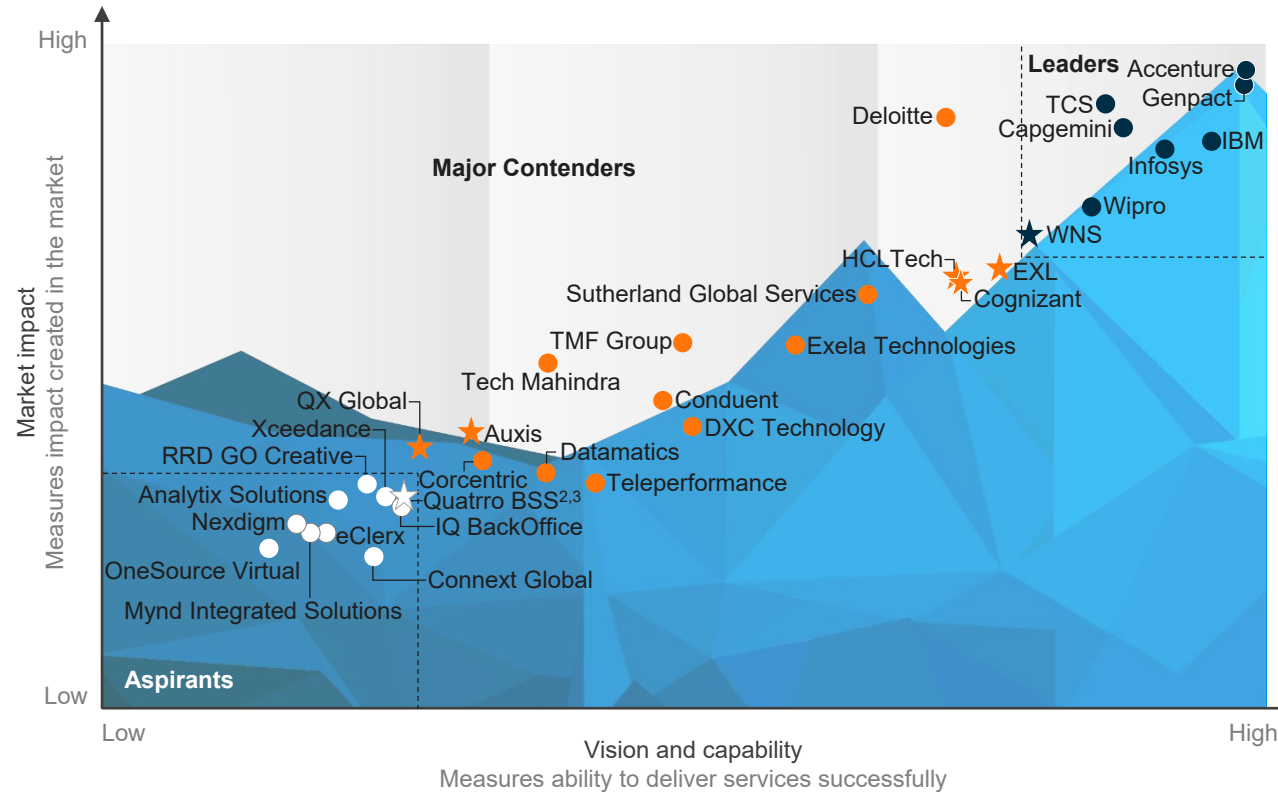
- Aspirants are either focused on a particular region(s), industries, F&A process(s), and/or currently have relatively small FAO operations
- They offer innovative point solutions, primarily in transactional F&A processes. While they continue to strengthen digital capabilities, their current set of capabilities and limited scale may not be best suited to handle end-to-end requirements for large organizations

# Everest Group PEAK Matrix®

Finance and Accounting Outsourcing (FAO) PEAK Matrix® Assessment 2024 | Genpact is positioned as a Leader

## Everest Group Finance and Accounting Outsourcing (FAO) PEAK Matrix® Assessment 2024<sup>1,2,3</sup>

- Leaders
- Major Contenders
- Aspirants
- ☆ Star Performers



<sup>1</sup> Assessment for DXC Technology, Connex Global, Corcentric, OneSource Virtual, and Teleperformance excludes service provider inputs and is based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with FAO clients

<sup>2</sup> Quattro BSS: Quattro Business Support Services

<sup>3</sup> Analysis for Quattro BSS is based on capabilities after its acquisition of ContinuServe

Source: Everest Group (2024)

# Genpact profile (page 1 of 10)

## Overview

### Key leaders

- Balkrishan Kalra, President and Chief Executive Officer
- Riju Vashisht, Chief Growth Officer
- Edmund Delussey, SVP and Business Leader, CFO Services
- Vivek Saxena, SVP and ERC and F&A Practice Leader
- Mark Mortimore, SVP, CFO and Source-to-Pay Advisory Services

### Recent developments/investments

- Service scope expansion
  - **2023:** expanded risk management solutions to enable a connected enterprise vision embedded with digitally-led domain-centric controllership solutions
  - **2023:** enhanced solutions to help clients across the sustainability life cycle to ensure compliance, transform for sustainability, and enhance resilience
  - **2023:** opened a Genpact Artificial Intelligence Innovation Center in London (UK), Bucharest (Romania), and Gurugram (India), providing a space for co-innovation with clients, employment, and upskilling opportunities for talent in AI and new-age technologies; projecting 10 AI labs to be opened by end of 2024, locations include Palo Alto, New York, Bangalore, Katowich,, and the LATAM region
  - **2023:** development of scalable Gen AI solutions in the F&A space using multiple approaches to this end – in-house development, development in partnership with F&A process technology providers, partnership with leading AI providers Azure, Google, AWS, and Noodle.AI
  - **2022:** enabled order management-as-a-service for SMB markets
  - **2022:** enhanced enterprise risk and compliance offerings: controls transformation, SOX compliance, internal audit, audit analytics, regulatory compliance, vat recovery, third-party risk management, ERP and digital controls, information and cybersecurity, ESG, IT control and IT SOX, segregation of duties, and others
- Technology expansion
  - **2024:** partnership with Microsoft to drive finance transformation across processes
  - **2023:** continued enhancements to Genpact Cora.AI platform to improve the performance and scalability and provide better user experience in key areas in data/analytics and technical services
- **2023:** secured a US Patent for IP Framework solution system and method for ML-based detection, reporting and correction of exceptions and variances impacting financial data
- **2023:** new and expanded partnerships include ThinkRisk for ML-based anomaly detection, AnswerRocket for creating Gen AI solutions in FP&A, Xelix for AI-based data anomaly detection, AriaTech to automate SOD reviews in ERP, Workiva for statutory reporting, HighRadius for reconciliation, and AI providers
- **2022:** expanded partnership with ServiceNow, to bring transformative business workflow solutions, differentiated through Genpact's domain expertise in the F&A and risk and compliance space
- **2022:** partnered with ProcessUnity to deliver integrated managed services for supplier risk management
- Delivery capability expansion
  - **2023:** launched the CoE Factory Model, which is a capability-based horizontal structure that acts as a catalyst to homogenize client experience and drive faster value with AI-, technology-, and analytics-led solutions in a structured manner
  - **2023:** democratization of automation and AI through AIPlay, a Genpact proprietary platform for building low-code/no-code predictive model to solve for real business problems and driving value Gen AI testing and replication. E.g., anomaly detection, VAT code predictor and non-GL code predictor, and deduction analytics
  - **2023:** launched a gen AI training program on its learning platform, Genome
  - **2022:** expanded delivery capabilities with new F&A delivery centers in Thailand (Bangkok) and in Jodhpur and Warangal (India)
  - **2022:** driving F&A technology upskilling at scale through TechBridge, with learners earning accreditation from partner solutions

# Genpact profile (page 2 of 10)

## Overview

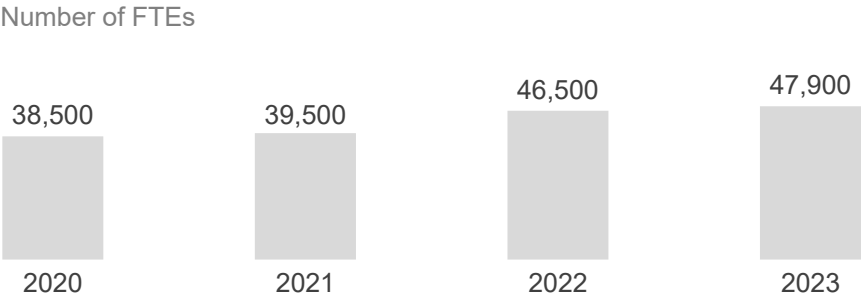
### FAO services suite

- R2R: intercompany, consolidation, investment accounting, treasury, and reporting; cost, inventory, tax, supply chain, and general accounting; and fixed assets, close, and reconciliations
  - Enterprise performance management: FP&A, functional analytics, BI, and advanced analytics
  - O2C: order visibility, exceptions, and credit management; customer experience, invoice, and AR
  - P2P: requisition-to-PO, procurement helpdesk, invoice processing, vendor inquiry management, payments, and T&E analytics
  - Enterprise risk and compliance: internal audit and SOX; IT risk management, anti-money laundering, and controllership in transformation/transition; ERP and digital controls; Information and cybersecurity; ESG services including ESG advisory, ESG data management, and analytics; carbon accounting; sustainability diligence; ESG limited assurance; and sustainability reporting
- CFO transformation: target operating model design, digital, analytics, finance IT architecture, carve-outs, and post-merger integration
  - Enterprise transformation for select start-ups, SMBs, and mid-market clients
  - S/4 HANA transformation and F&A surround services
  - Enabling F&A application cloud migration

### Distribution of FTEs across processes



### Scale of operations



# Genpact profile (page 3 of 10)

## Client portfolio

### Major FAO clients

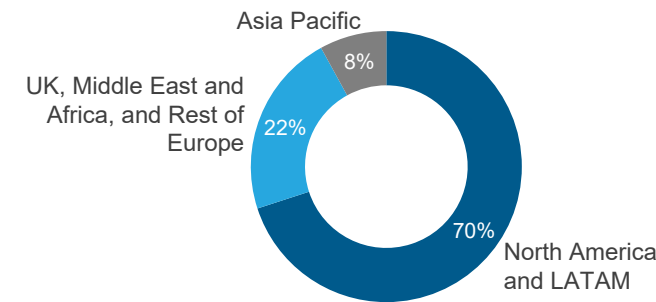
A Dutch multinational retail company, a leading beverage company, a leading pharmaceutical manufacturer and distributor, an American air-cooling and refrigeration company, a Japanese multinational automobile manufacturer, a British multinational pharmaceutical and biotechnology company, and a leading insurance company

[NOT EXHAUSTIVE]

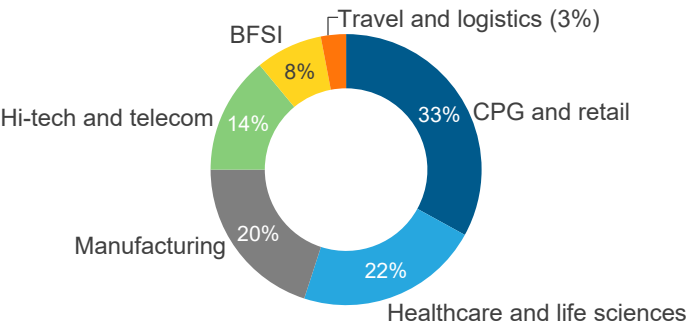
### Recently announced FAO engagements

Time of signing	Client	Contract details
2023	A German multinational family-owned discount supermarket chain	P2P and R2R process transformation including intelligent automation and analytics
2023	An American fruit-based beverage company	End-to-end F&A transformation including intelligent automation and analytics
2023	A leading American real estate brokerage with a global presence	End-to-end F&A transformation including intelligent automation and analytics
2022	A leading veterinary care provider in Europe	End-to-end F&A transformation including intelligent automation and analytics

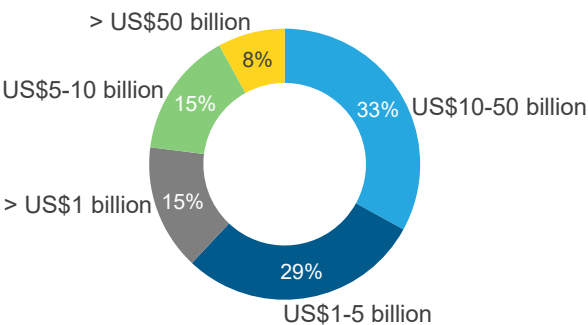
Revenue mix by buyer geography (2023)



Revenue mix by buyer industry (2023)



Number of clients by buyer size (2023)



Source: Everest Group (2024)

# Genpact profile (page 4 of 10)

## Technology solutions

FAO technology approach: FAO technology approach: Genpact's F&A solutions are powered by the Cora digital business platform, grounded in the domain knowledge of F&A and implemented with a flexible Systems of Engagement (SoE) approach, enabling clients to leverage existing Systems of Record (SoR) while driving effective F&A digital transformation at scale.

Solutions	F&A framework assets	Cora platform	Process analytics
Solution description	Core F&A domain expertise IP solutions that enable optimized processes, optimize cost of operations, and increase scalability, operational control, and governance	<ul style="list-style-type: none"> <li>Digital business platform that enables optimized processes, reduced cost of operations, as well as increased scalability, operational control, and governance</li> <li>Focus on improved experience powers the F&amp;A solutions</li> </ul>	<ul style="list-style-type: none"> <li>Analytical capabilities to monitor and manage F&amp;A operational performance in real time</li> <li>Advanced drill-down and root-cause analysis</li> <li>Sophisticated data engineering as the foundation for augmented intelligence</li> </ul>
Process scope	<ul style="list-style-type: none"> <li>Industry-specific digital SEP™</li> <li>Transformation maturity framework</li> <li>Smart Modeler (process modeling tool)</li> <li>Continuous Close Accelerator</li> <li>Digital Business Process Management Suite (DBPMS)</li> <li>ERP Readiness Maturity Model (SAP ECC, S4 HANA, Oracle Cloud, etc.)</li> <li>Straight Through Account Receivables (STAR) (framework for optimization of AR processes)</li> <li>Perfect payable index (transformation framework for end-to-end P2P)</li> <li>System and Method for ML-based detection, reporting, and correction of exceptions and variances impacting financial data</li> <li>UXNXT (experience IP in the F&amp;A transformation methodology)</li> <li>M-Find (KPI linkages for end-to-end view to process performance)</li> <li>Digital Controller Cockpit</li> <li>d-risk framework</li> <li>Genpact Enterprise 360</li> </ul>	<ul style="list-style-type: none"> <li>P2P: Cora APFlow, touchless invoice optimizer, and duplicate payments optimizer</li> <li>P2P: a unified solution integrating Genpact Cora APFlow and Tradeshift supplier network</li> <li>O2C: Cora ARFlow, touchless cash assistant, touchless invoice optimizer, OM virtual assistant, collections optimizer, and touchless cash assistant; also, partners with HighRadius</li> <li>R2R: intelligent reporting assistant, accrual assistant, and Cora Finance Controllershship Suite (FCS)</li> </ul>	<ul style="list-style-type: none"> <li>Cora Finance Analytics (CFA) is an integrated solution for overall F&amp;A analytics built on the foundation of Financial Data Lake (FDL) connectors for easy data ingestion</li> <li>Controller's Cockpit delivers persona-based insights / analytics with drill-down to source level for root-cause analysis</li> <li>PowerMe is an ML-based data discovery, data lineage, and data quality platform with plug-and-play integration with enterprise data and analytics landscape</li> <li>Cloud-based data frameworks to optimize data quality <ul style="list-style-type: none"> <li>Mission Compass: to speed up F&amp;A data strategy designing</li> <li>Data Quality Framework (EDQM): data quality engine</li> </ul> </li> <li>Advanced analytics, dashboarding, and reporting</li> <li>Alerts and governance</li> <li>Collaboration and knowledge repository</li> </ul>



# Genpact profile (page 5 of 10)

## Technology solutions

FAO technology approach: Genpact’s F&A solutions are powered by the Cora digital business platform, grounded in the domain knowledge of F&A, and implemented with a flexible Systems of Engagement (SoE) approach, enabling clients to leverage existing Systems of Record (SoR) while driving effective F&A digital transformation at scale.

Solutions	F&A framework assets and Cora platform	Process analytics
Technology leveraged	<ul style="list-style-type: none"> <li>• Cloud-based enterprise class platform; also partners with Microsoft Azure, Google Cloud, Snowflake, and AWS</li> <li>• ERP partnerships – SAP, Oracle, Workday</li> <li>• RPA partnerships – Automation Anywhere, UiPath, and Blue Prism</li> <li>• Cora process life cycle manager and Cora SeQuence with ServiceNow and/or other partners (dynamic workflow)</li> <li>• Multiple digital and analytics partnerships (HighRadius, TradeShift, BlackLine, Xelix, Axiom, Trintech, Anaplan, Lease Accelerator, Celonis, Ariba, etc.)</li> <li>• Enterprise risk and compliance partnerships – ProcessUnity, AppZen, and Workiva</li> <li>• Finance-as-a-service solution – GenOne (in partnership with Deloitte, Workday, and One Source Virtual)</li> <li>• Mailroom, email, and scan integration</li> <li>• Enterprise archival system(s)</li> </ul>	<ul style="list-style-type: none"> <li>• Interfaces with applications at a User Interface (UI) level without impacting existing systems</li> <li>• Interoperable across multiple systems such as ERP, mainframe, and workflows</li> <li>• Rule-based decision support</li> </ul>
Delivery model and pricing	<ul style="list-style-type: none"> <li>• Cloud solution with global, mirrored datacenters, and disaster recovery features</li> <li>• Upfront, one-time setup fee plus subscription fee based on the number of users, business metrics tracked (in case of process analytics), or transactional documents (in case of AP)</li> <li>• Outcome-based pricing models on metrics such as DSO delivered in value-share model</li> </ul>	<ul style="list-style-type: none"> <li>• On-premise deployment</li> <li>• Upfront implementation fees plus subscription fee based on the number of instances deployed</li> <li>• Outcome-based and/or value-based pricing</li> </ul>

# Genpact profile (page 6 of 10)

## Technology solutions

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Solutions	Workflow	Pre-trained AI accelerators	Intelligent automation
Solution description	<ul style="list-style-type: none"> <li>Comprehensive, scalable, agile, flexible, and dynamic workflow management</li> <li>Helps improve F&amp;A process orchestration, efficiency, productivity, and controllership</li> <li>Includes partner ecosystem solution elements</li> </ul>	<ul style="list-style-type: none"> <li>Developed numerous targeted pre-trained AI accelerators that combine domain knowledge, data, and AI engines to solve specific F&amp;A business problems (reading invoices)</li> <li>Effective at reading, interpreting, and taking actions on unstructured data within F&amp;A processes</li> </ul>	<ul style="list-style-type: none"> <li>Developed the comprehensive capability to automate repetitive, rule-based, and manual processes to deliver high productivity, eliminate manual errors, and reduce human dependency</li> <li>Leverages process discovery, mining, and RPA software</li> <li>Leverages ML for forecasting using demand forecasting models</li> <li>Gen AI solutions for 15+ use cases including financial performance reporting solution, ML-based transaction matching, billing automation solution, and AP helpdesk solution</li> </ul>
Process scope	<ul style="list-style-type: none"> <li>Activity management, work allocation, and quality control capability</li> <li>Workflow orchestration between digital and human workforce</li> <li>Reporting and analytics</li> <li>Audit trails</li> </ul>	<ul style="list-style-type: none"> <li>P2P: invoice payment status posting, manufacturing invoice/receipt normalization, invoice/receipt interpretation, three-way decisioning/forecasting for claims, AI-enabled freight controls and processing, and automated helpdesk</li> <li>O2C: cash/revenue forecasting model</li> <li>R2R journal entry posting</li> </ul>	<ul style="list-style-type: none"> <li>Rapid development and deployment using a drag-and-drop interface</li> <li>Provides a runtime engine to process transactions round-the-clock</li> </ul>

# Genpact profile (page 7 of 10)

## Technology solutions

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# Genpact profile (page 8 of 10)

## Location landscape

















### FAO delivery locations



# Genpact profile (page 9 of 10)

Everest Group FAO assessment – Leader  
Everest Group O2C assessment – Leader

Measure of capability:  Low  High

	Market impact				Vision and capability				
	Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
FAO									
O2C									



















## Strengths

- Genpact employs a lean digital approach with embedded consulting capabilities to deliver end-to-end F&A and digital transformation services for its clients
  - Its strong domain expertise across P2P, R2R, and O2C processes, including complex processes such as FP&A, treasury, risk management, and tax services is supported by a robust delivery network and global presence
  - It offers industry-specific solutions across financial services, healthcare, retail and CPG, and manufacturing sectors, earning frequent appreciation from its clients
  - It has integrated Enterprise Risk and Compliance (ERC) services with F&A services to drive synergies and offer services across controls transformation, SOX compliance, internal audit, audit analytics, regulatory compliance, and VAT recovery
- It delivers F&A services by leveraging its CORA platform, which has built-in modular components embedded with cognitive technologies, serving as an end-to-end solution for organizations' F&A needs
- Genpact has built a robust suite of modular solutions, including ReceiveEye (a customer payment behavior prediction tool), Deductions Control Tower, and ReFinder (a reinsurance recovery solution) to deliver on organizations' end-to-end O2C requirements
- It has developed a new generative AI CoE and several AI innovation centers to foster co-innovation with clients and has supported organizations in creating generative AI use cases across anomaly detection, vendor inquiry resolution, and information summarization
- Genpact has established Oracle, SAP, Workday, and ServiceNow CoEs that specialize in providing consulting services across platform design and ERP implementation
- Genpact is one of the few providers to offer end-to-end ESG services by leveraging its ESG reporting readiness assessment tool, ESG Data Cockpit (an end-to-end data management solution), ESG Control Health Index (a framework to assess overall design and operations), and its carbon accounting platform (developed in partnership with Persefoni)
- It has extensive experience in serving organizations in the North America, Europe, and APAC geographies
- Genpact is appreciated by its clients for its agility, availability, access to leadership, strong partnership, and growth mindset

# Genpact profile (page 10 of 10)

Everest Group FAO assessment – Leader  
Everest Group O2C assessment – Leader

Measure of capability:  Low  High

	Market impact				Vision and capability				
	Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
FAO									
O2C									

## Limitations

- Organizations in the travel and logistics, energy and utilities, and public sector industries may expect Genpact to improve its domain and industry expertise in these specific sectors
- It extensively follows an outcome-based commercial structure, which may not be ideal for small enterprises
- Client feedback indicates that attrition and knowledge management are pain points, especially among junior resources
- Clients expect Genpact to take a more proactive approach in proposing process improvement initiatives and introducing best practices from similar peer engagements

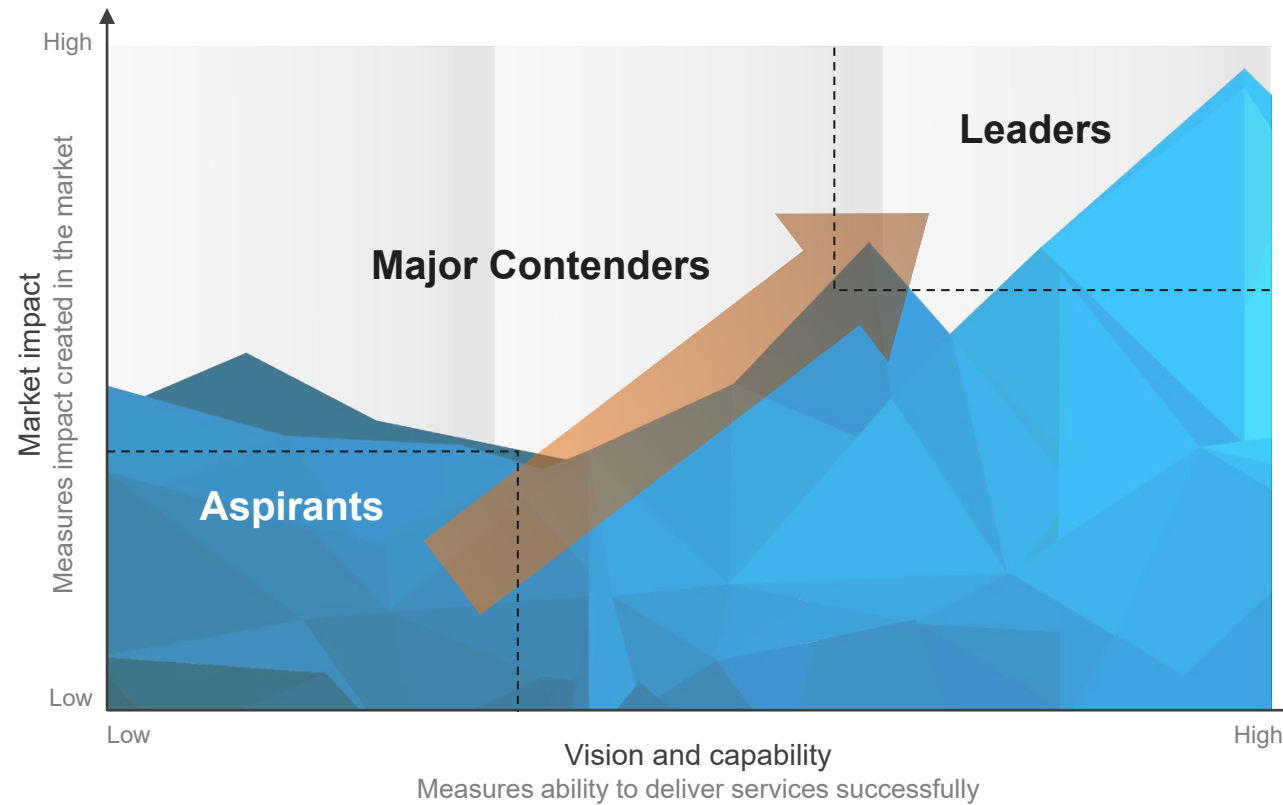
# Appendix

PEAK Matrix® framework

FAQs

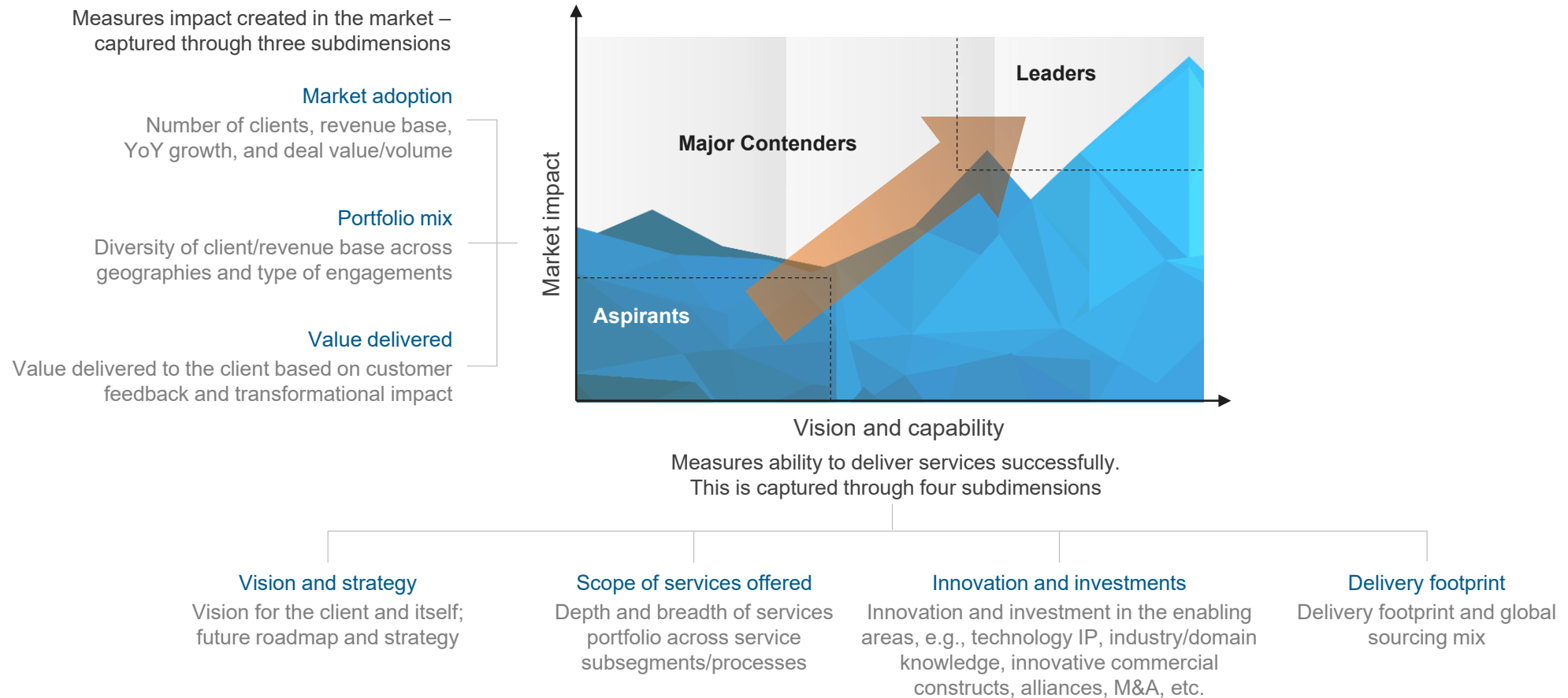
Everest Group PEAK Matrix® is a proprietary framework for assessment of market impact and vision and capability

Everest Group PEAK Matrix





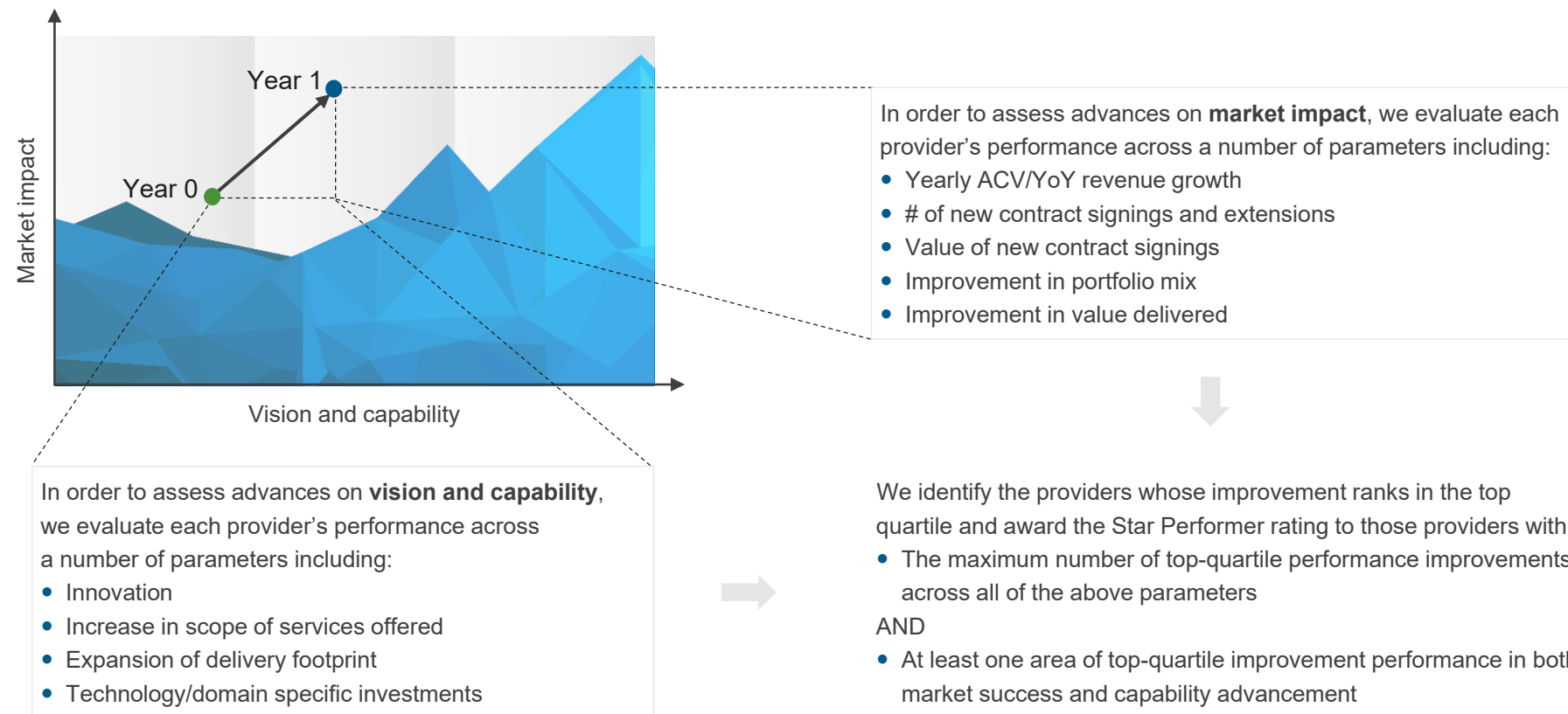
# Services PEAK Matrix® evaluation dimensions



# Everest Group confers the Star Performer 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



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

# FAQs

**Q: Does the PEAK Matrix® assessment incorporate any subjective criteria?**

**A:** 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.

**Q: Is being a Major Contender or Aspirant on the PEAK Matrix, an unfavorable outcome?**

**A:** 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.

**Q: What other aspects of the PEAK Matrix assessment are relevant to buyers and providers other than the PEAK Matrix positioning?**

**A:** 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.

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

**A:** 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 included in our research reports

**Q: What is the process for a provider / technology vendor to leverage its PEAK Matrix positioning?**

**A:** 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

**Q: Does the PEAK Matrix evaluation criteria change over a period of time?**

**A:** 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.

# Stay connected

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