Everest Group Order-to-Cash (O2C) PEAK Matrix® Assessment 2023

Focus on Wipro
October 2023

Background and scope of the research

Background of the research

The global multi-process Finance and Accounting Outsourcing (FAO) market continued to grow at a steady rate of 11-13% in 2022 and is expected to continue this growth trajectory for the next three years. Surging inflation, recessionary environment, geopolitical instability, coupled with the volatility that the pandemic left the enterprises in, has increased enterprises' openness to leverage third-party service provider support for their finance functions. The strategic focus of service providers is becoming more elevated as they emphasize upstream F&A operations alongside routine tasks. This change underlines how corporations are realizing the strategic value of F&A. At the same time, there is a growing focus on non-traditional F&A areas including risk management, compliance, sustainability, and data & analytics. Notably, cognitive technologies have moved from pilot stages to widespread usage, denoting a considerable change in the approach to and execution of F&A activities. Advisory services are becoming prominent, with service providers supporting enterprises to successfully navigate through complex financial environments. These trends are driving incremental changes in the commercial construct of FAO deals, indicating an evolving and value-driven industry landscape.

In this research we assess 28 FAO service providers based on their vision & capabilities and impact on the FAO market and position them on two Everest Group PEAK Matrix® assessments for FAO and Order-to-Cash (O2C) services.

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

- Finance and Accounting Outsourcing (FAO) PEAK Matrix® Assessment 2023 including service provider capability assessment and Star Performer analysis
- Order-to-Cash (O2C) PEAK Matrix® Assessment 2023 including service provider capability assessment
- 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
28 FAO Service Providers

Services
Finance and Accounting Outsourcing (FAO)

Order-to-Cash (O2C) services PEAK Matrix® characteristics

Leaders

Accenture, Capgemini, Genpact, IBM, Infosys, Sutherland Global Services, TCS, and Wipro

- Leaders have been consistent in the delivery of O2C services – they continue to invest in strengthening their all-round O2C 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 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, Conduent, Corcentric, Datamatics, Exela Technologies, EXL, HCLTech, Tech Mahindra, Teleperformance, and WNS

- 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

Connext Global, IQ BackOffice, Nexdigm, Quatrro Business Support Services, and QX Global

- Aspirants are either focused on a particular region(s), industries, O2C process(s), and/or currently have relatively small O2C operations
- They offer innovative point solutions, primarily in transactional O2C 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®
Order-to-Cash (O2C) PEAK Matrix® Assessment 2023 | Wipro is positioned as a Leader

Everest Group Order-to-Cash (O2C) PEAK Matrix® Assessment 2023[1,2]
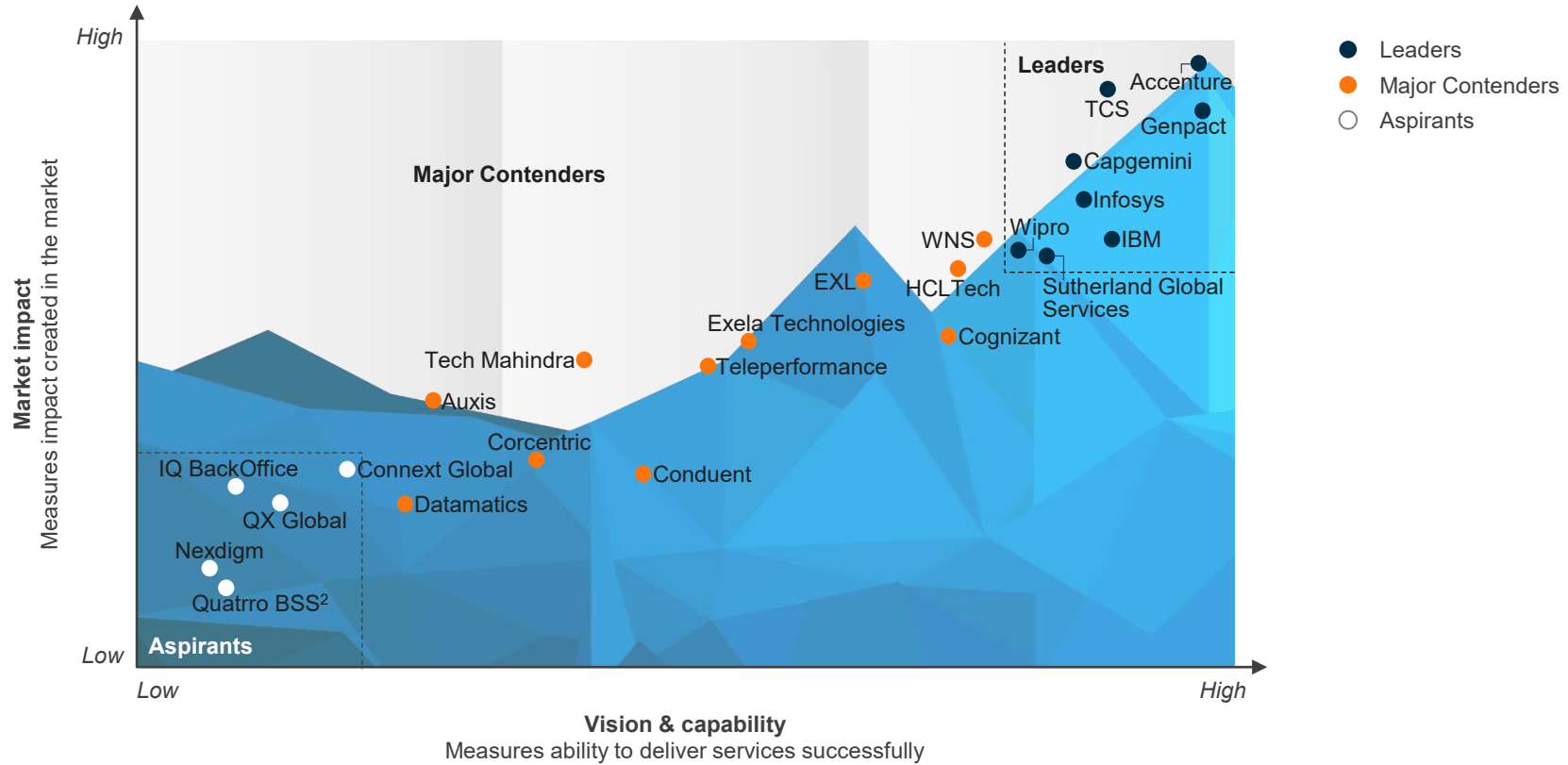
1   Assessment for Teleperformance excludes service provider inputs and is based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with FAO clients
2   Quatrro BSS: Quatrro Business Support Services
Source: Everest Group (2023)

Wipro profile (page 1 of 8)
Overview

Key leaders

- **Jagmohan Babra,** VP Global Head, Enterprise Services
- **Ravinder Bhatia,** Global Head Corporate Business Services – F&A and SCM
- **Ashish Singla,** Global F&A Practice & Solutions Lead

Recent developments/investments

Technology expansion

- **Acquisitions:** US$ 3.3 million acquisitions to focus on expanding ERP a cloud capabilities, industry-specific solutions, security & compliance, and digital experience
- **Technology innovation**
  – Invested US$ 36 million in R&D with 1,092 registered patents (and 1,000 pending grant in various jurisdictions across the world) and 366 trademarks
  – 15% of its revenue used for R&D work that contributed in patent applications, innovation and co-innovation centers development, research work with institutions and organizations on advanced technology areas, and building new assets for customers
- **Analytics technologies and solutions** include Data & Insights transformation as well as business applications
  – Some of the key assets are Data Science Modernization, Cognitive Search, Anomalies & Forecasts, Decision Intelligence, and Conversational Analytics & Data Storytelling
  – One of the more recent innovations is called Wipro Data Intelligence Suite (WDIS) also known as SNIPE, which helps strategize and realize BI transformation journeys. The three elements are metadata extraction and rationalization, platform migration automation, AI-based BI cataloguing, insights, governance, and landscape optimization
- **EPM (Enterprise Performance Management)** is growing at 10-12%. Accelerators have been built in niche technologies areas to cater different use case requirements within industry segment one such example is Speed planning in Anaplan, integrated planning covering five use cases which are built to implement with in few weeks of time per use case
- **AI for Cognitive finance** – Developed 160 assets & use cases applicable to F&A area, the most important are:
  – Financial planning & analysis (FP&A) including revenue shaping, operational forecasting, working capital models
  – Treasury Controllership for optimizing exposure to FX risks and drawing surplus to invest on daily basis, Automation of Bank entries and BRS, Compilation of mutual funds SOA
  – Internal Controls & Audit: SOX – Risk and Exception Dashboard, Security of assets and Inventories, Fraud & anomaly Detection & Prevention
  – Integration of AI with recent emerging technologies such as Industrial Internet of Things (IIoT), big data analytics, cloud computing, and cyber-physical systems will enable operation of industries in a flexible, efficient, and sustainable way

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Scale of operations

Number of FAO FTEs over time

| 2018	2019	2020	2021	2022
19,000 +	20,000 +	22,200	24,554	25,730
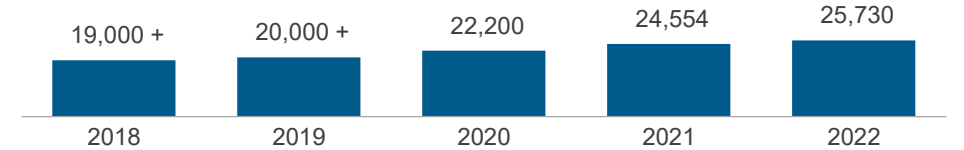
FAO services suite

Wipro's ambition is to orchestrate value to clients through focused business solutions, digital & technology capabilities, and innovation through a **One Wipro** approach. Wipro provides functional solutions in FP&A, treasury, tax, RTR, PTP, and O2C. Below are some of the key focus areas to drive **new sources of value** for clients:

- **EPM (Enterprise Performance Management)** – with 650 EPM consultants and certified architects present in 60+ countries and an experience of 216 roll-outs, it support clients to select the most suitable EPM platform, ensure design and technology enablement, improve adoption and user experience, drive operational, and financial success
- With consistent top leadership positions for Data Science and Machine Learning solution provider, 800 data & analytics clients and ~1,700 AI engagements, **Data, Analytics & Artificial Intelligence** (DAAI) practice has seen tremendous momentum in the last few years – both in growth as well as investment
- **Integrated sustainability services** has recently seen exponential growth; including impact assessment, strategy and governance, **impact accounting, responsible finance,** sustainable products and services, sustainable technology, sustainable manufacturing and supply chain, and energy transition and management

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Distribution of FTEs across processes

	<500 FTEs	500-1,500 FTEs	>1,500 FTEs

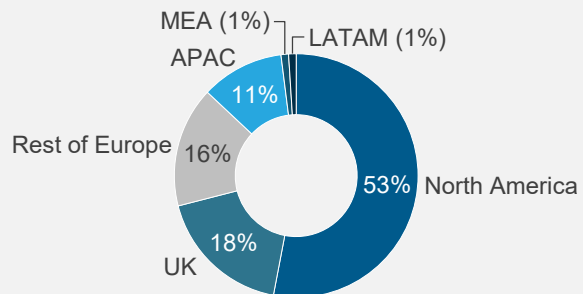| P2P	O2C	R2R	Others
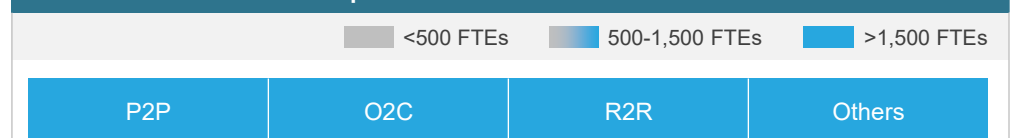
Wipro profile (page 2 of 8)
Client portfolio

Major FAO clients: large European telecom company; an American multinational corporation with subsidiaries involved in manufacturing, refining, and distribution of chemical, petroleum, and energy; a manufacturer of medical devices, pharmaceuticals, and consumer packaged goods based in America; a leading American clothing company; a US-based leading integrated retailer; an Australian multinational construction company; a property, investment, and infrastructure company; a US-based provider of human capital and management consulting; a Denmark-based leading supplier of professional cleaning equipment; a Nordic-based organization providing healthcare, assistance, safety, and emergency services; Germany's largest market research institute; an American technology company; a UK-based supplier of temporary power generation and temperature control equipment; a leading provider of brand distribution solutions in Oman

Recently announced FAO engagements (non-exhaustive)		
Time of signing	**Client**	**Contract details**
2022	A large European telecom company	Third generation outsourcing contract, with global delivery, end to end O2C, P2P and R2R scope, focusing on delivering new sources of value through business transformation
2022	US-based real estate services company	Complex F&A scope across the world including property accounting, FP&A and controlling, management reporting, financial / tax reporting (direct, indirect, property tax)
2022	Infrastructure consultancy, facilities & property management	Full spectrum of F&A services, including significant transformation and data & analytics solution
2022	An American retail company specializing in home improvement	End-to-end F&A services, including cost & margin accounting and retail specific services
2022	A manufacturer and distributor of food packaging and foodservice products	First time outsourcer, engaging in a pilot program within the P2P scope before extending the contract to additional areas

FAO revenue mix by buyer geography (2022)

MEA (1%), LATAM (1%), APAC 11%, Rest of Europe 16%, UK 18%, North America 53%

FAO revenue mix by buyer industry (2022)

Healthcare & Life Sciences (4%), Travel & logistics (1%), Government/public sector (1%), Energy & utilities (5%), CPG & retail 6%, Manufacturing 9%, Hi-tech and telecom 23%, BFSI 51%
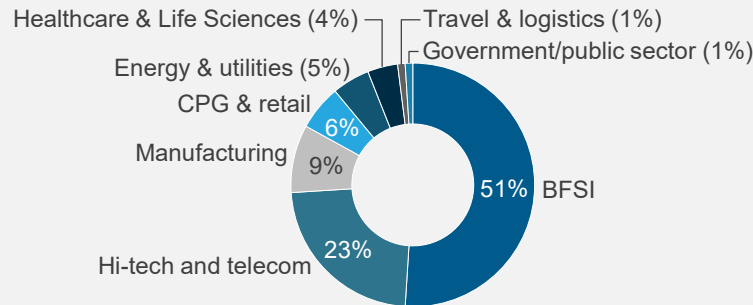
Number of clients by buyer size (2022)

US$5-10 billion 8%, <US$1 billion 28%, >US$50 billion 17%, US$1-5 billion 26%, US$10-50 billion 21%
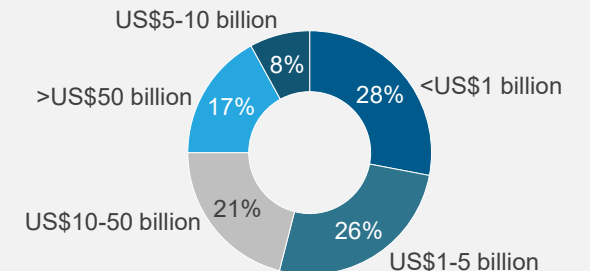
Wipro profile (page 3 of 8)
Technology solutions

Solutions	Third-party software and service partners

Solution description	• Wipro is a global strategic partner for the most marquee ERP providers – SAP, Oracle, Infor, MS Dynamics, Workday – recognized for multiple joint co-innovation programs
	• Platform-led BPaaS solutions
	• P2P digitization: business commerce enablement BPaaS solution with Tradeshift, Ariba, Coupa
	  – **O2C:** integrated receivables with HighRadius, Pega, Sidetrade for transforming the credit-to-cash cycle
	  – **RTR:** Blackline, Trintech, system solutions – reconciliations and period close
	  – **FP&A:** Anaplan, Oracle Cloud EPM, HFM, Hyperion Planning, SAPBPC, Group reporting, SAC Planning, IBM TM1 Planning Analytics
	  – **Tax:** Onesource: intuitive software that manages sales and use tax, GST, and VAT compliance in one central environment
	  – Workflow orchestration, case management, and reporting using ServiceNow and Camunda
	  – **ESG ecosystem** of partnerships (e.g., AWS, Microsoft, SAP, Enablon, Ecovadis, etc.) and alliances (e.g., SBTi, World Economic Forum, Transform to Net Zero, etc.)
	• Automation and business intelligence
	  – **RPA:** Automation Anywhere, Blue Prism, WorkFusion, OpenSpan, and UiPath
	  – **Cognitive chatbot platforms:** Pypestream Kore.ai, and Avaamo
	  – **Process mining and variance analysis platform:** Celonis and Signavio
	  – **Reporting analytics:** SAP Hana, Business Objects, Qlikview, Teradata, and TIBCO
	  – **Cognitive Analytics:** Incorta, and Thoughtspot
	  – **AI-based contract management solution:** SpotDraft
	  – **Omnichannel suite:** Freshdesk and Zendesk
	• Process solutions including decision support
	  – EY, McKenzie, PWC, and Deloitte partnership as joint go-to-market strategy
	  – TMF Group, BDA, HLB and Amesto Group offering advisory services, tax consultancy, and statutory reporting
	  – **Mailroom operations:** PaperSoft, IronMountain, Novitex Source HOV, Crown, and Renovision
	  – **Process benchmarking solutions:** Hackett and American Productivity & Quality Center (APQC)
	  – **LILT:** language neutralization tool

Technology leveraged	• Cognitive process automation, AI, NLP, RPA, and blockchain • Web, and mobile-enabled; secure with role-based access controls
Delivery model and pricing	• Flexible deployment options including hosted, and on-premise and cloud-based implementation • Flexible pricing options including upfront implementation fees, bundled-in FTE pricing, and subscription-based pricing along with gainshare models

Wipro profile (page 4 of 8)
Technology solutions

Solutions	Wipro in-house technology solutions
Solution description	**Wipro Enterprise Operations Transformation (EOT) suite:** comprehensive transformation framework based on the core pillars of simplification, automation, intelligence, and immersive experience - BPM tools including **BaseNXT suite:** revamped base suite & added new functionalities including greater compliance, advanced work allocation, process library integration, API integration, more flexible configuration, and improved UI **Wipro Harmony:** integrated transition, project management, business process design, and benchmarking **iSMRT** stands for intelligent scheduling, monitoring, and repeating tasks, and it is an easy to deploy, low-code workflow, and case management platform **Wipro CnNXT:** Procure to Pay suite helps run, improve and take business decisions regarding end-to-end P2P operations. IT enables compliance, self-service, and touchless processing **Process library:** Wipro Harmony: knowledge management repository, automation opportunities, process variance analysis, and benchmarking. Also includes integrated transition & project management functionalities - Launched in 2016, **Wipro's Data Discovery Platform (DDP)** is a collection of 200+ AI / ML industry specific analytical applications that help reimagine and redefine processes driven by insights through decision intelligence **A well established Blockchain practice:** a five-step consulting methodology that includes: Blockchain consulting, POC, MVP, production, and support; some of the relevant use cases include: **CBDC / stablecoins:** digital currencies help automate the entire accounting process as each transaction represents a receipt in itself. The entire Finance process transformation is expected with launch of CBDC & it is investing to create ready infrastructure for organizations **Contract Management:** digitize contractual terms and conditions, sign agreements on shared ledger **Invoicing and Payments:** touchless auto invoicing through smart contracts, record and share transaction details necessary to execute payments, permissioned network for automating trade finance **Dispute Resolutions:** process steps, billing data, mismatches shared with each party in real time; any change made requires approval from concerned parties **Records & Reporting:** data collation in real time Intra and interparty, intercompany treasury management **Memo and Accounting:** memo entries for settlement and accounting entries can be automatically updated from invoice data and approval status **CapitX:** based on a powerful data-driven diagnostic engine, CapitX assesses the current level of working-capital effectiveness and efficiency based on system-of-record transactions and rapid evaluations of quantified cash opportunities **AI for Cognitive finance** we have developed 160 assets & use cases applicable to F&A area, the most important are: - Financial Planning & Analysis including Revenue Shaping, Operational Forecasting, Working Capital Models - Treasury Controllership for optimizing exposure to FX risks & Drawing surplus to invest on daily basis, Automation of Bank entries and BRS, Compilation of mutual funds SOA - Internal Controls & Audit: SOX – Risk and Exception Dashboard, Security of assets and Inventories, Fraud & anomaly Detection & Prevention - Integration of AI with recent emerging technologies such as Industrial Internet of Things (IIoT), big data analytics, cloud computing, and cyber-physical systems will enable operation of industries in a flexible, efficient, and sustainable way

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Wipro profile (page 5 of 8)
Technology solutions

Solutions	Wipro in-house technology solutions

Solution description	• Industry-specific solutions:
	  – **Manufacturing:** Wipro S.M.A.R.T Manufacturing framework stands for the principles of any factory of the future – sustainable, monitored and managed, automated and autonomous, reliable & resilient, turnkey, and is enabled by physical and digital automation technologies to create value while improving productivity, flexibility, resilience, and sustainability
	  – **Energy & utilities:** smart grid solutions including distribution automation, active network management and der operations, grid analytics, meter data and utility IoT, grid security
	  – **Retail & CPG:** Wipro's Promax® suite of solutions for trade promotion management, optimization, and execution and Cognitive analytics assets to increase revenue, margin, working capital: 1. pricing strategies to 'price any SKU' 2. Cognitive data analysis used for pack size recommendation to avoid stock-out & inventory pile up causing loss, 3. Predictive model based on customer data and third-party demographic data to find out the most responsive customers for the client's different offers, 4. early warning indicators about the customers going to churn along with the top 3 features contributing to churn for each of the client for preventing the scenario
	  – **Insurance:** 1. Wipro's Underwriting Analytics solution improve risk assessment and determine pricing for new business and renewals, 2. Wipro's Digital FNOL (First Notification of Loss) solution which uses a combination of AI & mobile technology with analytics to conduct behavioral analytics and assist claimants in assessing the damage thereby reducing the claims cost at reporting stage
	  – **Healthcare:** Wipro's Revenue360 solution for medicare advantage plans adds intelligence and automation to the reconciliation process. It captures various Part C and/or Part D payments, including member premium for SSA withholding, automatically applies lump sum retroactive payments split across months, calculate plan expected payments for the month, and reconcile the data every month. Extracts & generates monthly reports automatically & help plans monitor trends and understand discrepancies, including reports on a payment summary, balance brought forward, discrepancy aging, suspense amount, and Prescription Drug Event (PDE) activity
	  – **Travel & logistics:** Wipro's Cargo Reservations, Operations, Accounting, and Management Information System (CROAMIS) has been built to address the continually evolving operations and challenges of the air cargo industry. It provides an agile, unified, and comprehensive platform for all airline cargo management needs
	• ESG solutions including open-source tool for sustainability, turnkey physical automation solutions as well as sustainable digital factory initiatives with impact on R2R services

Technology leveraged	• Cognitive process automation, AI, NLP, RPA, and Blockchain • Cloud hosted, on premise web, and mobile-enabled; secure with role-based access controls
Delivery model and pricing	• Flexible deployment options including hosted and on-premise implementation • Flexible pricing options including upfront implementation fees, bundled-in FTE pricing, and subscription-based pricing along with outcome-based and gainshare models

Wipro profile (page 6 of 8)
Location landscape

FAO delivery locations

Wipro profile (page 7 of 8)
Everest Group FAO assessment – Leader
Everest Group O2C assessment – Leader

Measure of capability: ◔ Low ● High

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

Strengths

- Wipro follows a digital-first strategy by integrating its strong IT legacy, process/domain expertise, and Enterprise Operations Transformation (EOT) framework to drive digital transformation for clients
- It leverages a robust suite of digital solutions to serve its clients' holistic F&A requirements through proprietary technologies (such as Wipro HOLMES™) and frameworks along with third-party partnerships
  - It continues to invest in its Enterprise Performance Management (EPM) solutions, expanding in areas such as FP&A
  - It has significantly invested in its cognitive capabilities and has developed 150+ AI assets and use cases across the F&A value chain, with industry-specific use cases in the BFSI, retail, and energy and utilities segments
  - Wipro has established a center of excellence to discover generative AI use cases in F&A
- The company has robust industry-specific O2C capabilities and leverages innovative crowdsourcing initiatives to complement its partnerships with High Radius, Pega, Zuora, and Esker to ensure end-to-end O2C digital transformation for its clients
- It leverages a One-Wipro approach for all its BPS and IT engagements, prioritizing client accounts as opposed to a siloed/vertical/function-specific approach
  - Recently, it underwent an organizational restructuring to enhance synergies across operations, technology, IT, and consulting to provide end-to-end solutions to its F&A clients
  - Clients frequently highlight Wipro's partnership-driven approach and its ability to integrate synergies across different departments as its key strengths
- Wipro leverages its partnerships with ESG specialist vendors such as Enablon, Sphera, Earthsoft, and GenSuite to provide solutions related to ESG data capture, reporting, and monitoring. It is also investing in an integrated impact accounting and intelligence offering for clients
- It has made significant strides in its shared services transformation advisory functions, especially its advisory capabilities in SAP implementation and cybersecurity, with its recent acquisitions of Rizing (a leading consulting firm in SAP) and Edgile (a leading firm in customized risk and security advisory services)
- It has strong expertise in serving organizations in the BFSI, manufacturing, and hi-tech & telecom verticals across end-to-end F&A processes
- It has a robust global delivery footprint and continues to expand in APAC, EMEA, and North America

Wipro profile (page 8 of 8)
Everest Group FAO assessment – Leader
Everest Group O2C assessment – Leader

Measure of capability: ◔ Low ● High

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

Limitations

- Wipro's experience in addressing complex and large-scale deals in travel & logistics, healthcare, and energy & utilities is lower than that in other sectors

- While the company has rich experience in serving clients in North America, the UK, rest of Europe, and APAC, its experience in serving the specific requirements of clients from LATAM and MEA is somewhat limited

- Clients expect Wipro to be more proactive and innovative in its offerings

- Some clients expect better talent management, consistency in the recruitment process, and a more balanced offshore/onshore delivery mix to enable smooth operations

Appendix

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

Everest Group PEAK Matrix
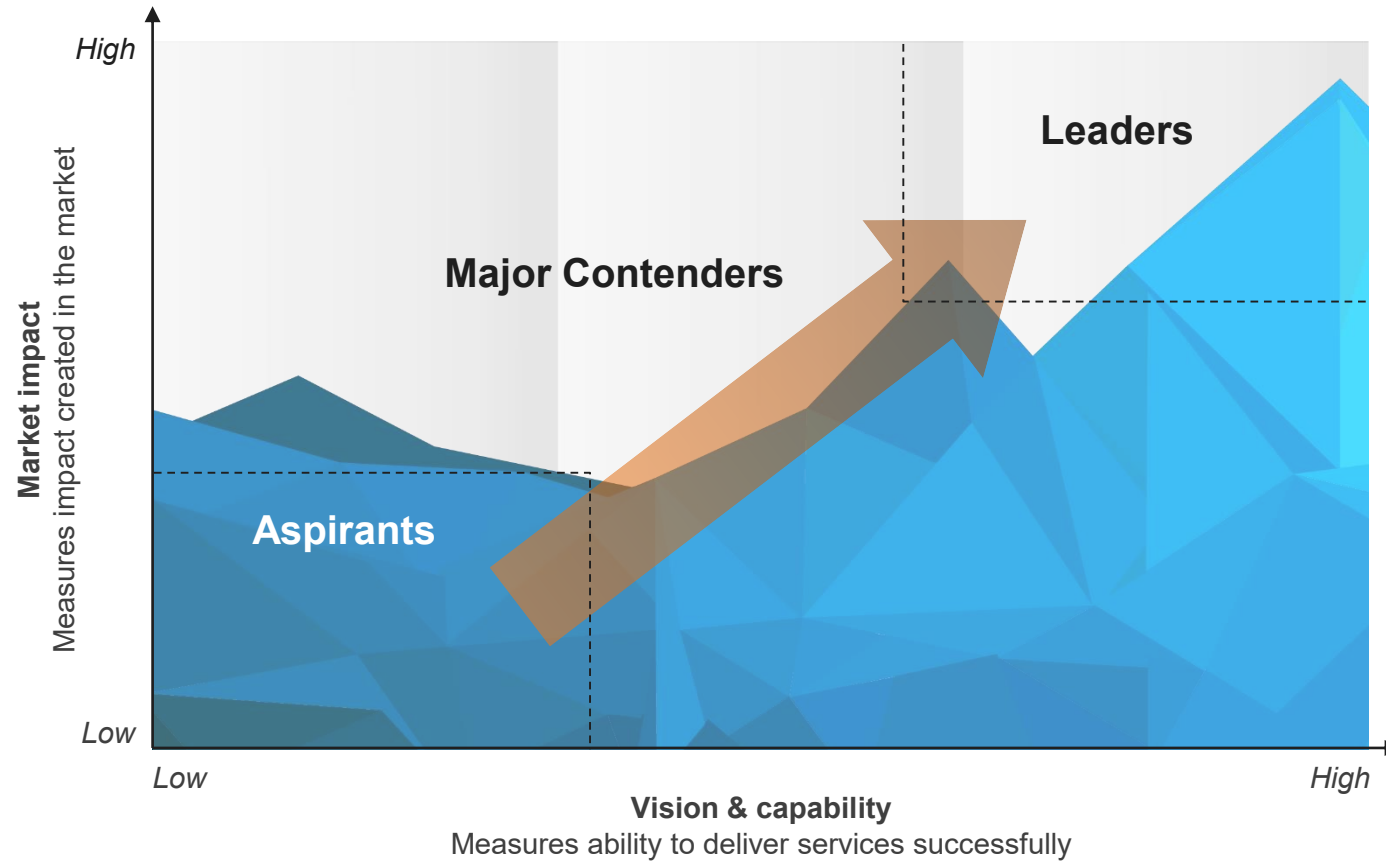
Services PEAK Matrix® evaluation dimensions

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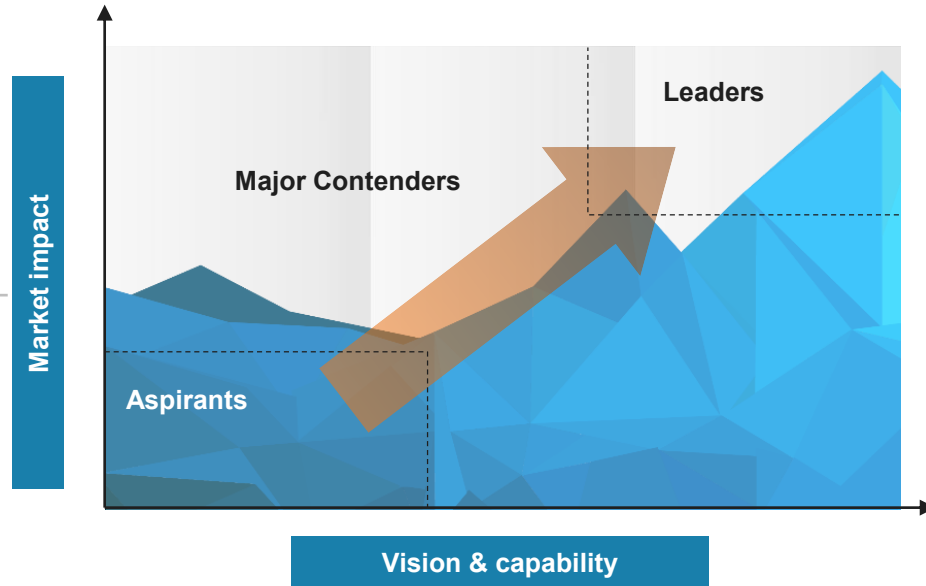
Measures ability to deliver services successfully.
This is captured through four subdimensions

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.

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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**.

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