



# Everest Group PEAK Matrix<sup>®</sup> for Banking BPS Service Provider 2020

Focus on Mphasis  
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# Background of the research

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The banking BPS market is quite mature, with service providers enjoying client confidence, especially in markets such as the United States and the United Kingdom. Europe and emerging regions such as Asia Pacific, as well as small and mid-sized banks, are expected to drive future growth. Digital has become an essential component of services delivery, and the COVID-19 pandemic is expected to accelerate digital adoption. It is also disrupting the traditional banking value chain, and service providers will need to adapt their offerings and value propositions to cater to these changes effectively.

The banking BPS market has been able to continually grow by helping clients to adapt to new client processes and reinvent themselves. Automation and analytics continue to grow in importance, with service providers promising a reduction in the degree of manual effort to their clients. As market conditions evolve rapidly due to current health and economic crisis, service providers need to step-up and provide value beyond cost savings. Meanwhile, enterprises will need to take a carefully considered approach to outsourcing and select service providers that can become partners in their transformation journey, driving better customer experience, process improvements, and cost savings.

## Scope of this report

- **Services:** Banking BPS
- **Geography:** Global
- **Service providers:** 31 leading services providers

# Introduction and scope

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Everest Group recently released its report titled “[Banking BPS – Service Provider Landscape with Services PEAK Matrix® Assessment 2020](#).” This report analyzes the changing dynamics of the banking BPS landscape and assesses service providers across several key dimensions.

As a part of this report, Everest Group updated its classification of 30+ service providers on the Everest Group PEAK Matrix® for banking BPS into Leaders, Major Contenders, and Aspirants. The PEAK Matrix is a framework that provides an objective, data-driven, and comparative assessment of banking BPS service providers based on their absolute market success and delivery capability. Everest Group also identified 3 service providers as the “2020 Banking BPS Market Star Performers” based on the strongest forward movement demonstrated on the PEAK Matrix year-on-year.

Based on the analysis, **Mphasis emerged as a Major Contender and a Star Performer**. This document focuses on **Mphasis’** banking business process services experience and capabilities and includes:

- Mphasis’ position on the banking business process services PEAK Matrix
- Detailed banking business process services profile of Mphasis

Buyers can use the PEAK Matrix to identify and evaluate different service providers. It helps them understand the service providers’ relative strengths and gaps. However, it is also important to note that while the PEAK Matrix is a useful starting point, the results from the assessment may not be directly prescriptive for each buyer. Buyers will have to consider their unique situation and requirements, and match them against service provider capability for an ideal fit.

# Banking BPS services PEAK Matrix® characteristics

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Everest Group classified 31 banking BPS service providers on the Everest Group PEAK Matrix® into the three categories of Leaders, Major Contenders, and Aspirants. The PEAK Matrix is a framework to assess the absolute market success and overall capability of service providers.

## **Leaders:**

There are six service providers in the Leaders category – Cognizant, Genpact, HCL Technologies, Infosys, TCS, and Wipro

## **Major Contenders:**

The Major Contenders category has nineteen service providers – Accenture, Avaloq, Capgemini, Concentrix, Conduent, Datamatics, DXC Technology, Exela Technologies, EXL, Firstsource, FIS, IBM, Mphasis, NTT DATA, Teleperformance, Sutherland Global Services, Tech Mahindra, Volante, and WNS

## **Aspirants:**

Atos Syntel, CGI, Conneqt, Equiniti, NIIT Technologies, and Virtusa are the Aspirants on the PEAK Matrix for banking BPS

# Everest Group PEAK Matrix®

## Banking BPS – Services PEAK Matrix® Assessment 2020 | Mphasis positioned as a Major Contender and Star Performer

### Everest Group Banking BPS – Services PEAK Matrix® Assessment 2020



Note 1: PEAK Matrix specific to banking BPS services; Service providers scored using Everest Group's proprietary scoring methodology given on page 14 and 15










Note 2: Assessments for Atos Syntel, CGI, Conduent, Conneqt, Equiniti, IBM, NIIT, Virtusa, and Volante excludes service provider inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with buyers

Source: Inputs from market players, recruitment firms, and investment agencies

# Mphasis | Banking operations profile (page 1 of 6)

## Everest Group assessment – Major Contender

Measure of capability:  High  Low

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

### Strengths

- Mphasis witnessed significant growth in its revenue, driven by expansion in existing accounts as well as the addition of new clients
- Its technology and digital capabilities include LoanFx, and a cognitive intelligence platform named DeepInsights that incorporates ML and NLP. It also offers a proprietary document identification and data extraction solution called Luminate
- It invested in technology tools such as Optimize.ai an analytics tool to draw insights from user behavior data and an automation tool with intelligent data processing for mortgage processing
- Mphasis invested in initiatives such as sparkle Lab which aims to create a collaborative platform to take promising solutions from start-ups to their clients
- It also expanded its onshore presence with new centers and strengthened offshore delivery centers, leading to a more balanced delivery footprint

### Areas of improvement

- While Mphasis has rich experience in serving clients in North America and the UK, its client base in Europe and Asia pacific is small
- There is high focus on lending, but limited presence in retail banking and commercial banking
- While Mphasis has some RPA tools, the leverage of automation in its deals is lower compared with some of its peers

## Overview

### Company overview

Mphasis provides application development and maintenance, infrastructure outsourcing, and business and knowledge process outsourcing services to clients worldwide. The company operates through banking and capital markets, insurance, information technology, communication, and entertainment. The firm offers cloud, cognitive, and digital services; financial crime, financial risk, and governance solutions; application management, customer relationship management, enterprise resource planning, data engineering, testing, business process management, and enterprise architecture and integration services; infrastructure services for enterprises; and product engineering services. The company also provides information technology and information technology-enabled services; and mortgage services. The solution provided by the firm serves banking, capital markets, and insurance markets.

### Key leaders

- Davinder Singh Brar, Chairman
- Nitin Rakesh, Chief Executive Officer And Executive Director
- N Kumar, Director

**Headquarters:** Bangalore, India

**Website:** [www.mphasis.com](http://www.mphasis.com)

### Suite of services

- Retail banking
- Lending
- Commercial banking
- Cards and payments

Banking operations <sup>1</sup>	2017	2018	2019
Revenue (US\$ million)	147	127	145
Number of FTEs	2,008	1,814	2,504
Number of clients	57	44	46

### Recent acquisitions and partnerships

- **2019:** Partnered with Camunda, a BPM company, to increase value-added services, enhance onboarding services for new clients, and upgrade bottom-line operations with partner tools and frameworks
- **2018:** Acquired Stelligent Systems LLC, a technology services company specializing in DevOps automation, to enhance its cloud-based offerings
- **2018:** Partnership with cloud-based LOS to allow integration for seamless QC of loans

### Recent developments

- **2018:** Opened Chennai operation center to develop a robust BCP plan
- **2018:** Developed Lusy 1.5, a loan data collection application that allows multi-client customizable form design, custom labeling of data fields, and custom data scripts with user-defined business rules
- **2018:** Launched Qcynergy, a platform for investor clients, lenders, and servicers to perform due diligence, quality control, and TRID reviews

<sup>1</sup> 12 months ending June 30 of any particular year, i.e., from July 1, YYYY-1 to June 30, YYYY

Key delivery locations

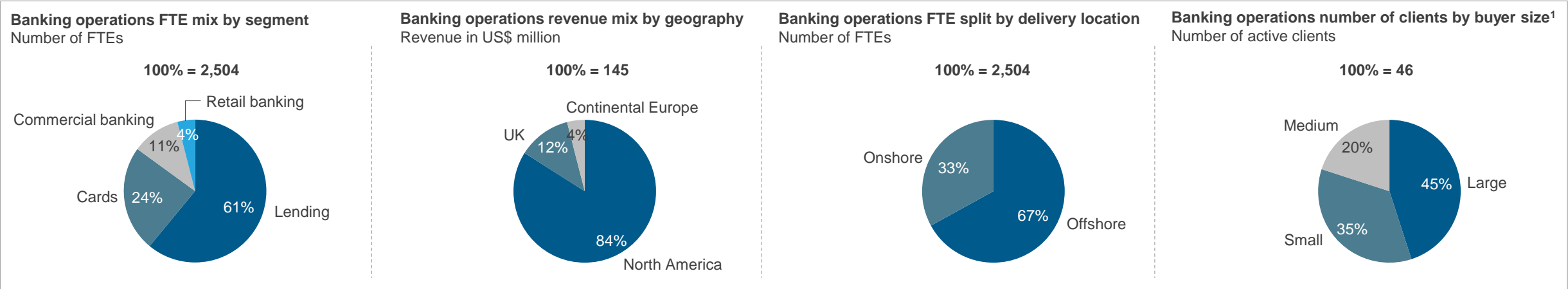




# Mphasis | Banking operations profile (page 4 of 6)

## Key clients and capabilities

Key banking operations engagements			
Client name	LOB	Region	Client since
Not disclosed			



<sup>1</sup> Buyer size is defined as large (>US\$10 billion in revenue), medium (US\$5-US\$10 billion in revenue), and small (<US\$5 billion in revenue)  
Note: Based on contractual and operational information as on June 2019

# Mphasis | Banking operations profile (page 5 of 6)

## Technology solutions/tools

Tools	Processes covered	Year launched	Solution description	No. of clients
Lending client onboarding process automation	Lending	2019	The tool facilitates automation of the end-to-end client onboarding process. It results in reduced AHT, improved accuracy, and faster client onboarding resulting in improved customer satisfaction	1
Intelligent Automation covering IDP + RPA	Lending	2019	A cognitive data extraction tool followed by downstream automation of mortgage loan processing back-office activities covering multiple processes with multiple document forms/formats	1
iVue	All	2018	An open source BPM workflow and reporting tool used to measure and assess worker performance and productivity against contractual SLA requirements	5
Qcynergy	Mortgage	2017	Platform for investor clients, lenders, and servicers to perform due diligence, quality control, and TRID reviews	1
Loanfx	Lending	2017	A digital point of sale for loan origination built on an open source LAMP platform	2
iVu	Mortgage	2015	iVue is a pipeline management tool that iterates through thousands of data points the client provides and transforms data into actionable data, providing valuable management and intelligence tools	5
Luminate	Retail banking and lending	2015	Luminate is a document identification, digital data extraction platform that leverages ML and forms recognition software along with rules engine for processing paper mortgage documents	3
Lusy 1.5	Lending	2009	Loan data collection application that allows multi-client customizable form design, custom labeling of data fields, and custom data scripts with user-defined business rules	15

# Mphasis | Banking operations profile (page 6 of 6)

## Risk management & regulatory reporting

Risk management support	Details	No. of operations clients
Credit risk	Not disclosed	39
Operations risk		30
Market risk		39
Liquidity risk		32
Regulatory risk		37

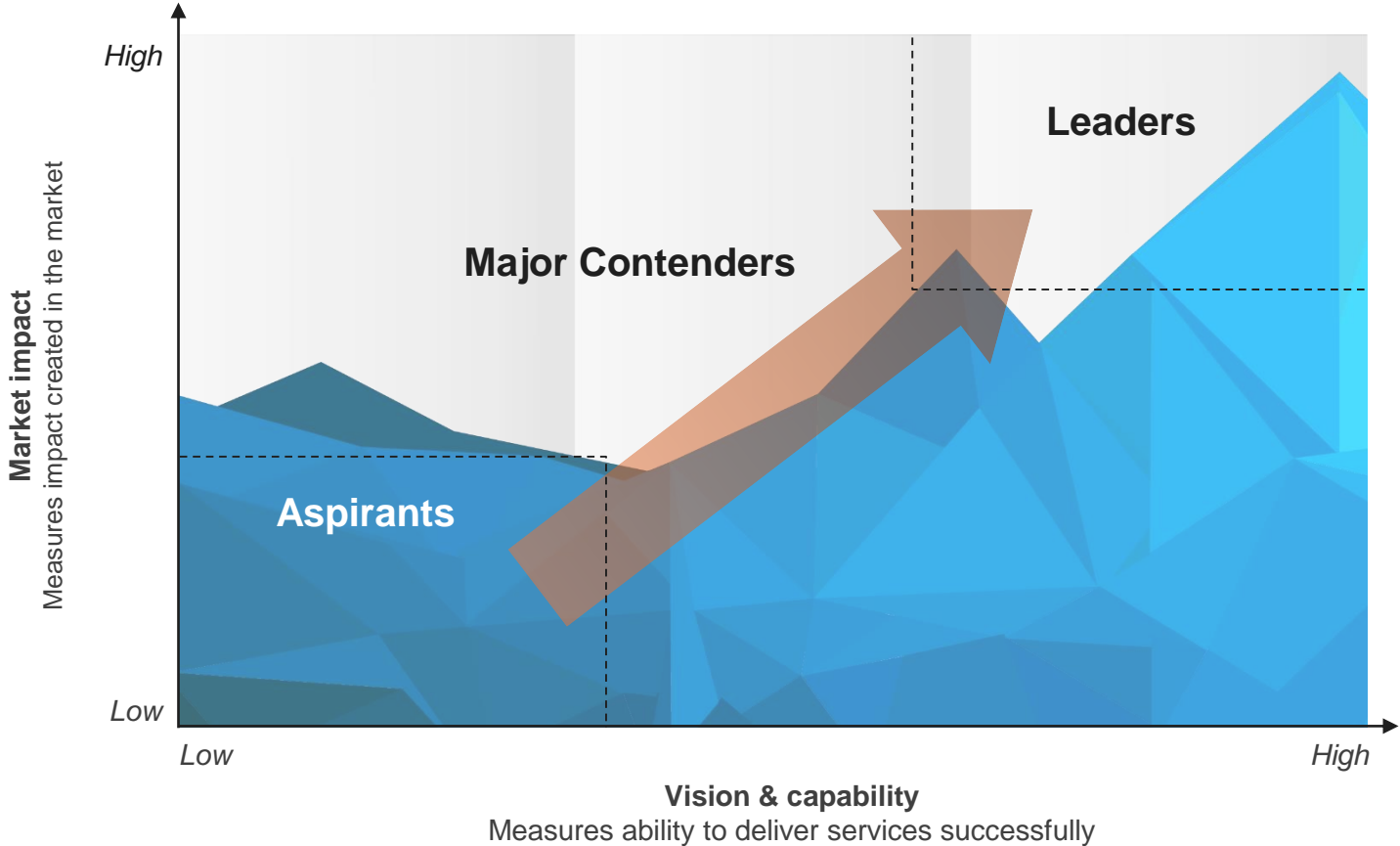
Regulatory reporting support	List of regulations	Description	No. of operations clients
US regulations	Not disclosed	Not disclosed	39

# Appendix

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



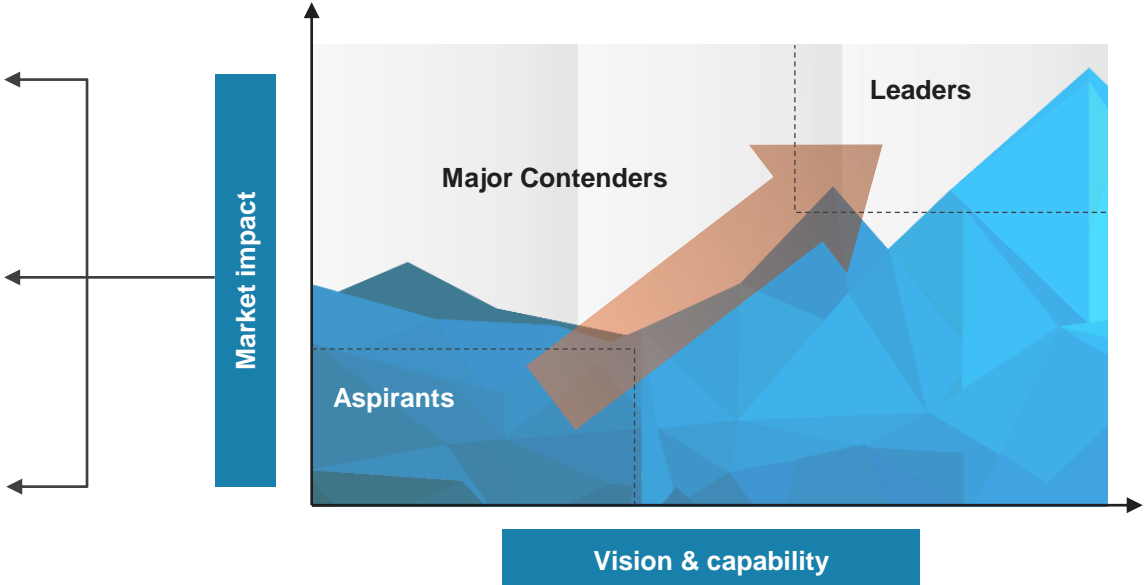
Everest Group PEAK Matrix



# Services PEAK Matrix® evaluation dimensions

Measures impact created in the market – captured through three subdimensions

- Market adoption**  
No. of clients, revenue base, and YOY growth, deal value/volume
- Portfolio mix**  
Diversity of client/revenue base across geos and type of engagements
- Value delivered**  
Value delivered to the client based on customer feedback and transformational impact



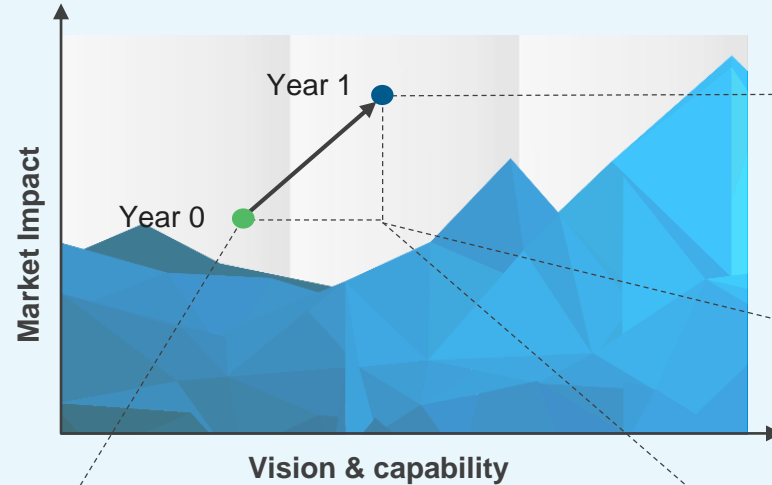
Measures ability to deliver services successfully. This is captured through four subdimensions

- 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 sub-segments / 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 service 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 service 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 service providers whose improvement ranks in the top quartile and award the Star Performer rating to those service 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.*

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

Everest Group's PEAK Matrix assessment adopts an unbiased and fact-based approach (leveraging service provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information). In addition, these results are validated / fine-tuned based on our market experience, buyer interaction, and provider/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 service 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 PEAK Matrix assessment are relevant to buyers and providers besides the “PEAK Matrix position”?**

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

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

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

## **What is the process for a service provider / technology vendor to leverage their PEAK Matrix positioning and/or “Star Performer” status ?**

- Providers/vendors can use their PEAK Matrix positioning or “Star Performer” rating in multiple ways including:
  - Issue a press release declaring their positioning. See [citation policies](#)
  - Customized PEAK Matrix profile for circulation (with clients, prospects, etc.)
  - Quotes from Everest Group analysts could be disseminated to the media
  - Leverage PEAK Matrix branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)
- The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with the designated POC at Everest Group.

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

PEAK Matrix assessments are designed to serve present and future needs of the enterprises. 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 as well as serve the future expectations of enterprises





## About Everest Group

Everest Group is a consulting and research firm focused on strategic IT, business services, and sourcing. We are trusted advisors to senior executives of leading enterprises, providers, and investors. Our firm helps clients improve operational and financial performance through a hands-on process that supports them in making well-informed decisions that deliver high-impact results and achieve sustained value. Our insight and guidance empower clients to improve organizational efficiency, effectiveness, agility, and responsiveness. What sets Everest Group apart is the integration of deep sourcing knowledge, problem-solving skills and original research. Details and in-depth content are available at [www.everestgrp.com](http://www.everestgrp.com).

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