



# Finance and Accounting (F&A) Digital Capability Platform (DCP) Solutions PEAK Matrix™ Assessment with Service Provider Landscape 2020

Finance and Accounting Outsourcing (FAO)

Licensed Excerpt of the Market Report for Genpact – December 2019

Everest Group®

PEAK  
MATRIX™

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# Everest Group FAO process map



## F&A strategy

- F&A strategy including tax and risk position
- Accounting policy and control
- Shareholder relations
- M&As/divestitures
- External reporting

## Detailed description of processes within F&A

Internal audit	Budgeting/ forecasting	Capital budgeting	Treasury & risk management	Management reporting & analysis	Regulatory reporting & compliance
<ul style="list-style-type: none"> <li>• Strategy</li> <li>• Establish annual audit plan</li> <li>• Conduct audits</li> <li>• Reports and recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy</li> <li>• Budget analysis and approval process</li> <li>• Build-line item budget</li> <li>• Forecast roll-ups and consolidation</li> <li>• Forecast analysis and approval process</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy</li> <li>• Administer approval process</li> <li>• Project reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy</li> <li>• Bank relations and administration</li> <li>• Cash management and forecasting</li> <li>• Investments</li> <li>• Debt management</li> <li>• Foreign exchange</li> <li>• Treasury risk management</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy</li> <li>• Regular reporting</li> <li>• Data extraction</li> <li>• Analysis</li> <li>• Ad hoc analysis and special projects</li> <li>• Cost accounting</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy</li> <li>• Data extraction</li> <li>• Management Discussion &amp; Analysis (MD&amp;A)</li> <li>• Regulatory reporting</li> <li>• Compliance program</li> </ul>
Fixed assets	General accounting	Accounts receivable	Tax	Accounts payable and T&E	
<ul style="list-style-type: none"> <li>• Maintain master data</li> <li>• Merger, acquisition and consolidation of assets</li> <li>• Post depreciation</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy</li> <li>• Process general entries</li> <li>• Account reconciliations</li> <li>• Inter-company accounting</li> <li>• Prepare trial balances</li> <li>• Perform closings</li> <li>• Manage consolidations</li> <li>• Cost accounting</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy</li> <li>• Customer set up</li> <li>• Billing</li> <li>• Cash applications</li> <li>• Credit and collections</li> <li>• Customer inquiries</li> <li>• Reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy</li> <li>• Tax accounting</li> <li>• Tax planning and analysis</li> <li>• Tax compliance</li> <li>• Tax audit</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy</li> <li>• Maintain master data</li> <li>• Process payment requests</li> <li>• Process T&amp;E claims</li> <li>• Administer EDI /P-card</li> <li>• Month-end close</li> <li>• Vendor inquiries</li> <li>• Reporting</li> </ul>	

# This report is based on various sources of proprietary information

- **Everest Group's proprietary database of F&A DCP capabilities of 19 providers**
- The database, developed through a comprehensive Request For Information (RFI) exercise, tracks each service provider's capability along elements such as:
  - Clients with DCP deployments, DCP Proof of Concepts (POCs), and case studies
  - DCP client portfolio across buyer sizes, geographies, and industries
  - DCP vision and strategy, top DCP solutions, their value propositions, development mode, and technology features such as Robotics Process Automation (RPA), Artificial Intelligence (AI), and analytics
  - Technology partnerships and collaborations with academic institutes
  - Innovations and investments specific to DCP
  - Engagement and commercial models

## Service provider briefings and demonstrations

- Detailed briefings and demonstrations with service providers for a comprehensive view of their solutions
- Vision and strategy for DCP
- Current state of the market
- Opportunities and challenges
- Expected direction of movement in the industry
- Emerging areas of investment (e.g., focus on AI and cognitive solutions)

## Service providers assessed



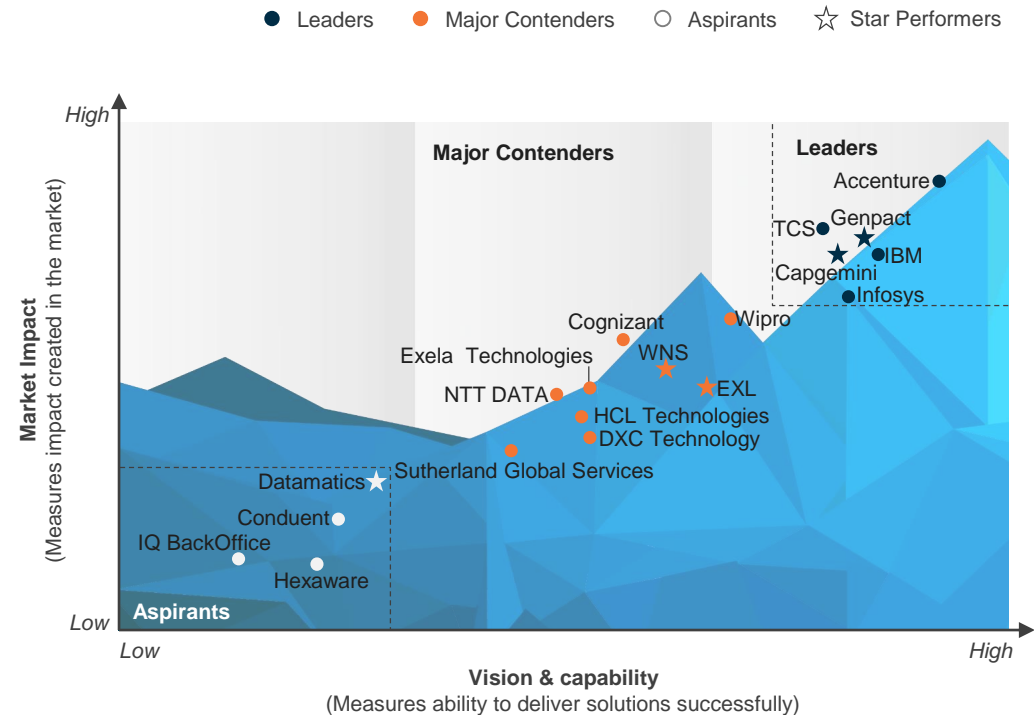
The source of all content is Everest Group unless otherwise specified

Confidentiality: Everest Group takes its confidentiality pledge very seriously. Any contract-specific information collected will only be presented back to the industry in an aggregated fashion

# Summary of key messages

- Everest Group classifies F&A DCP solution providers on the Everest Group PEAK Matrix™ into the three categories of Leaders, Major Contenders, and Aspirants
- The PEAK Matrix™ for solutions is a proprietary framework used to assess the market impact and overall vision and capability of service providers
- Based on Everest Group's comprehensive evaluation framework, the PEAK Matrix™, 19 F&A DCP solution providers are segmented into three categories:
  - **Leaders:** Accenture, Capgemini, Genpact, IBM, Infosys, and TCS
  - **Major Contenders:** Cognizant, DXC Technology, Exela Technologies, EXL, HCL Technologies, NTT DATA, Sutherland Global Services, Wipro, and WNS
  - **Aspirants:** Conduent, Datamatics, Hexaware, and IQ BackOffice
- Based on Year-on-Year (YOY) movement of different service providers on the PEAK Matrix™, Everest Group identified five service providers as the “2020 F&A DCP Market Star Performers” – Capgemini, Datamatics, EXL, Genpact, and WNS

## Finance and Accounting (F&A) Digital Capability Platform (DCP) Solutions PEAK Matrix™ Assessment 2020<sup>1,2</sup>



1 Service providers scored using Everest Group's proprietary scoring methodology  
 2 DXC Technology's evaluation does not consider the management decision to seek strategic alternative to its horizontal business process services units

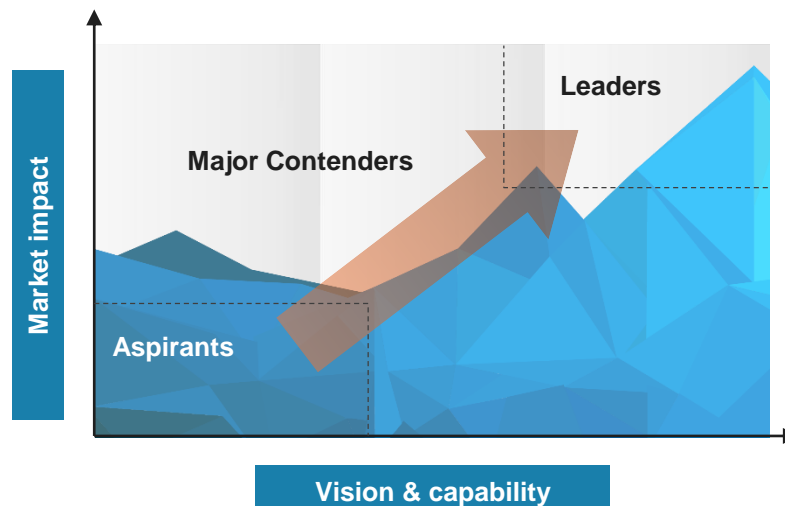
# Solutions PEAK Matrix™ evaluation dimensions

Measures impact created in the market – captured through three subdimensions

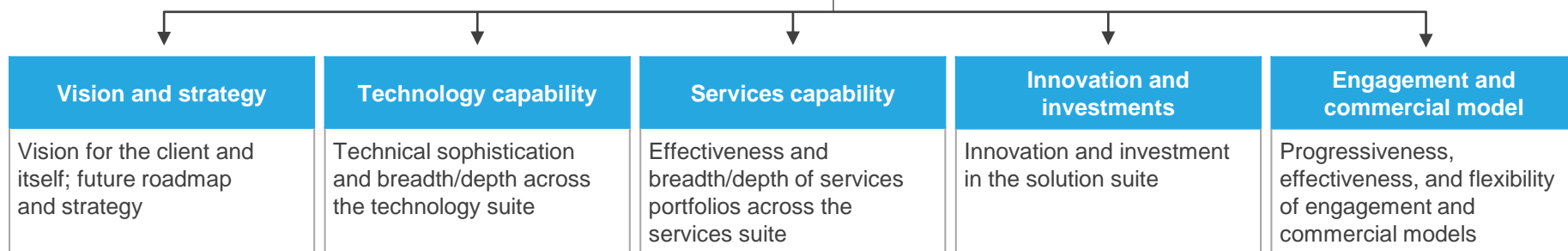
**Market adoption**  
Size and growth of deployments across the solution portfolio

**Portfolio mix**  
Solution footprint across geographies, industries, and buyer size segments

**Value delivered**  
Value delivered to the client based on the client case studies shared by service providers



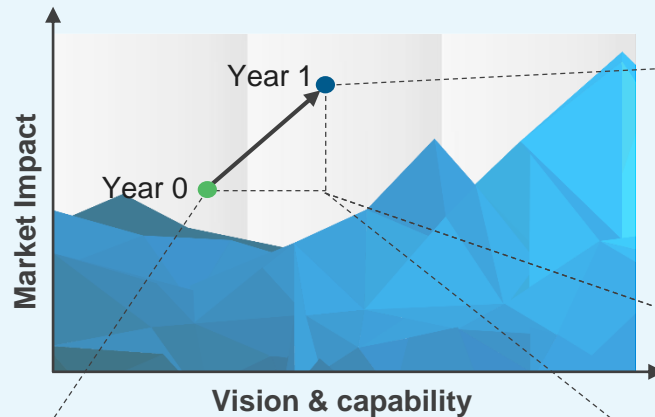
Measures ability to deliver solutions successfully. This is captured through five subdimensions



# 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:

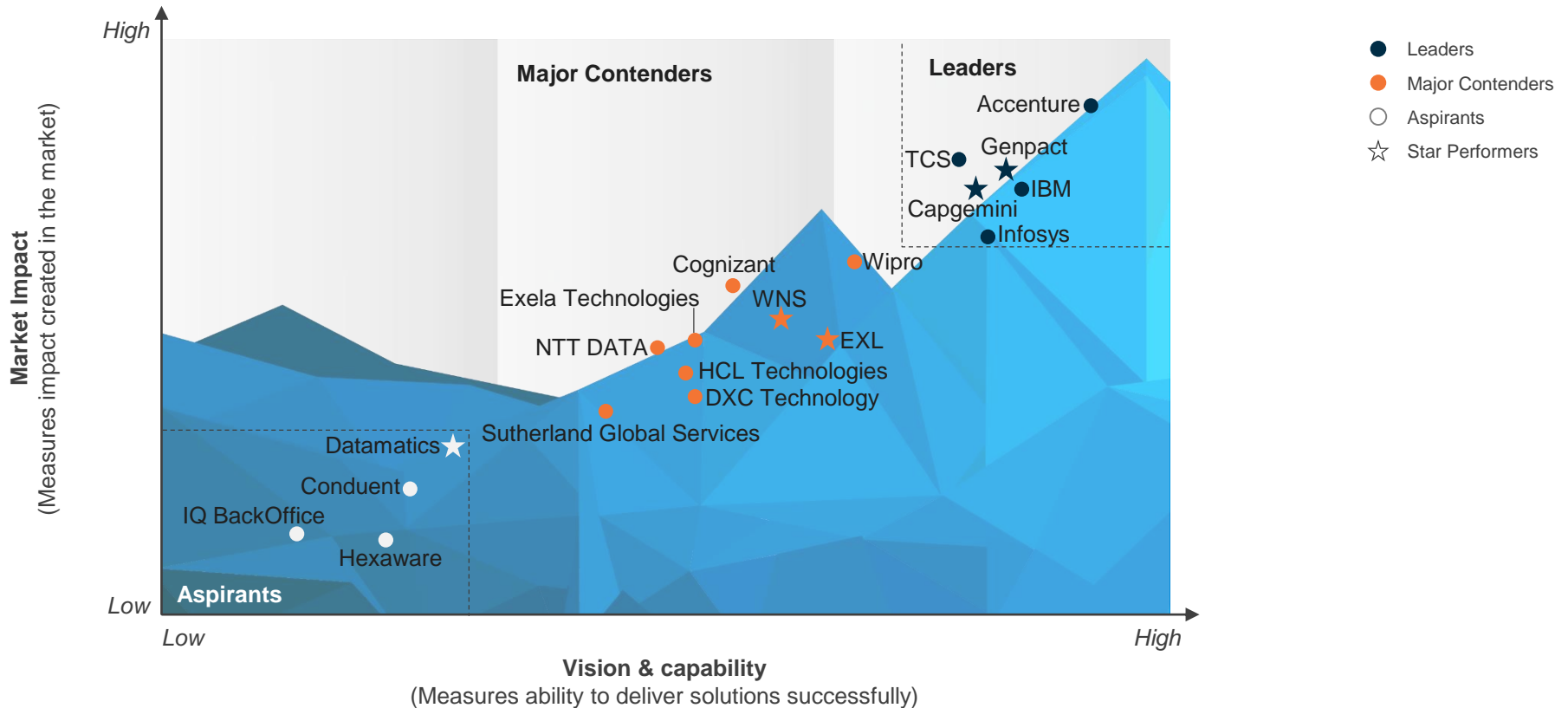
- The maximum number of top-quartile performance improvements across all of the above parameters AND
- At least one area of top-quartile improvement performance in both market success and capability advancement

*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.*

# Everest Group PEAK Matrix™

## Finance and Accounting (F&A) Digital Capability Platform (DCP) Solutions PEAK Matrix™ Assessment 2020

Everest Group Finance and Accounting (F&A) Digital Capability Platform (DCP) Solutions PEAK Matrix™ Assessment 2020<sup>1,2</sup>





































































1 Service providers scored using Everest Group's proprietary scoring methodology

2 DXC Technology's evaluation does not consider the management decision to seek strategic alternative to its horizontal business process services units

# Summary dashboard | Market impact and vision & capability assessment of providers for F&A DCP 2020


## Leaders

Measure of capability:  High  Low

Service provider	Market impact				Vision & capability						
	Market adoption	Portfolio mix	Value delivered	Overall	Vision & strategy	Technology capability	Services capability	Innovation & investments	Engagement & commercial model	Overall	
Accenture											
Capgemini											
Genpact											
IBM											
Infosys											
TCS											



# Everest Group has identified five service providers as the 2020 Star Performers

F&A DCP solutions Star Performers	Distinguishing features of market success in 2019	Distinguishing features of vision and capability advancement in 2019	Change in PEAK Matrix positioning for F&A DCP solutions
	<ul style="list-style-type: none"> <li>• Increased digital penetration among FAO client base</li> <li>• Enhanced digital footprint across buyer geographies (especially in North America) and buyer industries (especially in BFSI, retail, and healthcare)</li> </ul>	<ul style="list-style-type: none"> <li>• Has doubled R&amp;D spend on transformation services over the past three years</li> <li>• Significant investments in building process reengineering capabilities and framework assets to drive transformation – developed digital twin (for process discovery), smart modeler (for global process design), and ProIndex (for process maturity assessment)</li> <li>• Increased focus on complex high-end F&amp;A processes such as risk and compliance, treasury management, and budgeting</li> <li>• Strengthened analytics capabilities through business partnering, leveraging Analytics Center of Excellence (ACoE)</li> </ul>	<p>Strengthened its position in the Leaders category</p>











## Star Performers



# Genpact

## Everest Group assessment – Leader and star performer

Measure of capability:  High  Low

Market impact				Vision & capability					
Market adoption	Portfolio mix	Value delivered	Overall	Vision & strategy	Technology capability	Services capability	Innovation & investments	Engagement & commercial model	Overall
									

### Strengths

- Genpact follows a lean digital approach by leveraging its strong operations consulting practice along with a deep domain expertise and an ecosystem of digital assets to guide its clients in their digital transformation journey
- It utilizes its Cora platform integrated with multiple modular and reusable components (analytics, AI, and automation technologies) to serve both modular requirements and end-to-end transformation needs across the F&A value chain
  - Uses the Cora command center for orchestrating people, data, and robots
  - Leverages the Cora BOT hub with preconfigured BOTs that significantly reduce deployment time
  - Uses the Cora Journey360 to identify specific areas of digital interventions
- It has strong pool of framework assets such as ProIndex (for process maturity assessment), Smart Modeler (for global process design), Intelligent Automation Index, and digital twin which are used in conjunction with CORA digital assets to accelerate the pace of the F&A transformation journey
- It has developed a strong partner ecosystem with technology vendors and continues to strengthen its capabilities across consulting, digital, design thinking, and customer experience through strategic acquisitions
- It has a robust set of industry-specific solutions and consulting services in manufacturing, CPG, BFSI, and healthcare/life sciences sectors, including:
  - Cora LiveWealth – a wealth management solution for BFSI clients
  - Cora PharmacoVigilance – a solution that helps in the tracking and reporting of adverse events for life sciences clients

### Areas of improvement

- Though Genpact has developed multiple DCP solutions, There is scope to increase digital adoption across a broader set of FAO clients by leveraging its framework assets
- It should consider increasing its investment in data management to enhance the quality of structured/unstructured data from ERPs and other sources to deliver better outcomes from its analytics and automation solutions
- Genpact could consider leveraging its standalone solutions to support retained organizations/captives in increasing digital adoption