



Everest Group PEAK Matrix™ for Analytics BPS Service Providers

Focus on Accenture
June 2017



Everest Group recently released its report titled “[Analytics Business Process Services \(BPS\) – Service Provider Landscape with PEAK Matrix™ Assessment 2017](#)”. This report analyzes the changing dynamics of the analytics BPS landscape and assesses service providers across several key dimensions.

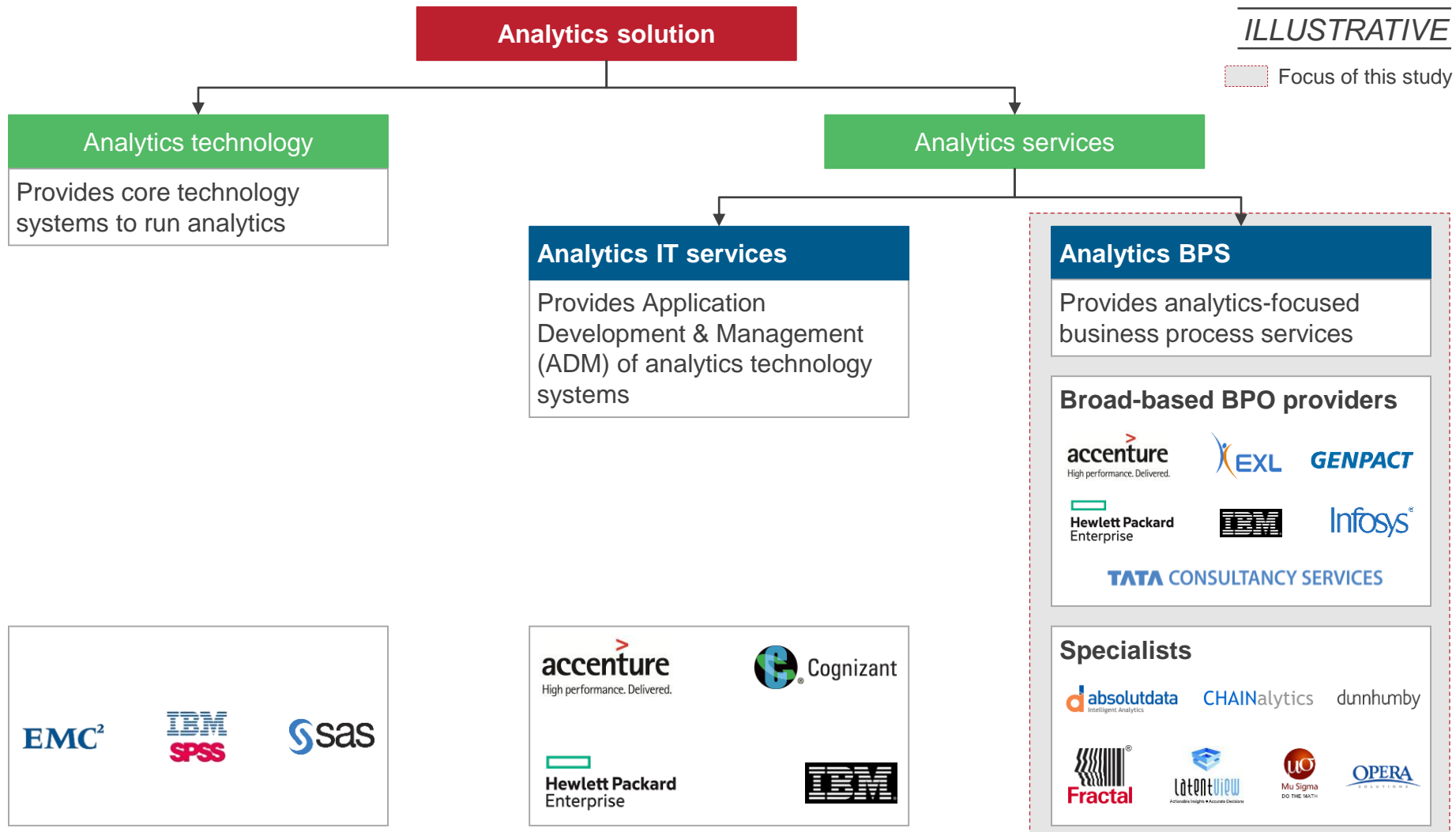
As a part of this report, Everest Group updated its classification of 15+ service providers on the Everest Group Performance | Experience | Ability | Knowledge (PEAK) Matrix for analytics BPS into Leaders, Major Contenders, and Aspirants. The PEAK Matrix is a framework that provides an objective, data-driven, and comparative assessment of analytics BPS service providers based on their absolute market success and delivery capability. Everest Group also identified three service providers as the “2017 Analytics BPS Market Star Performers” based on the strongest forward movement demonstrated on the PEAK Matrix year-on-year.

Based on the analysis, **Accenture emerged as a Leader**. This document focuses on Accenture’ analytics BPS experience & capabilities. It includes:

- Accenture’s position on the analytics BPS PEAK Matrix
- Detailed analytics BPS profile of Accenture

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, 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.

Everest Group's definition of the analytics BPS market is centered on the BPS aspect of an analytics solution



EMC² IBM SPSS sas

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Analytics BPS
 Provides analytics-focused business process services

Broad-based BPO providers

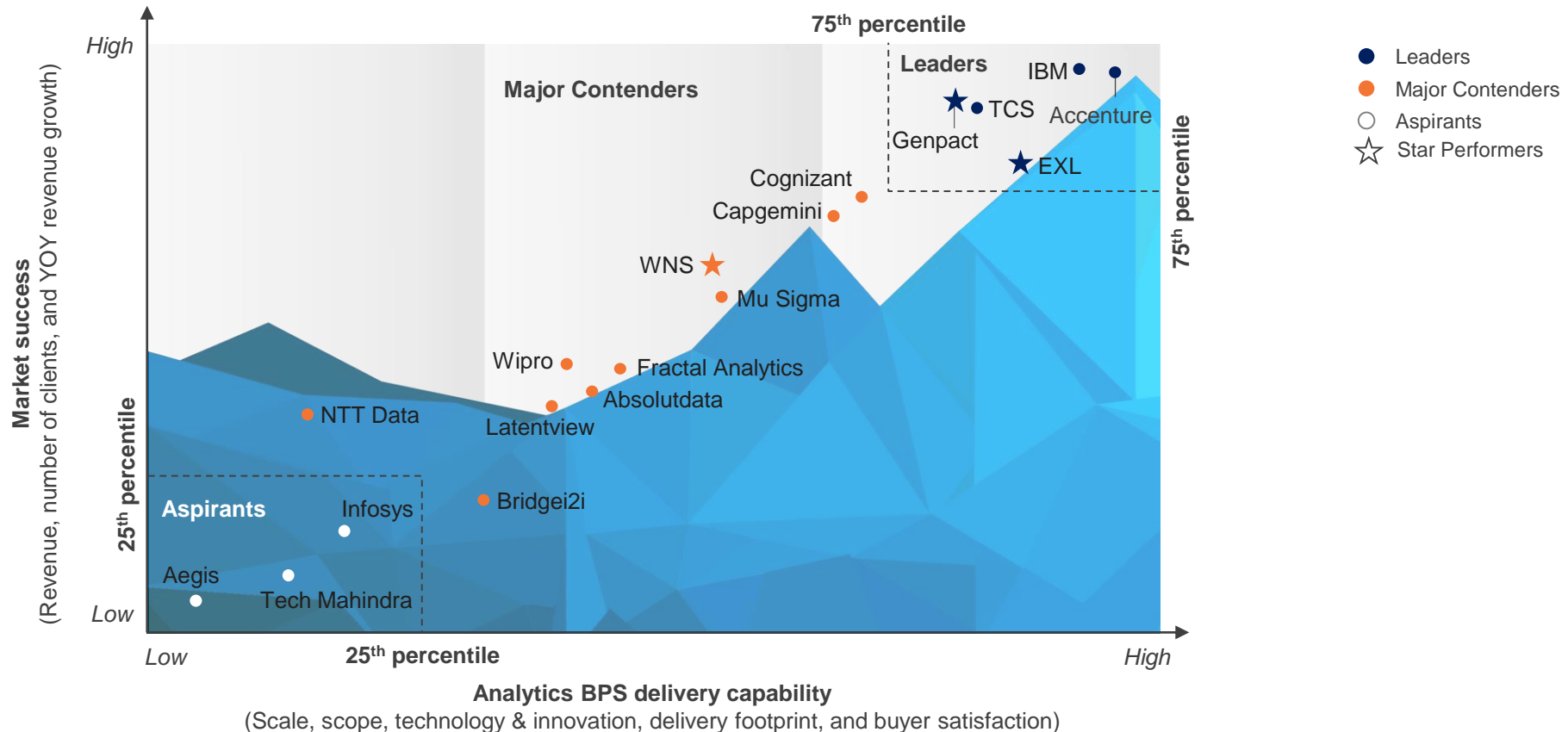
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Everest Group PEAK Matrix – 2017 Analytics BPS market standings

Everest Group Performance | Experience | Ability | Knowledge (PEAK) Matrix for Analytics BPS^{1,2}



1 Service providers scored using Everest Group's proprietary scoring methodology given on page 13

2 Assessment for **Absolutdata**, **Latentview**, and **Mu Sigma** excludes service provider inputs on this particular study, and is based on Everest Group's estimates which leverage Everest Group's proprietary Transaction Intelligence (TI) database, service providers' ongoing coverage & public disclosures, and interaction with buyers

Source: Everest Group (2017)

Accenture (page 1 of 6)

Analytics BPS – overview

Company profile:

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology, and operations. About 401,000 Accenture employees serve clients across more than 40 industries in more than 55 countries.

Key leaders

- Pierre Nanterme, Chairman & Chief Executive Officer
- David P. Rowland, Chief Financial Officer
- Paul Daugherty, Chief Technology Officer
- Debbie A Polishook Group Chief Executive—Accenture Operations
- Manish Sharma Chief Operating Officer – Accenture Operations
- Michael R. Sutcliff, Group Chief Executive—Accenture Digital
- Narendra Mulani, Chief Analytics Officer—Accenture Analytics

Website: www.accenture.com

Suite of services

- Advanced analytics solutions for business functions—e.g., customer analytics, marketing analytics, operations analytics, finance & accounting analytics, fraud & risk analytics, human capital analytics, security analytics, and IoT analytics
- Information management—e.g., advanced visualization, big data architecture, business intelligence, and data management & integration
- Industry-specific analytics solutions across products (travel, manufacturing ,retail, life sciences) , communications , media and hi tech, financial services resources (energy, utilities, chemicals) health and public services

| Analytics BPS* | 2014 | 2015 | 2016 H1 ¹ |
|------------------------|------------------|-------------|----------------------|
| Revenue (US\$ million) | N/D ² | | |
| Number of FTEs | 6,500-7,000 | 7,000-7,500 | 7,500-8,000 |
| Number of clients | N/D | | |

Recent acquisitions and partnerships

2016: Accenture acquired OPS Rules, a boutique analytics consulting company that specializes in the application of data science to create supply chain and operations analytics solutions

2016: Accenture acquired Agilex, a provider of digital solutions for the U.S. federal government, enhancing Accenture's digital capabilities in analytics, cloud and mobility for federal agencies

2015: Accenture completed its acquisition of Gapso, an advanced analytics services and solutions provider based in Brazil that specializes in solving complex supply chain and logistics challenges

Recent developments

2016: Accenture's analytics apps have been enhanced with Role based features and actions by migrating them to Design Studio platform & integrated with external data sources to provide better insights along with benchmarks

2016: Introduced Artificial Intelligence Advisors which are augmented man-machine solutions which perform complex business tasks done by humans that require perception, comprehension, assimilation, analysis and decision making skills

* Based on Everest Group estimates, which leverage our proprietary Transaction Intelligence (TI) database, service providers' ongoing coverage, public disclosures, and interaction with buyers

¹ Data for 2016 up to June 30, 2016

² Not disclosed

Source: Everest Group (2017)



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Source: Everest Group (2017)

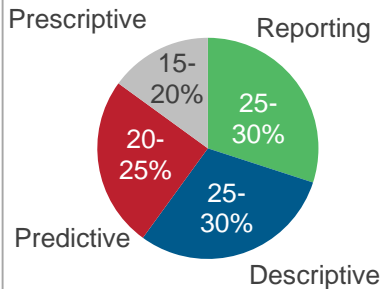
Key analytics BPS engagements

| Client name | Processes served | Region | Client since |
|------------------------------------|---|---------|--------------|
| Large US retail chain | Reporting, predictive and data management | America | N/A |
| European automotive giant | Predictive and prescriptive | EALA | N/A |
| Fortune 500 consumer goods company | Predictive | Global | N/A |
| Major healthcare company | Reporting, prescriptive, and predictive | America | N/A |
| Major European bank | Reporting, prescriptive, and predictive | Europe | N/A |
| Oil and gas producer | Reporting, prescriptive, and predictive | Europe | N/A |

Analytics BPS FTE mix by segment¹

Number of FTEs

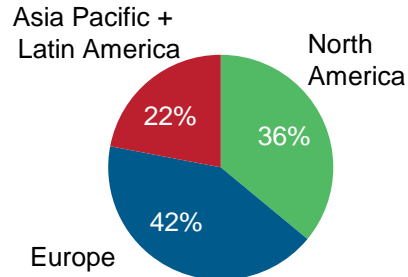
100% = N/D



Analytics BPS revenue mix by geography¹

Revenue in US\$ million

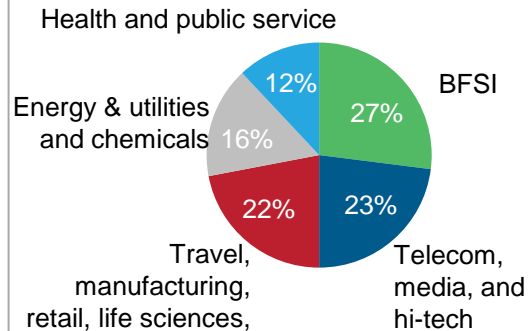
100% = N/D



Analytics BPS revenue mix industry¹

Revenue in US\$ million

100% = N/D



Analytics BPS revenue mix by functional focus

Revenue in US\$ million

Data not disclosed

¹ Based on Everest Group estimates for 2016 up to June 30, 2016, which leverage our proprietary Transaction Intelligence (TI) database, service providers' ongoing coverage, public disclosures, and interaction with buyers

Source: Everest Group (2017)

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Analytics BPS – key technology solutions/tools

NOT EXHAUSTIVE

| Solution name | Processes served | Description |
|---|--|--|
| Accenture Insights Platform | Data integration, reporting, descriptive, predictive, and prescriptive | The Accenture Insights Platform is a customizable and scalable solution that includes: a platform that ingests, stores, and analyzes data; a catalog of industry, domain, and client-centric applications including advanced analytics applications; data visualization, data science, insight execution, and data management services |
| Accenture Analytics Applications | Reporting, descriptive, predictive, and prescriptive | Industry- and function-specific advanced analytics applications that are reusable, configurable, and adaptable to meet the unique needs of each company. Accenture has developed 90+ apps to date and new apps are continually created. |
| Accenture CPaaS1 | Reporting, descriptive, predictive, and prescriptive | Accenture CPaaS ¹ is an open reference architecture and IoT platform based on Accenture, Microsoft, Intel, Apigee, and other technology partner assets delivered through the cloud |
| Accenture Smart Water | Reporting, descriptive, predictive, and prescriptive | Digital service built on a cloud-based big data analytics platform. It offers a way to manage complex water utility operations by combining traditional technologies with the information available from new sensors and controls |
| Accenture Advanced Health Analytics Platform | Reporting, descriptive, predictive, and prescriptive | Predictive Health Intelligence is a suite of analytics-enabled solutions to help life sciences companies build evidence-driven business by using data and analytics to determine which treatments and services lead to better patient, provider, and economic outcomes |
| Accenture Connected Vehicle Business Services | Reporting, descriptive, predictive, and prescriptive | Accenture Connected Vehicle Business Service leverages advanced analytics to analyze data collected via onboard units, along with OEM and third-party data. Information is available to customers, as well as to OEMs and dealers, providing them with insights about their customers |

¹ Connected-Products-as-a-Service
 Source: Everest Group (2017)

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Analytics BPS – key technology solutions/tools

NOT EXHAUSTIVE

| Solution name | Processes served | Description |
|--|--|--|
| Intelligent Collections | Reporting, descriptive, predictive, and prescriptive | Intelligent Collections allows organizations to provide actionable recommendations for collection strategy by segmenting customers on multiple variables and predicting disputed invoices |
| Accenture Marketing Analytics Platform | Reporting, descriptive, predictive, and prescriptive | Accenture Marketing Analytics Platform enables organizations to simulate different marketing scenarios. It can also generate a recommended marketing mix designed to optimize a company's revenue, profit, customers, or other metrics in the relevant area |
| Accenture Clustering Engine | Reporting, descriptive, predictive, and prescriptive | Accenture Clustering Engine provides real-time targeted recommendations to clients' customers. It is built on an integrated big data platform with an extensive library of machine-learning algorithms |
| Spend Optimizer | Reporting, descriptive, predictive, and prescriptive | Spend Optimizer analyzes historical procurement spend data to identify strategic sourcing opportunities, recommend ways to rationalize the supplier base, enable value tracking, higher compliance monitoring, recommend procurement lead time optimization, and decrease the proportion of non-contract spend |
| AI Advisors | Descriptive, predictive, and prescriptive | Artificial Intelligence Advisors are augmented man-machine solutions which perform complex business tasks done by humans that require perception, comprehension, assimilation, analysis and decision making skills. The advisors provide end to end solutions across enterprises and industries with their advanced structured and unstructured text, patterns and image processing capabilities |
| Intelligent Automation | Reporting, descriptive, predictive, and prescriptive | Accenture employs Intelligent Automation in the delivery of all its offerings and solutions using best-in-class, flexible, secure cloud-enabled technology platforms. |

Source: Everest Group (2017)

Measure of capability: ● Best-in-class ● Very high ● High ● Medium high ● Medium ● Medium low ● Low ● Not mature

Leaders Major Contenders Aspirants

| Delivery capability | | | | | | Market success |
|---------------------|-------|---------------------------|--------------------|--------------------|---------|----------------|
| Scale | Scope | Technology and innovation | Delivery footprint | Buyer satisfaction | Overall | |
| ● | ● | ● | ● | ● | ● | ● |

Strengths

- Accenture is a global provider that offers a wide range of services including analytics, across a broad set of industries and horizontals through its delivery centers spread across 120 countries. Accenture Analytics, which is a part of Accenture Digital, serves a number of Fortune global 100 companies
- Unlike most providers in the analytics space, Accenture covers multiple geographies, including North America, Europe and emerging markets. It has also been successful in tapping clients in a wide range of industries
- Accenture’s focus on technology has allowed it to build a library of analytics platforms and tools that are either industry-specific or cross-industry and can be configured to meet individual client requirements in short span of time
- Its investments in areas such as IoT, robotics, cognitive and AI have already started bearing fruit given its recent wins in these areas
- It has also made a number of acquisitions in recent years to strengthen its capabilities such as those of OCTO Technology, MOBGEN, and OPS Rules in the more recent past. It has also tied up with leading academic institutes such as MIT and Duke University, to conduct joint research in the advanced analytics space
- Buyers cite best practices sharing, continuous improvement, and its depth of expertise as Accenture’s key strengths

Areas of improvement

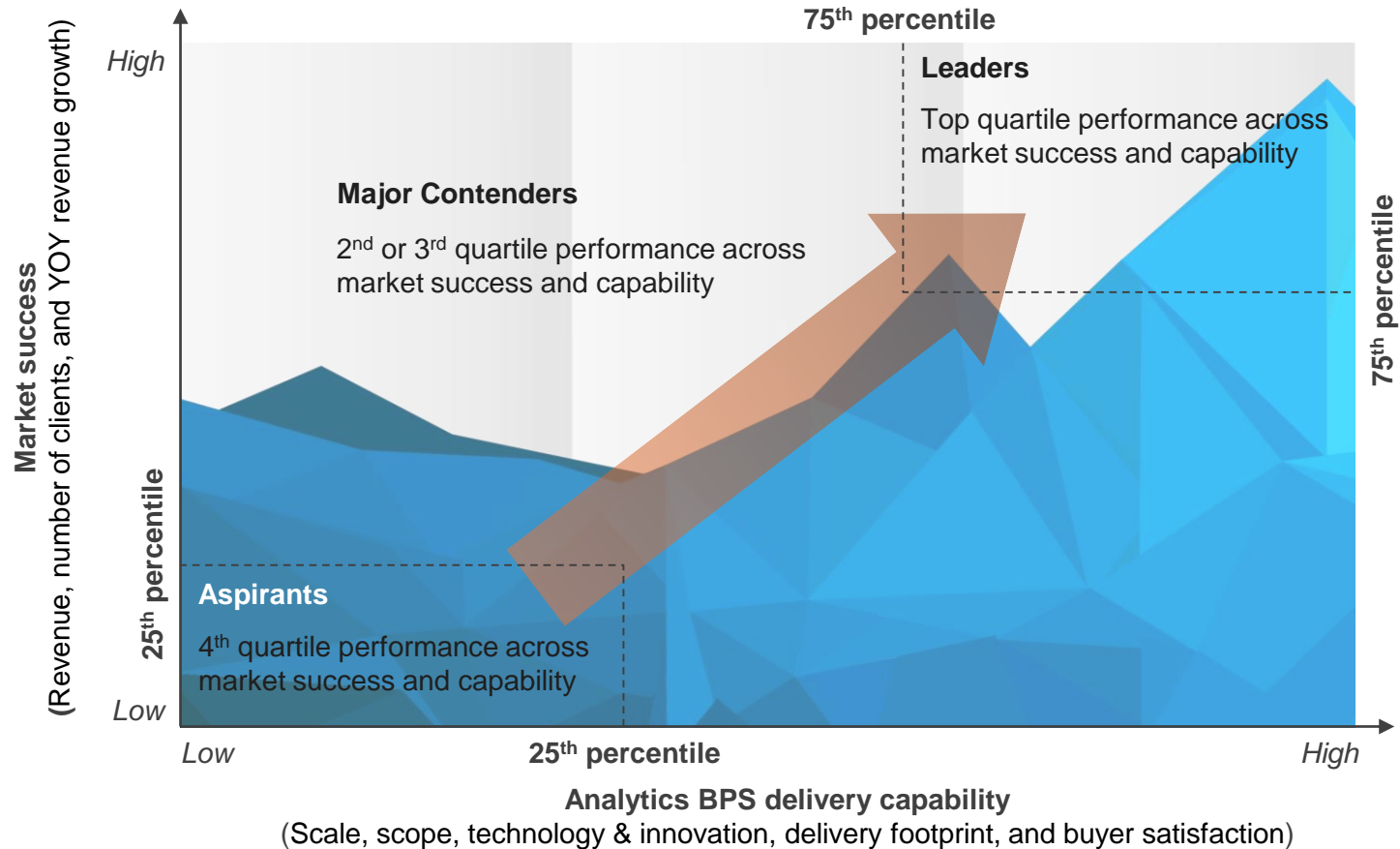
- Accenture’s majority portfolio of analytics services is anchored around horizontal services such as FAO, PO. It will do well to develop and offer fast-growing industry-specific analytics in areas such as risk management and claim analytics
- It can also develop and offer services in other emerging areas in analytics such as sensor-based analytics
- Accenture can also look towards offering analytics services as stand-alone engagements, and to small- and mid- sized buyers as well
- Greater attention towards clients’ specific business needs and cross interaction across teams have been cited as areas of improvements by the buyers

Source: Everest Group (2017)

Appendix

Everest Group classifies the analytics BPS service provider landscape into Leaders, Major Contenders, and Aspirants on the Everest Group PEAK Matrix

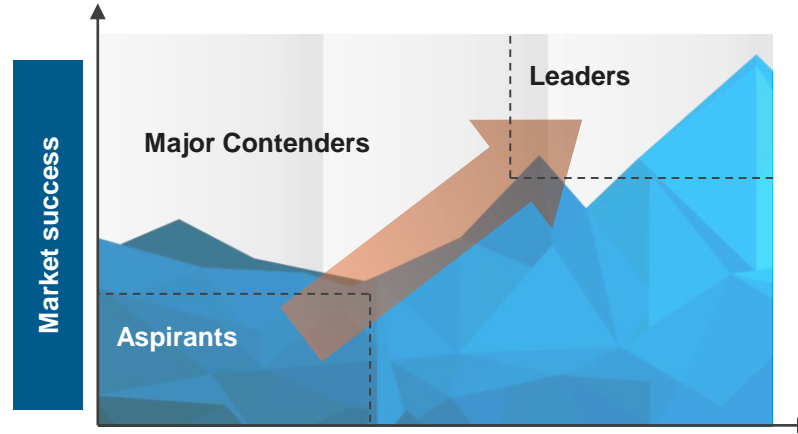
Everest Group PEAK MatrixTM for analytics BPS¹



¹ Service providers scored using Everest Group's proprietary scoring methodology described on page 13
 Source: Everest Group (2017)

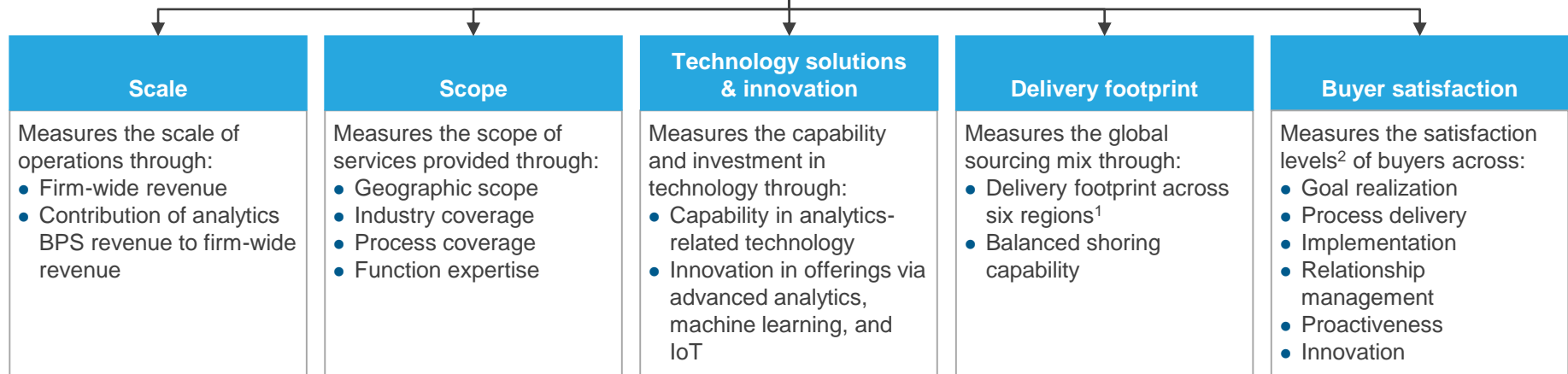
Service providers are positioned on the Everest Group PEAK Matrix based on the evaluation of two key dimensions

Measures success achieved in the market. Captured through analytics BPS revenue, number of current analytics BPS clients, and YOY growth



Delivery capability

Measures ability to deliver services successfully and is captured through five subdimensions



1 Asia Pacific, Continental Europe, North America, Latin America, Middle East & Africa, and United Kingdom

2 Measured through responses from two/three referenced buyers for each service provider

Does the PEAK Matrix assessment incorporate any subjective criteria?

- Everest Group's PEAK Matrix assessment adopts an objective and fact-based approach (leveraging service provider 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 briefings

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

- No. PEAK Matrix highlights and positions only the best-in-class service providers in a particular functional/vertical services area. 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"?

- 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 for their specific requirements. It also helps providers showcase their strengths in specific areas

What is the process for a service provider to leverage their PEAK Matrix positioning status ?

- Providers can use their PEAK Matrix positioning in multiple ways including:
 - Issue a press release declaring their positioning/rating
 - Customized PEAK Matrix profile for circulation (with clients, prospects, etc.)
 - Quotes from the Everest Group’s analysts could be disseminated to the media
 - Leverage the 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**



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 empowers 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.

Dallas (Headquarters)

info@everestgrp.com
+1-214-451-3000

Bangalore

india@everestgrp.com
+91-804-276-4533

Delhi

india@everestgrp.com
+91-124-496-1000

London

unitedkingdom@everestgrp.com
+44-207-129-1318

New York

info@everestgrp.com
+1-646-805-4000

Toronto

canada@everestgrp.com
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