



# Multi-Process Human Resources Outsourcing (MPHRO) Services PEAK Matrix™ Assessment with Service Provider Landscape 2020

Human Resources Outsourcing (HRO)  
Market Report – December 2019

# Our research offerings for global services

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▶ BPS   Banking & Financial Services	▶ ITS   Banking & Financial Services
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## Membership information

- This report is included in the following research program(s)
  - [Human Resources Outsourcing \(HRO\)](#)
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- Accelerators™
- Analyst access
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- Workshops

## Custom research capabilities

- Benchmarking | Pricing, delivery model, skill portfolio
- Peer analysis | Scope, sourcing models, locations
- Locations | Cost, skills, sustainability, portfolio – plus a tracking tool
- Tracking services | Service providers, locations, risk
- Other | Market intelligence, service provider capabilities, technologies, contract assessment

# Table of contents (page 1 of 2)

---

Topic	Page no.
Introduction and overview	5
Summary of key messages	10
<b>Section I: MPHRO PEAK Matrix™ 2019</b>	<b>12</b>
• MPHRO PEAK Matrix™	16
• Assessment of service providers	17
<b>Section II: Service provider landscape</b>	<b>21</b>
• MPHRO market share distribution	22
• Market share by buyer size	23
• Market share by industry	24
• Market share by geography	25
<b>Section III: Everest Group's remarks on service providers</b>	<b>26</b>
• Accenture	27
• ADP	28
• Alight Solutions	29
• Capgemini	30
• Capita	31
• CGI	32
• Conduent	33
• DXC Technology	34
• Hexaware	35

# Table of contents (page 2 of 2)

---

Topic	Page no.
<b>Section III: Everest Group’s remarks on service providers (continued)</b>	
• IBM	36
• Infosys	37
• MHR	38
• Neeyamo	39
• NGA HR	40
• SD Worx	41
• TCS	42
• Toutatis	43
• Wipro	44
• WNS	45
• Zalaris	46
<b>Appendix</b>	<b>47</b>
• Glossary of key terms	48
• Research calendar	50
• References	51

# Contents

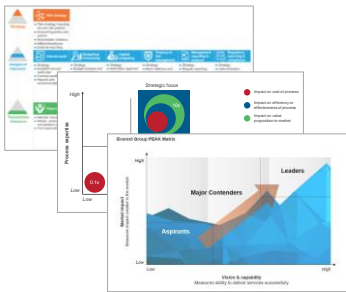
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- **Introduction and overview**
- Summary of key messages
- MPHRO PEAK Matrix™ 2020
- Service provider landscape
- Everest Group's remarks on service providers
- Appendix

# Our research methodology is based on four pillars of strength to produce actionable and insightful research for the industry

- Market thought leadership
- Actionable and insightful research
- Syndicated and custom research deliverables

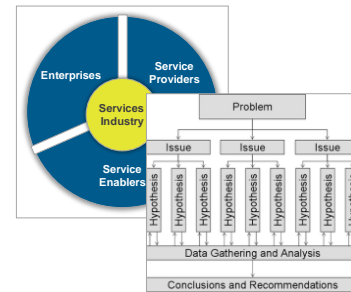
**1 Robust definitions and frameworks**  
 HR pyramid, multi-process HRO definition, Total Value Equation (TVE), PEAK Matrix™, and market maturity



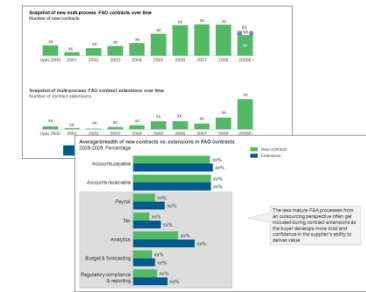
**2 Primary sources of information**  
 Annual contractual and operational RFIs, service provider briefings and buyer interviews, and web-based surveys



**3 Diverse set of market touchpoints**  
 Ongoing interactions across key stakeholders, input from a mix of perspectives and interests, supports both data analysis and thought leadership

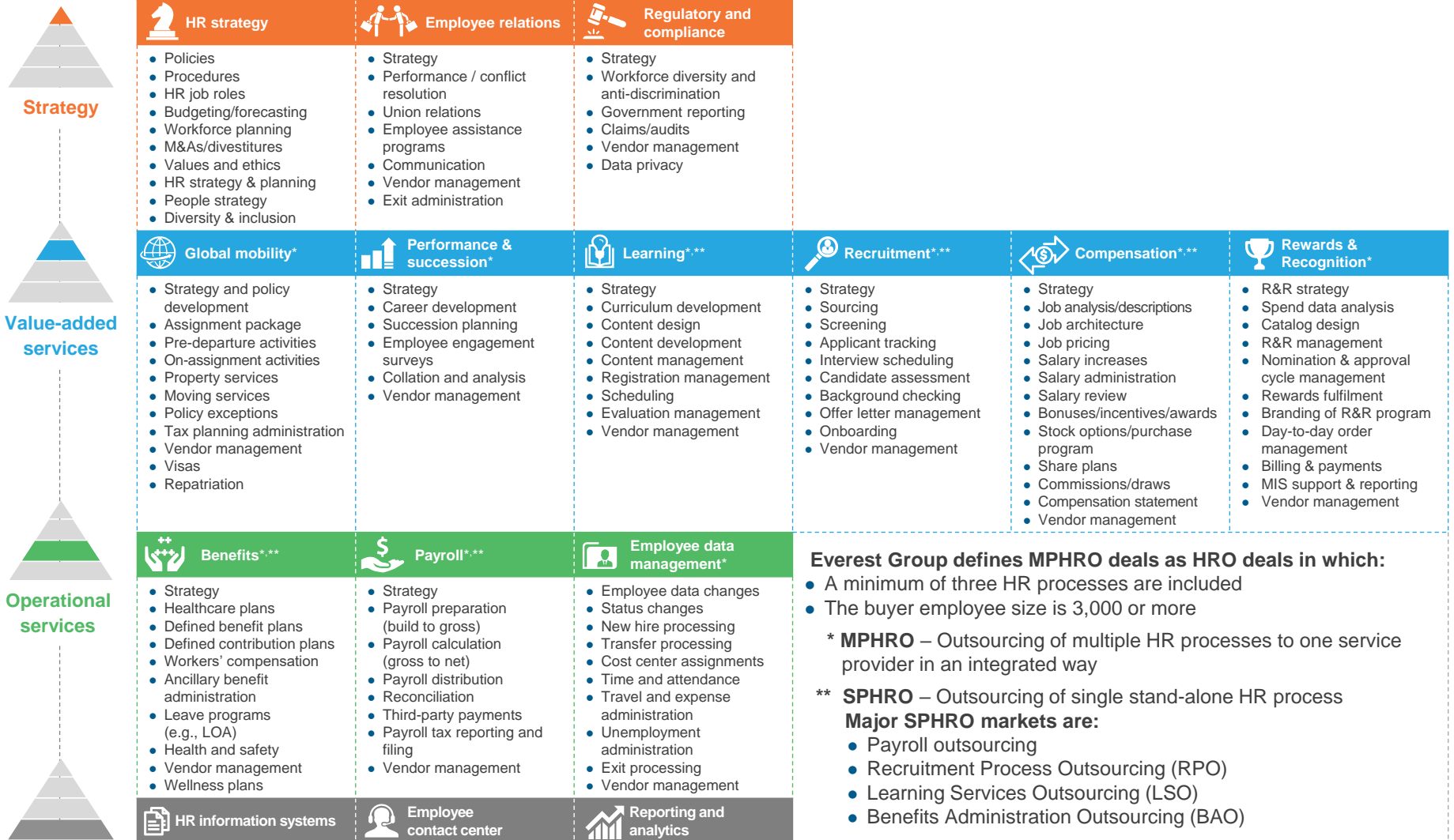


**4 Fact-based research**  
 Data-driven analysis with expert perspectives, trend analysis across market adoption, contracting, and service providers



- Proprietary contractual database of 1,400+ MPHRO contracts (updated annually)
- Year-round tracking of 20+ MPHRO service providers
- Large repository of existing research in HRO
- Dedicated team for multiple areas within HRO research, spread over two continents
- Over 20 years' experience of advising clients on HRO-related decisions
- Executive-level relationships with buyers, service providers, technology providers, and industry associations

# Everest Group HRO process map



# This report is based on multiple sources of proprietary information

- Proprietary database of 1,400+ MPHRO contracts of 20+ HR service providers with workplace services in scope of work (updated annually)
- The database tracks the following elements of each contract:
  - Buyer details including size and signing region
  - Contract details including service provider, contract type, TCV & ACV, service provider FTEs, start & end dates, duration, and delivery locations
  - Scope details including share of individual buyer locations being served in each contract, Line of Business (LOB) served, and pricing model employed

- Proprietary database of IT service providers (updated annually)
- The database tracks the following for each service provider:
  - Revenue and number of FTEs
  - Number of clients
  - FTE split by different lines of business (LoBs)
  - Revenue split by region
  - Location and size of delivery centers
  - Technology solutions developed

- **Service provider briefings**
  - Vision and strategy
  - Annual performance and future outlook
  - Key strengths and improvement areas
  - Emerging areas of investment

- **Buyer reference interviews, ongoing buyer surveys, and interactions**
  - Drivers and challenges for adopting workplace services
  - Assessment of service provider performance
  - Emerging priorities
  - Lessons learnt and best practices

## Service providers assessed<sup>1</sup>



1 Assessment for Capita, CGI, Hexaware, IBM, MHR, and Toutatis 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, ongoing coverage, the service provider's public disclosures, and interaction with buyers. 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.



# Background of the research

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Challenges faced by the HR function such as pressure to reduce operating costs, talent-related issues, and the need to improve employee experience have forced enterprises to rethink their demands and look for innovative solutions. Due to these evolving buyer demands, combined with the rapidly changing technology landscape, the role of HR service providers is evolving from that of administrators to strategic partners who bring together or orchestrate the ecosystem. This will require providers to invest in developing capabilities across the consult-to-operate paradigm to provide the best client and employee experience possible. With this as the backdrop, Everest Group conducted a study to analyze 20 leading MPHRO service providers and positioned them on the PEAK Matrix™.

## **This research includes the following components:**

- MPHRO PEAK Matrix assessment
- Everest Group's remarks on MPHRO service providers

## **Scope of this report**

- **Geography:** Global
- **Services:** MPHRO services – this includes only those deals that cover at least 3,000 buyer employees and has at least three HR processes in scope
- Proprietary data collected from 14 MPHRO service providers and data from Everest Group's proprietary Transaction Intelligence (TI) database, ongoing coverage, service providers' public disclosures, and interaction with buyers

## **This report includes the profiles of the following 20 leading HR service providers featured on the MPHRO PEAK Matrix:**

- **Leaders:** Accenture, ADP, Alight Solutions, NGA HR, and TCS
- **Major Contenders:** Capgemini, CGI, Conduent, DXC Technology, Hexaware, IBM, Infosys, Neeyamo, SD Worx, WNS, Wipro, and Zalaris
- **Aspirants:** Capita, MHR, and Toutatis

# Contents

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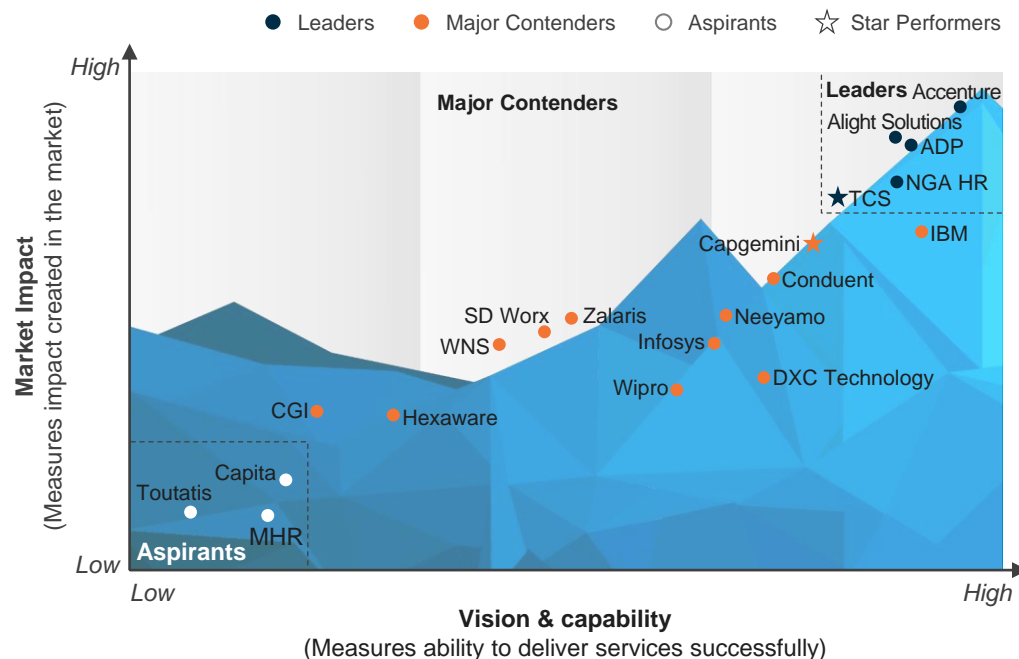
- Introduction and overview
- **Summary of key messages**
- MPHRO PEAK Matrix™ 2020
- Service provider landscape
- Everest Group's remarks on service providers
- Appendix

# Summary of key messages

## Everest Group PEAK Matrix for MPHRO

- Everest Group classifies 20 MPHRO service providers on the Everest Group PEAK Matrix into three categories – Leaders, Major Contenders, and Aspirants
- The PEAK Matrix is a framework to assess the market impact and vision & capability of the service providers
- Based on Everest Group’s comprehensive evaluation framework, the PEAK Matrix, the 20 established multi-process HRO service providers evaluated are segmented into three categories (in alphabetical order within each category):
  - **Leaders:** Accenture, ADP, Alight Solutions, NGA HR, and TCS
  - **Major Contenders:** Capgemini, CGI, Conduent, DXC Technology, Hexaware, IBM, Infosys, Neeyamo, SD Worx, WNS, Wipro, and Zalaris
  - **Aspirants:** Capita, MHR, and Toutatis
- Everest Group has identified two Star Performers, namely, Capgemini and TCS

## Everest Group Multi-Process Human Resources Outsourcing (MPHRO) Services PEAK Matrix™ Assessment 2020<sup>1,2</sup>



1 PEAK Matrix specific to MPHRO services

2 Assessment for Capita, CGI, Hexaware, IBM, MHR, and Toutatis 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, ongoing coverage, the service provider's public disclosures, and interaction with buyers

Note 1 Assessment for Alight Solutions does not take into consideration its acquisition of NGA HR

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

Source: Everest Group (2019)

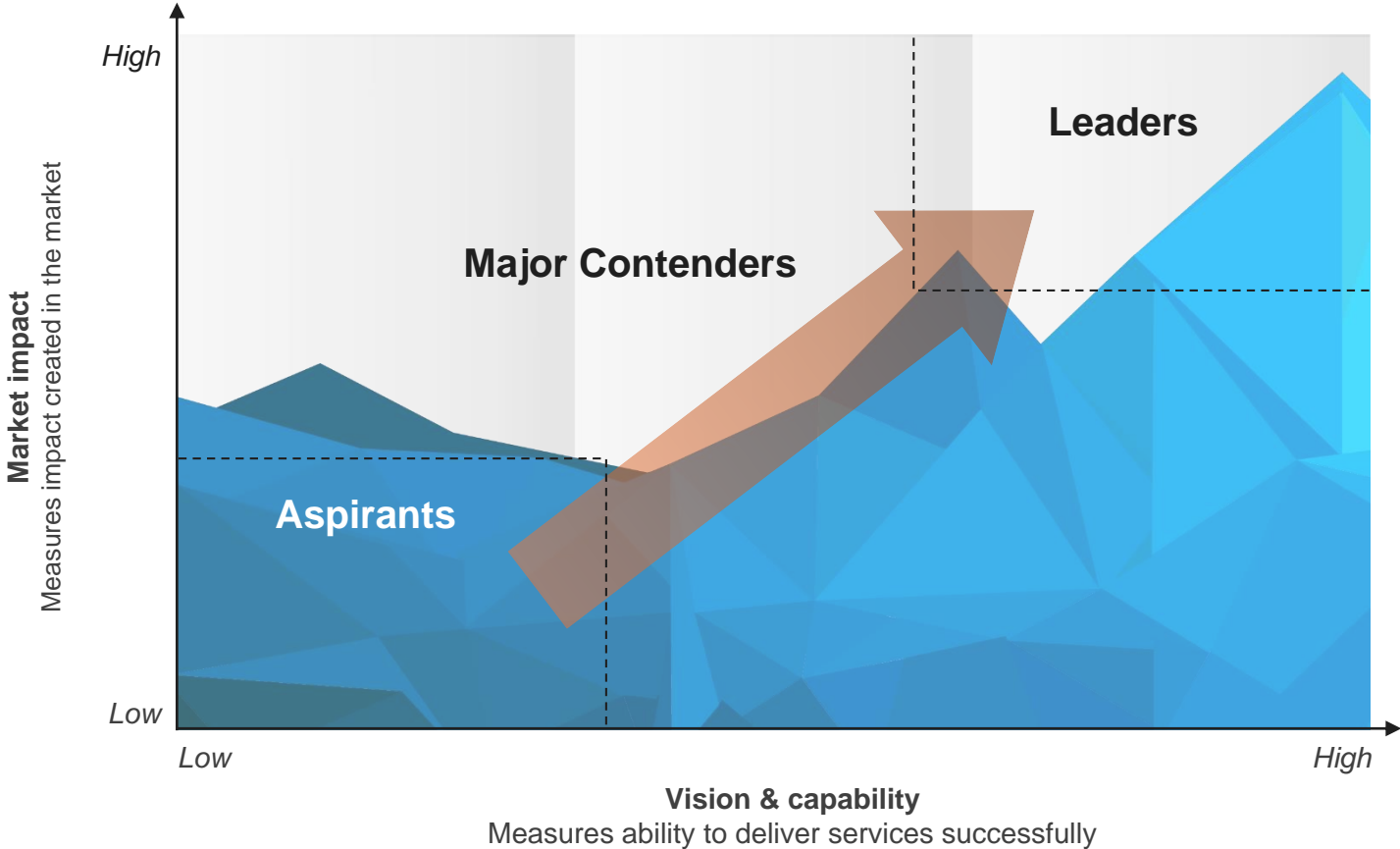
# Contents

---

- Introduction and overview
- Summary of key messages
- **MPHRO PEAK Matrix™ 2020**
- Service provider landscape
- Everest Group's remarks on service providers
- Appendix

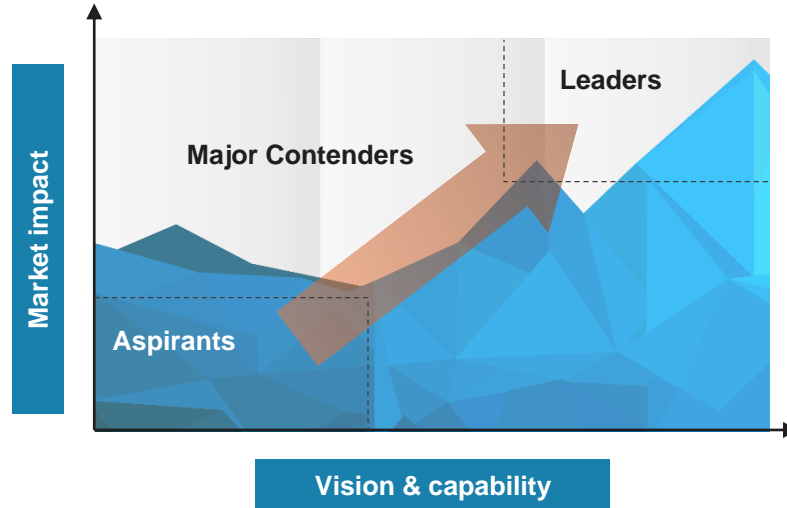
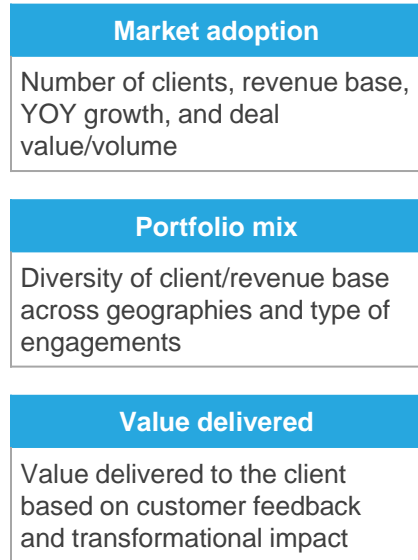
# Everest Group PEAK Matrix™ is a proprietary framework for assessment of market impact and vision & capability

Everest Group PEAK Matrix

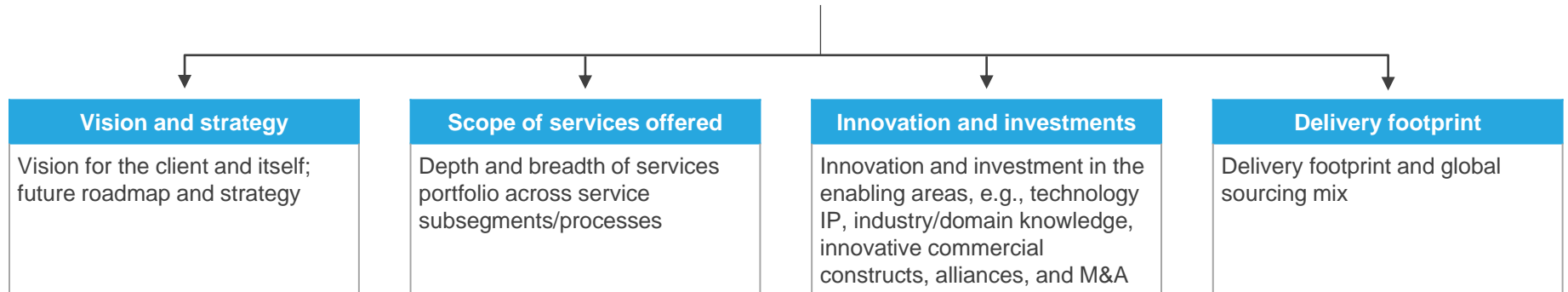


# Services PEAK Matrix™ evaluation dimensions

Measures impact created in the market – captured through three subdimensions



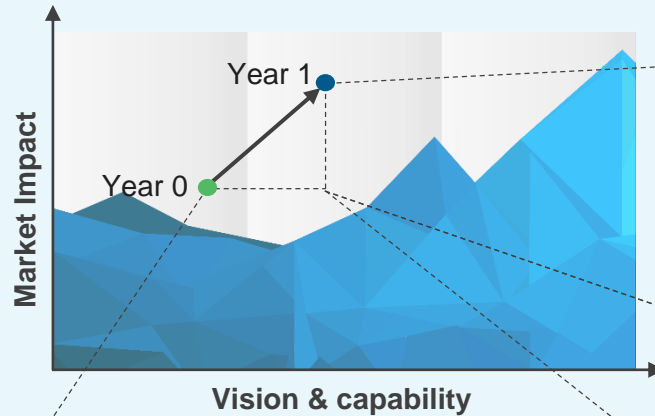
Measures ability to deliver services successfully. This is captured through four subdimensions



# 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
- Number 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 in performance in both market success and capability advancement

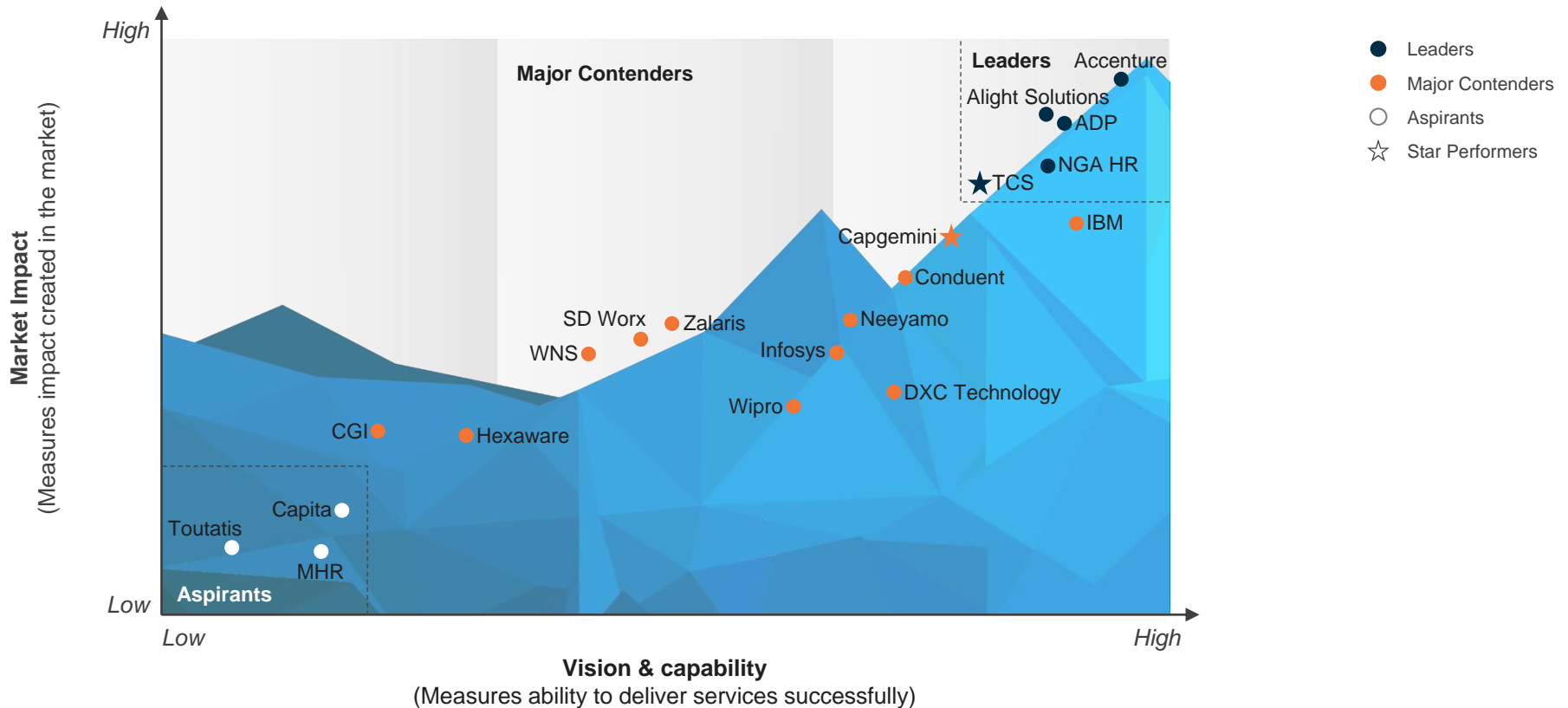
*The Star Performers title relates to YOY performance for a given vendor and does not reflect the overall market leadership position, which is identified as Leader, Major Contender, or Aspirant.*

# Everest Group PEAK Matrix™

## Multi-Process Human Resources Outsourcing (MPHRO) Services

### PEAK Matrix™ Assessment 2020

Everest Group Multi-Process Human Resources Outsourcing (MPHRO) Services PEAK Matrix™ Assessment 2020<sup>1,2</sup>



1 PEAK Matrix specific to MPHRO services

2 Assessment for Capita, CGI, Hexaware, IBM, MHR, and Toutatis 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, ongoing coverage, the service provider's public disclosures, and interaction with buyers

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














































Source: Everest Group (2019)



# Summary dashboard | Market impact and vision & capability assessment of providers for MPHRO 2020

## Leaders


















































































Measure of capability:  High  Low

Service provider	Market impact				Vision & capability				
	Market adoption	Portfolio mix	Value delivered	Overall	Scope of services offered	Innovation and investments	Delivery footprint	Vision and strategy	Overall
Accenture									
ADP									
Alight Solutions									
NGA HR									
TCS									

# Summary dashboard | Market impact and vision & capability assessment of providers for MPHRO 2020

## Major Contenders




























Measure of capability:  High  Low

Service provider	Market impact				Vision & capability				
	Market adoption	Portfolio mix	Value delivered	Overall	Scope of services offered	Innovation and investments	Delivery footprint	Vision and strategy	Overall
Capgemini									
CGI									
Conduent									
DXC Technology									
Hexaware									
IBM									
Infosys									
Neeyamo									
SD Worx									

# Summary dashboard | Market impact and vision & capability assessment of providers for MPHRO 2020

## Major Contenders




























Measure of capability:  High  Low

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

# Summary dashboard | Market impact and vision & capability assessment of providers for MPHRO 2020

## Aspirants

Measure of capability:  High  Low

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

# Contents

---

- Introduction and overview
- Summary of key messages
- MPHRO PEAK Matrix™ 2020
- **Service provider landscape**
- Everest Group's remarks on service providers
- Appendix

# Service provider MPHRO market share

Alight Solutions leads the market in terms of annual MPHRO revenue, followed by Accenture, IBM, and ADP

## Service provider share distribution

2019E; Active ACV in US\$ billion



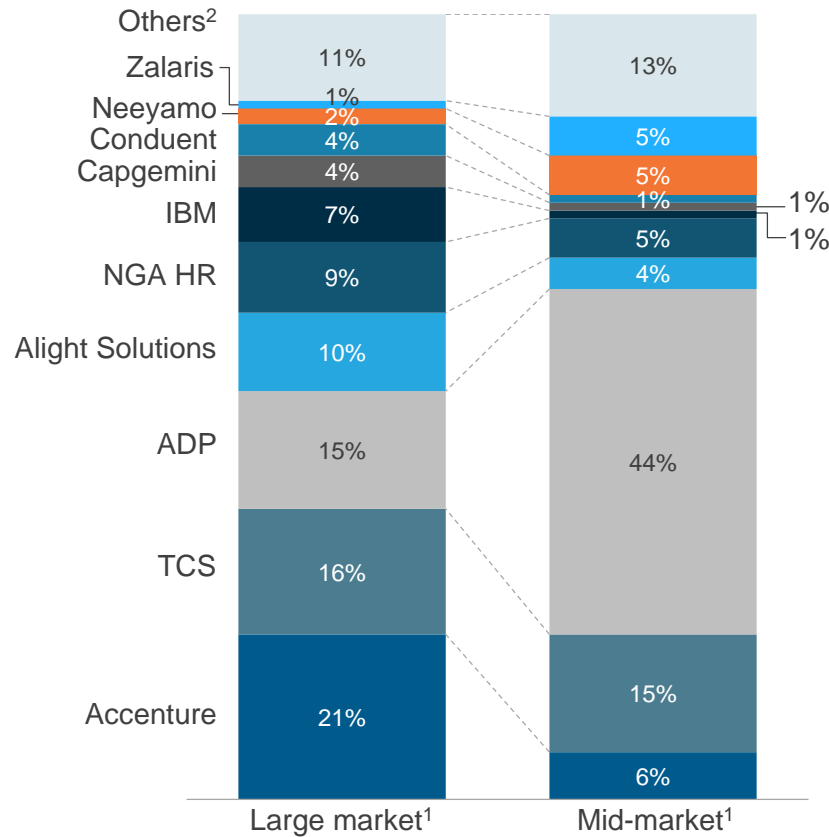
- The leading players in the MPHRO space have constantly invested in developing technological and services capabilities to differentiate themselves in the market
- In terms of annual MPHRO revenue, Alight Solutions continues to dominate the market. Accenture, ADP, and IBM also have significant MPHRO revenue
- ADP leads the pack in number of active MPHRO deals. Accenture and TCS are the other service providers in the top bracket

# Service provider market share across buyer sizes

While ADP dominates the mid-market in terms of MPHRO deals, Accenture has established itself as a prominent player in the large market

## MPHRO market share by buyer size

Percentage share of active deals; 2019



<sup>1</sup> Mid-market (3,000-15,000 buyer employees); large market (15,000 and more buyer employees)

<sup>2</sup> Others include Capita, CGI, DXC Technology, Hexaware, MHR, Infosys, SD Worx, Toutatis, Wipro, and WNS

Sample size: 681 active MPHRO deals as of June 2019, for which buyer size information is available

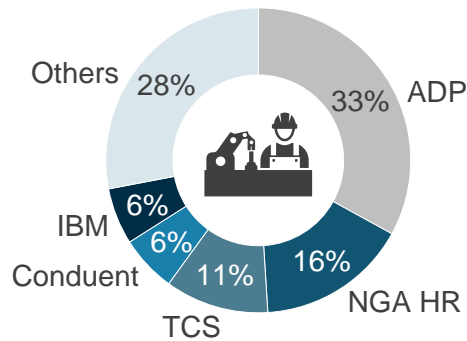
# Service provider market share across industries

ADP has significant presence across the top four industry segments for MPHRO; TCS has the highest number of deals in the retail industry segment

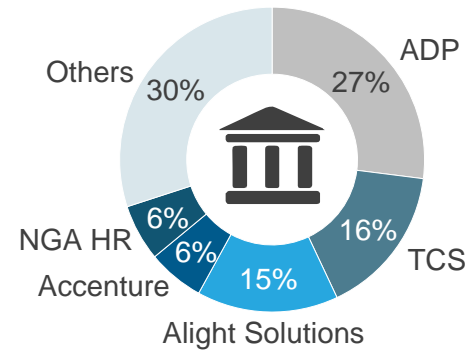
## Providers' share of active MPHRO clients in the top four industry segments

Percentage share of active MPHRO clients; 2019

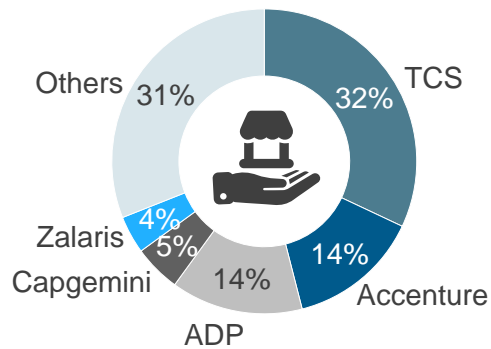
### Manufacturing



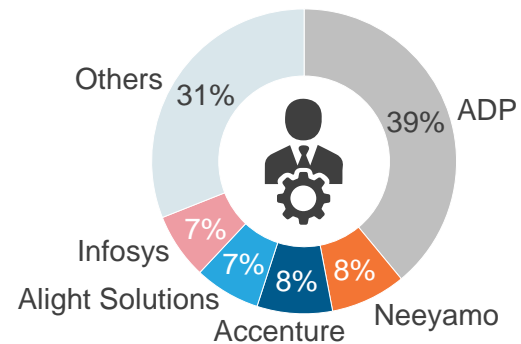
### Banking, financial services, and insurance



### Retail



### Services



Sample size: Based on 593 active MPHRO deals as of June 2019, for which buyer industry information is available

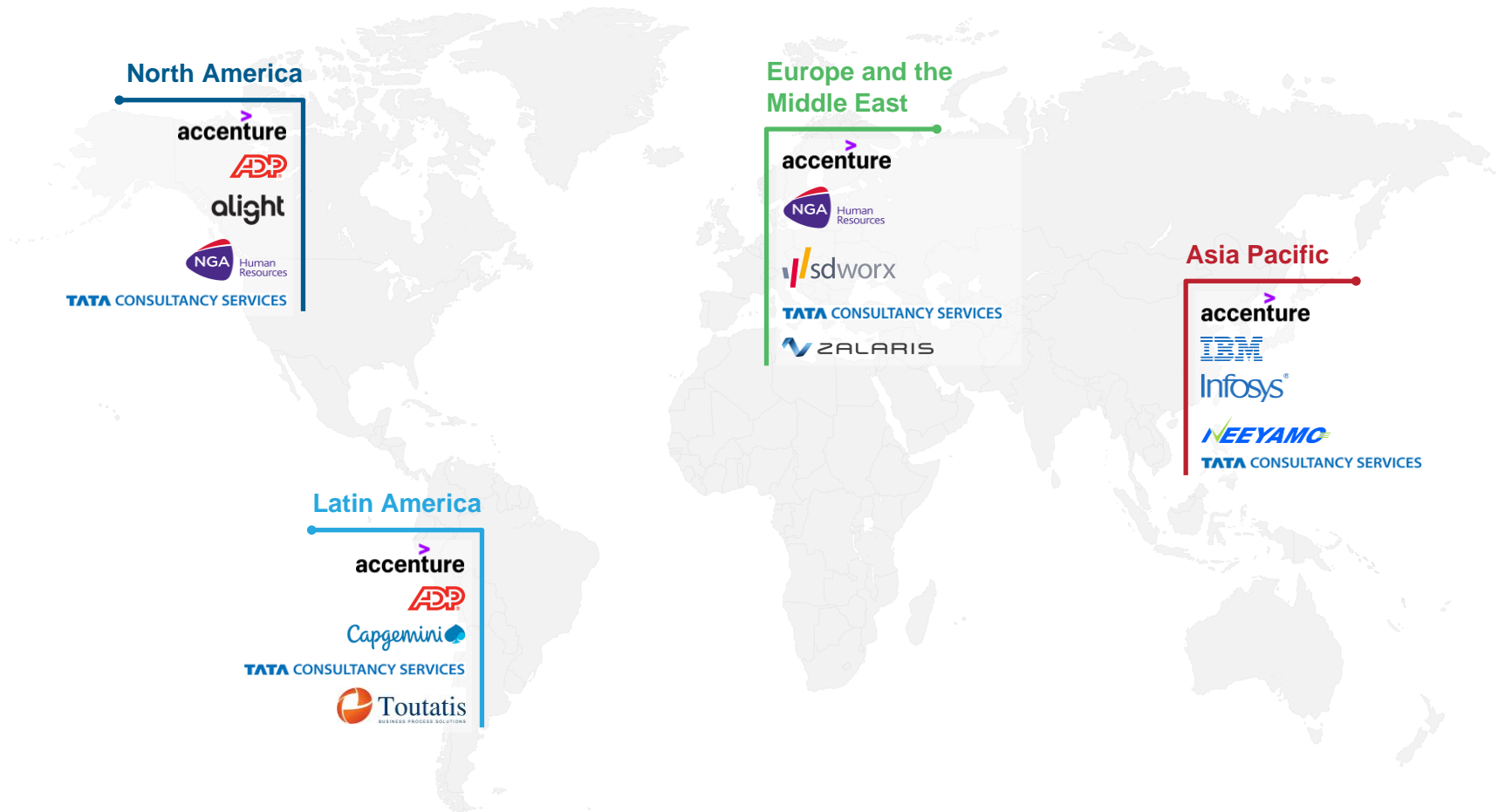


# Key service providers across geographies

Leading players have witnessed strong traction from the more mature markets; in emerging markets, local players feature more prominently

## Top players by signing regions

Number of active deals; 2019 (in alphabetical order within a geography)












Sample size: Based on contractual information of 621 active MPHRO deals as of June 2019, for which signing region information is available

# Contents

---

- Introduction and overview
- Summary of key messages
- MPHRO PEAK Matrix™ 2020
- Service provider landscape
- **Everest Group's remarks on service providers**
- Appendix

Measure of capability:  High  Low

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










### Strengths

- Accenture is a Leader on the MPHRO PEAK Matrix, and is one of the highest earners in the industry
- Its employee-centric vision has enabled it to redesign its service delivery model around the key moments that matter for employees. It has leveraged design thinking to create cross-functional (e.g., HR, IT, and payroll) experiences for employees
- Accenture’s human-machine operating engine – SynOps – combines data from previous engagements and client systems to identify high-impact opportunities for business process reinvention
- Accenture is investing heavily in digital solutions for enhanced service delivery:
  - Employee experience platform on ServiceNow, allowing users to get answers to their queries, while reducing back-office transactions
  - A recruiter assistant that matches and ranks candidates
  - Insights dashboard provides supervisors with near real-time, operations-related data about their employees
- It is continuously investing in RPA and has deployed multiple minibots across its several delivery modes to automate high-volume and transactional HR processes
- Referenced buyers have cited Accenture’s flexibility, contract management, innovation, strategic focus, and Workday expertise as few of its key strengths

### Areas of improvement

- In the last two years, Accenture has won multiple deals in the Asia Pacific region, especially in Japan. Subsequently, it has the opportunity to capitalize on this momentum and win more deals in other areas within the region, such as India, Australia, and Southeast Asia
- The majority of Accenture’s client portfolio is still using on-premise HCMs of Oracle and SAP and its growth in third-party BPaaS deals is relatively low. Accenture should continue to invest in developing BPaaS capabilities on Workday or SuccessFactors to win more deals and capture further market share
- Accenture’s investment in developing SynOps is a step in the right direction, but it should ensure its high operationalization on the HRO side so that it can provide additional value to clients
- Referenced clients have opined that they would like Accenture to become more proactive and provide access to its senior leadership to ensure more strategic alignment with the clients’ goals

Measure of capability:  High  Low

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

### Strengths

- With one of the highest revenues and the largest number of deals in the market, ADP is a Leader on the MPHRO PEAK Matrix
- With the focus on expanding and strengthening its payroll capabilities globally, ADP has made multiple acquisitions:
  - Acquisition of Celergo helps ADP expand its self-coverage to 110+ countries
  - Acquisition of Softcom expands its presence in the UK and Ireland market
- Its investments in expanding the ADP marketplace, acquisitions of Global Cash Card and Wisely Now, and subsequent new payment offerings reflect its vision of creating an open HCM ecosystem and pioneering the future of pay
- Its analytics tool, Datacloud, is powered by actual operational data and is capable of benchmarking and predictive analytics. ADP has also been in the forefront of leveraging Robotic Process Automation (RPA), AI, and chatbots in its service delivery
- ADP has now made its virtual assistant available within Microsoft Teams, Facebook Workplace, and Slack.—This will help resolve employee queries quickly
- ADP is investing heavily in developing a next-generation HCM with a robust set of features. It has also significantly invested in its mobile app and integrated pay and HR notifications on Apple watch to help employees in the flow of work
- Knowledge of the service team and willingness to adapt are highlighted as key strengths by referenced clients










### Areas of improvement

- While ADP has a strong delivery presence across the globe, which is further strengthened by the acquisitions of Celergo and Softcom, the majority of its deals are signed in North America. It should capitalize on this opportunity and look to win more deals in the Asia Pacific and European markets
- While it has developed strong automation capabilities, its on-the-ground implementation is not consistent across its client base. ADP should look to expand the automation coverage among its existing clientele. This is also one of the opportunity areas highlighted by referenced clients
- Now that ADP has invested heavily in the payroll space and become a leading player there, it should look to invest in other HR processes such as learning and talent management
- Referenced clients feel that ADP should address the concerns around attrition and also improve the turnaround time for key decisions that may involve senior leadership

# Alight Solutions

## Everest Group assessment – Leader

Measure of capability:  High  Low

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

### Strengths

- Alight Solutions is a Leader on the MPHRO PEAK Matrix and has the highest revenue in the MPHRO market
- Alight's strength lies in its strong expertise in delivering Workday-based services as well as proven track record of executing large, complex, and multi-continent deals. It, however, has also been investing in strengthening its SAP SuccessFactors practice
- Its string of acquisitions of Compass, Carlson Management Consulting, Workday and Cornerstone businesses of Wipro, and Hodges-mace has helped Alight expand its suite of offerings
- Alight's partnerships with Wipro and 1871 showcase its focus toward innovation:
  - Partnership with Wipro will help in the digital transformation of Alight's offerings and enhance the employee experience of its clients using cloud and service delivery automation
  - Partnership with 1871 will enable Alight to connect with nearly 500 early-stage, high-growth digital start-ups and leverage their technology expertise
- Alight has been continuously investing in enhancing its service delivery with Artificial Intelligence (AI) and RPA solutions:
  - Anomaly detector that will review all earnings, deductions, and taxes being paid
  - Robotics to help with release testing and virtual assistants to resolve queries
- Referenced clients cite quality of service delivery and deep engagement across all services delivered as its key strengths

### Areas of improvement










- While benefits administration and Workday payroll are Alight's strong suits, its BPO capabilities, in the learning or recruitment space, are not well-proven. In the long run, it might be worthwhile for Alight to consider developing stronger capabilities in these areas
- Since analytics is becoming increasingly important for enterprises, Alight Solutions should continue investing in advanced analytics and ensure its operationalization to have a more holistic set of offerings and stay ahead of the curve
- While Alight Solutions has capabilities across the consult-to-operate spectrum, it should work toward bringing in more end-to-end deals in its portfolio to enable HR transformation and provide greater value to its clients
- Referenced buyers opine that Alight should improve on its flexibility and speed of delivery. They also expect Alight to bring in a richer toolset for Application Management Services (AMS) and various integrations

Note: Assessment for **Alight Solutions** does not take into consideration its acquisition of NGA HR

# Capgemini

## Everest Group assessment – Major Contender

Measure of capability:  High  Low

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

### Strengths










- Capgemini is a Major Contender and Star Performer on the MPHRO PEAK Matrix. The company has built scale in the market through multi-tower outsourcing constructs, where it combines HR with Finance & Accounting, Procurement, or IT
- Capgemini’s “Digital Employee Operations” (DEO) offering provides services across the HR value chain with key focus on personalization and employee experience
- Capgemini has developed multiple frameworks such as “5 senses,” “ESOAR,” and Digital Global Enterprise Model (D-GEM) to help enable effective transformation for its clients
- Capgemini has further strengthened its delivery presence with a new center in Manila, the Philippines, which will support growth and provide multi-lingual support to clients globally
- Capgemini has invested in developing a DEO hub, which is a unified global HRO analytics center to provide operational, analytical, and strategic data analysis for various client stakeholders
- Its partnerships with Smaply for design thinking and stakeholder mapping, and Walkme for digital adoption, further enhance Capgemini’s service delivery capabilities
- Capgemini’s solutioning & pricing approach and its geographic & language coverage are highlighted by referenced clients as some of its key strengths

### Areas of improvement

- Capgemini’s client portfolio is skewed toward the large market, with the deals also being multi-towered. However, with recent investments in the HRO space, there is an opportunity for Capgemini to diversify its client portfolio. It should:
  - Look to expand its presence in the mid-market segment by developing targeted solutions
  - Invest in sales initiatives to help win stand-alone HRO deals as opposed to multi-tower ones
- Although it has invested in developing capabilities in automation and analytics, it should continue to increase the on-the-ground implementation to drive better results for its clients
- Referenced clients feel there is an opportunity for Capgemini to improve the alignment of various teams across geographies and functions. They also expect Capgemini to undertake continuous improvement of the customer experience

<sup>1</sup> Please refer to the glossary for detailed definitions

Measure of capability:  High  Low

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










### Strengths

- Capita, a consulting, digital services, and software business, is an Aspirant on the MPHRO PEAK Matrix and is primarily focused on the UK market
- Its offerings seem to particularly suit the government sector in the United Kingdom, with a majority of its revenue accruing from that sector
- It has the ability to provide a full suite of HR offerings across the employment life cycle, including recruitment process outsourcing, learning process outsourcing, HR and payroll administration, and pensions and benefits administration
- In 2019, Capita partnered with UiPath to enhance its RPA capabilities. As part of a hefty investment in RPA, Capita is rapidly scaling its in-house automation capabilities, and will provide automation services for existing and new Capita clients
- It leverages its position of strength in Recruitment Process Outsourcing (RPO) and Managed Service Provider (MSP) to acquire new HRO customers

### Areas of improvement

- Predominantly a mid-market player, Capita should continue to pursue the large-market to increase its market presence and top-line
- Although it has operations across the globe, its clientele is skewed toward the UK. As the HRO market matures in the UK, Capita should aim to invest in sales and marketing activities to win deals in Continental Europe as well
- It should start focusing on HR BPaaS by developing delivery capabilities on the new-age SaaS platforms such as Workday and SAP SuccessFactors
- Although it has partnered with UiPath for RPA capabilities, it is slightly late to the market. It should now look to operationalize quickly, scale aggressively, and package it within the HRO offerings to make it attractive for existing and potential clients
- While Capita has formed a niche in serving the public sector, it should identify other industries where it can potentially win clients, thereby de-risking its client portfolio

Measure of capability:  High  Low

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

**Strengths**

- CGI, headquartered in Montreal, is a provider of IT and business process services and a Major Contender on the MPHRO PEAK Matrix. Its offerings are primarily focused on Western Europe and North America
- Its expertise in providing tailored services has helped it secure payroll outsourcing deals with government and commercial clients in Canada, France, Sweden, and the United Kingdom. CGI has also developed CGI Advantage HRM, a human resources, payroll, and benefits administration solution exclusively for government clients
- Clients that are looking for a single provider for IT Outsourcing (ITO) and HRO may find CGI's offerings attractive
- It has the capability to deliver HR processes across the value chain with key focus on onboarding, payroll, employee records, time & attendance, and performance & talent management
- CGI's core strength is the ability to cater to the demands of the large market enterprises (>15,000 employees) and this is reflected in its client portfolio
- Its relatively balanced shoring mix has enabled it to take advantage of the benefits offered by its various locations. It has also established an HR CoE in Manila, the Philippines

**Areas of improvement**










- Primarily focused on the large market, CGI needs to create targeted offerings for the faster-growing mid-market to win more deals and capture further market share
- Its focus geographies are Western Europe and North America. These markets are mature and have tough competition. Geographies such as Southeast Asia and the ANZ region are some of the possible options that CGI can explore to tackle its growth challenges
- It should invest aggressively in technologies such as advanced analytics and RPA and package them within its HRO offerings to keep up with the evolving market demands to stay competitive
- CGI's MPHRO revenue growth has stagnated, mainly because it has not been very successful in riding the HR BPaaS wave. It should focus on strengthening its capabilities on the new-age SaaS platforms such as Workday, SAP SuccessFactors, and Oracle HCM Cloud



# Conduent

## Everest Group assessment – Major Contender

Measure of capability:  High  Low

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

### Strengths

- Conduent is one of the largest specialist BPS providers and a Major Contender on the MPHRO PEAK Matrix. It is also a leading benefits administration services provider in the US market
- Its strong expertise in delivering services across the HR value chain along with its global presence enables it to serve complex and multi-continent deals for the large market clients (>15,000 buyer employees) in North America and Europe
- Conduent’s investment in developing robust HR BPaaS capabilities has enabled it to win multiple MPHRO deals on leading SaaS platforms such as Workday, SAP SuccessFactors, and Oracle HCM Cloud
- Conduent’s recent partnerships with Cielo and Deloitte is a step in the right direction and will enhance its ability to provide a broader set of offerings to clients
- Its ability to leverage its portfolio of proprietary technologies that includes Life@Work, BenefitWallet, and RightOpt to serve its clients is considered one of its key strengths. This is also echoed by referenced buyers who have appreciated Conduent’s broad set of platforms and offerings
- Alongside its investments in its automation, analytics, and AI conversational platforms, it has partnered with ServiceNow to improve the engagement layer
- Referenced buyers appreciate Conduent’s strong desire to partner with clients and the speed of adaptation to the client’s policies and processes










### Areas of improvement

- Conduent’s growth in the MPHRO market has stagnated over the last few years. Having invested in digital solutions and capabilities, Conduent now needs to expand on-the-ground coverage of these solutions to existing clientele and appropriately package and pitch the solutions to potential clients
- While the large markets of North America and the UK are its forte, Conduent can explore the mid-market (<15,000 buyer employees) in these regions, which is growing relatively faster
- Although it has a global delivery presence, the number of deals outside the US and Europe is minimal. There is an opportunity for Conduent to invest more in its sales and marketing activities in faster growing regions such as Asia Pacific to revive its growth in the MPHRO market
- Referenced clients feel that it should be more proactive in suggesting ideas to address specific business challenges. They also expect Conduent to create a roadmap specifically for HR technology improvements

# DXC Technology

## Everest Group assessment – Major Contender

Measure of capability:  High  Low

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

### Strengths










- DXC Technology, an IT services and solutions company formed by the merger of CSC and the enterprise services business of Hewlett Packard Enterprise, is a Major Contender on the MPHRO PEAK Matrix
- In 2019, DXC expanded its global service delivery presence through its acquisition of Sime Darby Berhad's captive in Malaysia. This will not only bring in expertise in delivering to clients in Asia Pacific, but further drive productivity gains and innovation for the company
- DXC Technology's partner network, which includes Workday, SAP SuccessFactors, ServiceNow, and Cornerstone OnDemand, has strengthened its ability to provide HR services for a diverse set of clients
- Its Agile Process Automation (APA) framework, which combines process mining – to identify most suitable use cases for automation – and RPA – to bring in efficiency gains in these processes, is one of its key strengths
- Using the RPA investments, DXC has been able to deploy cloud-based robots within HR operations, including employee data administration, payroll, and time management processes. Additionally, DXC has also developed chatbots to help employees get answers to some of the routine and mundane questions
- Referenced clients have expressed satisfaction with its contact center and case management capabilities and its familiarity with the Workday ecosystem

### Areas of improvement

- The majority of its deals are focused on North America and Europe. With enhanced delivery presence in the Asia Pacific region now, DXC should continue to market its HRO offerings and win more deals in the emerging markets of Asia Pacific to reduce its concentration risk
- While DXC is investing in the right technologies to transform its service delivery, it should ensure high operationalization of its key elements for existing clientele
- Along with investing in enhancing service delivery capabilities, DXC should also look to increase market visibility by focusing more on its marketing initiatives
- Predominantly a large-market player, DXC has capabilities to serve all buyer sizes and should look to diversify its client portfolio by increasing its presence in the mid-market
- Although referenced clients have appreciated DXC's implementation management skills, they believe DXC can improve on its relationship management capabilities – in terms of involvement from the senior leadership

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

Measure of capability:  High  Low

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










### Strengths

- Hexaware, a provider of IT and BPO services, is a Major Contender on the MPHRO PEAK Matrix
- While it has found the maximum in North America, it also has a significant client portfolio in Asia Pacific
- It has leveraged its strong technical capabilities to develop employee-/candidate-facing solutions such as recruitment platforms, chatbots, learning portals, and AI solutions for talent acquisition
- Hexaware has proven expertise in the implementation and support of platforms such as Salesforce, Workday, NetSuite, SAP, and Oracle
- In addition to its advisory and implementation capabilities in SAP SuccessFactors, Hexaware provides flexible shared services support packages to manage the fluctuating demands in the shared services centers of its clients
- It is investing aggressively in RPA in HRO as well. In addition to its partnerships with leading RPA vendors such as BluePrism, UiPath, and Automation Anywhere, it has invested in its RPA R&D lab and CoE
- Its HR consulting capabilities include HR operating model review, HR digitization roadmap, digital HR process reengineering, and digital HR tools and evaluation

### Areas of improvement

- Hexaware is primarily considered as an implementation and Application Management and Support (AMS) partner. It should look to further strengthen its HR services capabilities on major HR platforms and market them appropriately to win more HR BPO deals and increase its top line
- In addition to its focus on automation, Hexaware should continue to aggressively invest in enhancing its HR analytics capabilities, as it is growing in relevance and emerging as a key differentiator in the HRO market
- Hexaware has high exposure to logistics clients across the US and Asia Pacific region. It should leverage its experience to increase exposure in other industries and avoid concentration risk
- The majority of its revenue is from the North American markets. It should invest in marketing its HRO offerings to European markets to expand its geographic coverage and capture further market share

Measure of capability:  High  Low

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










### Strengths

- IBM is a Major Contender on the MPHRO PEAK Matrix and has one of the highest revenues in the market
- It has invested heavily to bolster its capabilities across the consult-to-operate spectrum – making it a “one-stop-shop” for many clients looking for end-to-end HR transformation services
- Its balanced client portfolio across all major geographies and proven capability to manage large and complex deals, with transactional as well as judgment-intensive processes in scope, are its key differentiators
- Its vision of transforming its clients to a “Cognitive Enterprise” is well supplemented by its investments in advanced analytics, cognitive solutions, and RPA
- IBM’s large global presence and a balanced shoring mix enable it to leverage the competitive advantages of the various locations to deliver seamless HR services to global clients
- IBM has developed a wide range of Watson-powered cognitive solutions across the HR value chain. Enterprises can leverage IBM’s solutions such as cogni-pay, candidate assistant, career coach, virtual agent, and “myBenefitsMentor” to improve employee experience and reduce operating costs

### Areas of improvement

- Although IBM has a strong client base in the Japanese and ANZ markets, it has the expertise and opportunity to grow in the broader Asia Pacific region by exploring markets such as the Middle East, India, and Southeast Asia
- IBM’s growth in the MPHRO market has been relatively low. It is operating in a relatively mature large market. It can consider targeting the faster-growing mid-market more aggressively by creating solutions that meet the needs of the clients, rather than the typically followed transformational approach
- IBM should continue to invest aggressively in RPA and package it within its HRO offerings appropriately for mid-market clients as opposed to a cognitive-led strategy, as mid-market buyers would likely lack the digital maturity and/or requisite volume of training data required for a successful cognitive-led adoption

Measure of capability:  High  Low

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










### Strengths

- Infosys is a Major Contender on the MPHRO PEAK Matrix. It focuses predominantly on the Asia Pacific region, with Australia being a key market, but it also has expertise in delivering services to US- and UK-based enterprises
- Buyers that are looking for HRO services combined with FAO and ITO services find its offerings attractive
- It has capabilities to deliver services across the HR value chain, with payroll, recruitment, and employee contact center being its strong areas
- It has partnerships with some of the leading SaaS vendors such as SAP SuccessFactors and Oracle HCM Cloud
- It has invested in developing custom, next-generation solutions for clients:
  - AI-powered tools to identify payroll blind spots and to shortlist the best candidates for a job
  - Natural Language Processing (NLP)-based tools to read and sort emails for further action, and employee chatbot to respond to transactional queries
  - Tools to help connect hiring managers and candidates, and for employee communication and learning
  - RPA and analytics solutions across various HR processes
- Its wide delivery footprint across multiple onshore and offshore locations enables it to deliver services to large and global clients

### Areas of improvement

- Although Infosys as a broader BPO player is investing and developing capabilities, it has recently increased its focus on HRO. It should continue to invest in developing the right capabilities if it is to ride the wave of new-age HR requirements
- The majority of its deals are signed in the Asia Pacific region. It should look to increase its geographic coverage and reduce concentration risk. It should continue to invest aggressively in its ability to provide services on HR BPaaS platforms such as Workday and SAP SuccessFactors, as it can lead to better visibility in North America and Europe
- While Infosys has traditionally been successful in the mid-market, it has an opportunity to capitalize on its recent large wins to improve its position in the market
- To capitalize on the investments made, Infosys needs to up its marketing activities in the HRO space to increase its visibility in the market and make a push to become a prominent player

Measure of capability:  High  Low

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

### Strengths

- MHR, headquartered in Nottinghamshire, the UK, is an Aspirant on the MPHRO PEAK Matrix and a specialist HR and payroll services provider in the UK market
- UK-based clients, looking for a single provider to provide a platform-led approach to both HR and payroll services, may find its offerings attractive
- While its primary focus area is to provide payroll solutions to UK clients, it has invested in developing capabilities in other HR areas such as talent management, employee engagement, and people analytics
- Its sweet spot lies in the lower end of the mid-market segment, but has the capabilities to offer services to mid- as well as large-market clients
- MHR has invested in developing an HR chatbot “People First” to automate and accelerate HR administration tasks such as processing travel expenses and holiday bookings. It currently has the ability to answer 40 commonly asked questions instantly
- MHR’s consulting practice covers areas such as HR transformation, change management, digitization, and compliance
- Its proprietary HRIS, iTrent, that is offered stand-alone as well as bundled as part of MPHRO services, covers the entire HR process pyramid. MHR has invested heavily in upgrading the platform to cover areas such as employee engagement, performance management, and learning and development










### Areas of improvement

- MHR should be wary of growing competition from service providers who have a strong HR BPaaS offering on platforms such as Workday and SuccessFactors. There is an opportunity for MHR to consider providing HR and payroll services on other HCMs apart from iTrent to further increase its top-line
- While it has invested in developing its solution and enabling predictive analytics capabilities, it should further invest in developing RPA capabilities to further enhance its HR and payroll services delivery
- While its strength lies in serving the UK market, it has the capabilities to serve buyer employees in Continental Europe as well, and can look to target UK-based clients that are expanding internationally and thus diversifying its portfolio
- Its entry into the US market is a step in the right direction in terms of global expansion and it should look to market and position its capabilities appropriately in an otherwise crowded market
- Predominantly a mid-market player, MHR has the capability to serve the large market and should pursue it to increase its market presence and top line

# Neeeyamo

## Everest Group assessment – Major Contender

Measure of capability:  High  Low

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

### Strengths

- Neeeyamo is a specialist HRO provider that is a Major Contender on the MPHRO PEAK Matrix
- In November 2018, Neeeyamo announced the launch of NeeeyamoWorks, its technology and innovation wing. NeeeyamoWorks is investing in developing a portfolio of point solutions such as time and absence, service desk, and pay
- In 2019, Neeeyamo entered into a partnership with SAP SuccessFactors to provide bundled HRO services to multinational corporations. Neeeyamo’s point solutions can be integrated with SuccessFactors and will enable a global and seamless experience for MNCs with long-tail operations
- Neeeyamo has opened a new delivery center in Pune to enhance its service delivery capabilities and accommodate the operational growth
- Its partnership with Talentia Software has strengthened its portfolio of global HR services and solutions, enabling it to reach new clients and markets globally
- Neeeyamo has expertise in delivering services across the hire-to-retain cycle, with balanced focus on both transactional and judgment-intensive areas
- Its investments in RPA and AI/ML have enabled it to develop chatbots for employee helpdesk and audit bots for global payroll, resulting in greater efficiency
- Referenced buyers have cited Neeeyamo’s commitment to business relationships and flexibility as its key strengths










### Areas of improvement

- The majority of Neeeyamo’s MPHRO deals are in the mid-market (<15,000 buyer employees) segment. There is an opportunity for Neeeyamo to market and leverage its HR technology and services capabilities to win more deals in the large-market segment and further improve its market position
- Although Neeeyamo has a strong presence in the manufacturing and services industry, it has capabilities to provide HR services to clients of all sizes and industries and should look to diversify its client portfolio
- Neeeyamo has not really moved the needle of HR analytics. Although it has strong analytics capabilities in the payroll space, it should invest in developing more robust analytics capabilities in the broader HR space
- Though it has made significant strides in service delivery automation, it must prioritize advancing them to the next level of sophistication with steady investments, and also identify and pursue other use cases for automation
- Referenced buyers mentioned that there is an opportunity for Neeeyamo to be more proactive in suggesting solutions to reduce tickets and in sharing best practices and learnings from other projects

# NGA HR

## Everest Group assessment – Leader

Measure of capability:  High  Low

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

### Strengths

- NGA HR, a specialist HRO service provider with one of the highest MPHRO revenues, is a Leader on the MPHRO PEAK Matrix
- Its expertise in delivering payroll services, global coverage, and ability to serve enterprises of all sizes are its key strengths
- NGA’s continued focus on investing in RPA, chatbots, and advanced analytics within its service delivery system has enabled it to become one of the leading providers of HR services
- NGA HR’s investment to expand the breadth of its service offerings is a step in the right direction. Its recent partnerships with Benify for flexible benefits and Beqom for rewards and compensation enable it to provide a wider range of services for its clients
- It has also developed a new offering, “NGA FastTrack,” a set of pre-configured SAP SuccessFactors modules that are faster and easier to deploy, thereby decreasing the implementation time and cost for clients
- NGA is one of the few HRO service providers to have invested in blockchain pilots – through its partnership with Gospel Technology – reflecting its focus toward providing a secure and trusted data environment for its clients
- NGA HR’s breadth of services and responsiveness in service delivery are some of the key strengths highlighted by referenced clients

### Areas of improvement

- Increasing the investments in staff training, education, and retention was one of the opportunity areas for NGA HR highlighted by referenced clients. This will enable NGA HR to provide a consistent experience for all its clients
- While it has won large multi-country payroll deals recently, its growth in terms of MPHRO revenue has been relatively low. In addition to focusing on payroll, NGA HR should focus on strengthening and marketing its MPHRO capabilities to increase visibility; driving further top-line growth and increased market share
- While it has made considerable investments in developing multiple offerings, there is a need to make the differences clear to the market so that clients can better understand the benefits of the various solutions
- Referenced clients feel that NGA HR has the opportunity to go beyond just delivering on contractual commitments and be more proactive by suggesting better ways to carry out processes










Note: Assessment for **NGA HR** does not take into consideration its acquisition by Alight Solutions



# SD Worx

## Everest Group assessment – Major Contender

Measure of capability:  High  Low

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










### Strengths

- SD Worx, one of the leading providers of HR and payroll services in the European market, is a Major Contender on the MPHRO PEAK Matrix
- SD Worx has strong partnerships with Workday and SAP SuccessFactors and has certified global payroll integrations with them. It has also developed SD Connect, which connects clients' HCM with the local payroll engines
- In a bid to enter the staffing solutions space, SD Worx acquired VIO Interim and Flexpoint Group, and has now been merged and rebranded as SD Worx Staffing Solutions. It has also acquired a significant stake in GlobePayroll, a SaaS payroll platform, to expand its global payroll capabilities
- SD Worx follows a platform-led approach to services and has invested in developing its own cloud-based HR solution, Global People services – which includes modules such as Core HR, analytics, and payroll
- In addition to having a Center of Excellence (CoE) for robotics in Mauritius, it has also developed SD Worx digital assistant, a self-service tool for employees
- Its global payroll and HR reporting tool, Cubes, has the ability to provide various administrative reports and strategic dashboards – helping its clients stay in control of their global operations
- Referenced clients have expressed satisfaction with SD Worx's collaborative culture and payroll expertise

### Areas of improvement

- SD Worx's capabilities are skewed toward payroll and regulatory and compliance. While it has developed HR technology capabilities, in terms of its platform, Global People Services, there is an opportunity for SD Worx to invest in expanding its scope of services beyond payroll
- While SD Worx has invested in developing proprietary HR and analytics tools, it should continue to invest aggressively in service delivery automation solutions such as NLP, and RPA to stay competitive in the MPHRO market
- Apart from the CoE in Mauritius, most of the delivery personnel are based out of high-cost locations in Western Europe. To take advantage of the cost benefits and pass it on to clients, a global service delivery model leveraging offshore locations such as India and the Philippines can be explored
- Referenced clients expect SD Worx to bring in process optimization and move toward being a partner with greater strategic HR capabilities

Measure of capability:  High  Low

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

### Strengths

- TCS, an Indian-heritage BPS provider, has witnessed significant growth and is a Leader and Star Performer on the MPHRO PEAK Matrix
- TCS' Machine First Delivery Model (MFD) framework leverages digital technologies, such as automation, analytics, and cloud, to drive digital transformation and help clients achieve their business outcomes
- TCS' capability across consulting, technology, and services serves as one of its key strengths and has enabled it to win multiple deals
- Along with a wide delivery footprint, TCS' balanced client portfolio spanning various industries and buyer sizes demonstrates its ability to deliver HR services to the entire market
- TCS' capability to provide HR BPaaS on all the three major third-party HCM platforms – Workday, SAP SuccessFactors, and Oracle HCM Cloud – is a testament to its continued focus and investments in this space
- TCS has invested heavily in next-generation technologies and has successfully operationalized RPA, chatbots, and analytics in its service delivery. Its investment in talent reskilling across digital technologies, HR domain, and design thinking will help it continue its strong growth trajectory
- Referenced clients have highlighted TCS' relationship management and cost-effectiveness as some of its key strengths










### Areas of improvement

- While the investments are in the right direction, TCS should expand the coverage of its next-generation offerings to all its existing clients and market them aggressively to potential clients
- Although TCS has experience providing HR services on third-party SaaS platforms, it should continue to invest in developing capabilities across the consult-to-operate spectrum to strengthen its HR BPaaS practice and improve its position in the marketplace
- Referenced clients have mentioned that due to large size, there may be some skill disparity among TCS' service delivery personnel. TCS should continue the ongoing talent reskilling process to provide a frictionless experience for its buyers
- After the restructuring, TCS has been on a growth spurt. There is an opportunity to increase focus on marketing and thought leadership as the means to increase its visibility and establish itself as one of the premier players

# Toutatis

## Everest Group assessment – Aspirant

Measure of capability:  High  Low

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










### Strengths

- Toutatis is a BPS provider focused on the Latin American market and an Aspirant on the MPHRO PEAK Matrix
- It predominantly serves Brazilian clients as well as MNCs with operations in Latin America, and is capable of delivering multi-tower services combining HRO with FAO and PO
- Toutatis has the capability to carry out the process documentation and operational execution of business processes for shared services centers, enhancing the general performance of the service center while reducing costs
- Toutatis has capabilities to deliver all HR processes, but its strength lies in delivering more transactional processes such as payroll and employee data management
- Its presence in Brazil and Mexico can also serve as nearshore service delivery centers to offer services to clients based out of North America
- The company mostly uses its proprietary HR platform, PEXXI, to deliver HR services
- It employs a dedicated team of HR specialists to keep track of changing regulations, especially in Brazil where regulations are complex

### Areas of improvement

- There is an opportunity for Toutatis to invest in and revamp its marketing activities to project its value proposition better. Since Latin America is a nascent, yet fast growing market, this will help it to establish a stronger presence in the market and capture further market share
- Toutatis has invested in providing analytics support to its clients. However, these are limited to operational or performance reporting. Developing capabilities in advanced analytics is an option worth exploring for the company
- Toutatis should look to invest aggressively in its HRO capabilities and reinforce its presence in the LATAM market as it is expected to face competition from the bigger HRO/BPO players venturing into the region
- Toutatis' technology maturity is rather limited. Its exposure to leading HCM platforms, including traditional and new-age ones, is relatively low. As the Latin American market matures, it must focus on bolstering its technology capability to maintain competitiveness
- It can further automate its delivery environment. It should look at RPA as a means to offer additional cost and efficiency benefits to buyers

Measure of capability:  High  Low

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

### Strengths










- Wipro, an Indian-heritage IT+BPO service provider, is a Major Contender on the MPHRO PEAK Matrix
- Wipro has proven expertise in delivering HR services. In 2018, it acquired the India operations of Alight Solutions and has since been delivering HR, payroll, and benefits administration services for all Alight Solutions' clients
- Wipro has leveraged its Holmes platform (includes Optical Character Reader (OCR), NLP, and ML) to develop automation solutions across processes such as dependent eligibility verification, employee onboarding, time and expense, employee query management, and offboarding
- It has also invested in operationalizing RPA for use cases such as benefits calculation, generating reports, and employee data management
- Wipro's partnerships with Whatfix, ServiceNow, and Avaamo along with the acquisition of Designit strongly enhance its service delivery capabilities
- Wipro has invested in developing a "Next-generation Employee Experience Platform" providing an employee self-service portal and digital solutions for HR teams
- Referenced clients have highlighted Wipro's commitment to Service Level Agreements (SLAs), flexibility, and partnership as its key strengths

### Areas of improvement

- Wipro has found considerable success in the HRO market since 2016. It has the opportunity to continue this momentum to win more deals by increasing its visibility in the HRO space and appropriately packaging the offerings with its digital and automation capabilities
- Its delivery footprint is highly offshore-centric. Developing onshore service delivery capabilities to serve existing clients and potentially win some new clients is something that Wipro can explore
- Wipro should continue to leverage its strong delivery capabilities in the Asia Pacific region to win more deals and increase its presence in this region
- Although clients have lauded Wipro's relationship management skills, they feel that Wipro has much more to contribute – in terms of bringing in broader Wipro expertise and helping them understand the right technologies to select and adopt

## Everest Group assessment – Major Contender

Measure of capability:  High  Low

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

### Strengths

- WNS is an Indian-heritage specialist BPS provider and a Major Contender on the MPHRO PEAK Matrix
- Buyers looking for multi-tower deals that combine FAO with HRO may find its offerings appealing
- In the past couple of years, WNS has invested in strengthening its consulting and implementation capabilities. It has also helped in the implementation of Oracle HCM cloud, TMF and ADP payroll systems, Docusign, and HireRight
- WNS has partnered with leading RPA vendors to develop robots for HR processes such as background verification and Employee Data Management (EDM) – to drive efficiency for its clients. It is also investing in chatbots and running RPA pilots in other HR processes
- WNS has strengthened its HR services capabilities through its partnerships with SDWorx, SuccessFactors, RAMCO, Visier, Zoho, and PeopleStrong
- In addition to developing a talent engagement platform, TalentTurf, WNS has also invested in developing a strong analytics practice. Its operational and performance reports and dashboards help enterprises in their decision-making and have been well-received in the market
- In addition to its process documentation capabilities, WNS' ability to deliver services in a flexible and accurate manner has been lauded by referenced clients










### Areas of improvement

- Although it has developed strong capabilities in payroll, benefits administration, and recruitment, there is an opportunity for WNS to look at adding judgment-intensive processes such as compensation, performance management, and learning services to its suite of capabilities
- WNS has a strong play in the U.S. and the UK markets – relatively mature HRO markets. Fast growing markets in the Asia Pacific region, such as India, and ANZ region are possible areas for WNS to look at. There may be an opportunity to leverage its strong Asia Pacific delivery center presence to win more deals and grow in the region
- Although it offers SAP SuccessFactors-based services, it has not won many MPHRO deals on the platform. It should focus on operationalizing its capabilities to further increase its market share
- While referenced clients laud WNS' relationship management capabilities, they also believe that WNS should continue to invest in staff retention to ensure stability in operations

# Zalaris

## Everest Group assessment – Major Contender

Measure of capability:  High  Low

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

### Strengths

- Zalaris is a Major Contender on the MPHRO PEAK Matrix and a leading HR services provider in the Nordics region. It has also developed services capabilities in the Baltics, Germany, Austria, Switzerland, the UK & Ireland, India, Spain, and Poland
- Zalaris was awarded the “Norwegian Service Partner of the Year 2018” by SAP – a testament to the continuous investment that it has made in developing capabilities in SAP SuccessFactors and SAP HCM
- Its investment in developing RPA solutions for proven HR and payroll use-cases is a step in the right direction and will enhance its service delivery capabilities
- Zalaris is developing a marketplace, with add-on solutions and services, to complement its existing offerings and provide additional value for its clients through better employee experience and HR innovation
- Its investments in on-demand payroll and payroll control center and the revamping of case management systems reflect its strong focus on customer experience
- Zalaris has conducted market studies and developed frameworks to expand its capabilities in the employee experience and HR advisory areas
- Referenced clients have lauded Zalaris’ digital awareness and the ability to anticipate changes and bring expertise, especially in the payroll space

### Areas of improvement

- While it has invested in developing some RPA capabilities, it should continue to do so aggressively to identify more opportunities and implement them in HR services. It should also evaluate opportunities in chatbots or advanced (AI-based) automation beyond RPA
- Although Zalaris’ target segment is the mid-market enterprises (<15,000 employees), it has capabilities to serve all buyer sizes and should look opportunistically to win more large-market clients (>15,000 employees) to expand its client portfolio
- Since platforms such as Workday and Oracle HCM Cloud are gaining more traction in the European markets, which is Zalaris’ focus area, continued investments in developing stronger capabilities in these platforms will help Zalaris supplement its capabilities in SAP HCM and SuccessFactors
- Referenced clients have highlighted that there is scope for Zalaris to improve its internal collaboration and communication – across countries and teams – so that the clients get a frictionless experience

# Contents

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- Introduction and overview
- Summary of key messages
- MPHRO PEAK Matrix™ 2019
- Service provider landscape
- Everest Group's remarks on service providers
- **Appendix**
  - **Glossary of key terms**
  - **Research calendar**
  - **References**

## Glossary of key terms used in this report (page 1 of 2)

Term	Definition
ACV	Annualized Contract Value is calculated by dividing the Total Contract Value (TCV) by the term of the contract
Augmented model	Service provider provides “add-on” tools to address specific gaps
Buyer	The company/entity that purchases outsourcing services from a provider of such services
ERP	An Enterprise Resource Planning software package integrates the functions of an enterprise to enable optimal operations. These packages have functions for human resources, finance & accounting, purchasing, production planning, scheduling, etc.
FTEs	Full-time employees
Global buyers	Buyers with operations and employees in multiple continents
Global deal	Global deal refers to an RPO deal where delivery occurs in multiple continents
HRIS	HR Information Systems are systems that enable a company to track employees and employee-related information (e.g., name, contact information, department, and salary). HRIS includes reporting capabilities and some systems that are interfaced to payroll or other financial systems
HRO	Human Resources Outsourcing is the transfer of ownership of some or all human resource processes or functions to a service provider. This could include administrative, delivery, or management-related processes or functions. HRO deals include a minimum of three HR functions (e.g., payroll, benefits, and HRIS) covering 3,000 or more employees
LOA	Leave of Absence refers to an extended period of time, during which an employee is out of the workplace (and the employee’s related entitlements during that period)
Local buyers	Buyers with operations and employees in only a single country
MCPO	Multi-Country Payroll Outsourcing
MPHRO	Multi-Process HRO includes the transfer of a minimum of three HR functions (e.g., payroll, benefits, and HRIS) covering 3,000 or more employees to a service provider
Platform model	Pre-configured applications owned by the service provider, with pricing built into the contract
PO	Procurement Outsourcing is the transfer of ownership of some or all procurement processes or functions to a service provider. This could include administrative, delivery, or management-related processes or functions
Regional buyers	Buyers with operations and employees in a single continent



## Glossary of key terms used in this report (page 2 of 2)

Term	Definition
RPO	Recruitment Process Outsourcing
SaaS	Software-as-a-Service is a software that is deployed on the Internet and/or is run behind a firewall in the local area network or personal computer
Service provider	A company/entity that supplies outsourcing services to another company/entity
SOR	System of Records
SPHRO	Single-Process HRO. It includes the transfer of a single process or individual HR processes or functions (e.g., benefits and compensation) to a service provider
Talent management	Talent management includes recruiting, compensation, learning, and performance management
TCO	Total Cost of Ownership
TCV	Total Contract Value is the potential revenue associated with the transaction, and estimated at the commencement of the contract (e.g., sum total of revenue accrued to the service provider from the transaction over the entire transaction term, usually measured in millions of dollars)
Tie-and-run model	Service provider plugs into buyer's existing systems to deliver services

# Research calendar – Human Resources Outsourcing (HRO)

Published
  Planned
  Current release

## Flagship HRO reports

### Release date

Workday-Based Human Resources Business Process (HR BPS) – Services PEAK Matrix™ Assessment with Service Provider Landscape 2019.....	June 2019
Workday-Based Human Resources Business Process Services (HR BPS) – Climbing up the HR Operating Model Maturity Curve.....	July 2019
Workday-Based Human Resource Business Process Services (HR BPS) – Service Provider Compendium 2019.....	July 2019
Multi-Country Payroll Outsourcing (MCP) – Service Provider Landscape with PEAK Matrix™ Assessment 2019.....	September 2019
Multi-Country Payroll (MCP) Solutions Annual Report 2019 – Moving Toward Unification of Payroll and HR Services.....	October 2019
<b>Multi-Process Human Resources Outsourcing (MPHRO) Services PEAK Matrix™ Assessment with Service Provider Landscape 2020.....</b>	<b>December 2019</b>
Multi-Process Human Resources Outsourcing (MPHRO) – Annual Report 2020.....	Q4 2019
Multi-Process Human Resources Outsourcing (MPHRO) – Service Provider Profile Compendium 2020.....	Q4 2019

## Thematic HRO reports

The Mid-Market HCM Landscape in Asia Pacific.....	April 2019
Achieving Employee Experience – a “How-to Guide” for Enterprises (part 1 of 3).....	March 2019
Employee Engagement Suites – The Catalysts Driving Superior Employee Experience (part 2 of 3).....	June 2019
Start-ups Disrupting Employee Experience – Trailblazers (part 3 of 3).....	November 2019
Learning Function of the Future.....	Q4 2019

Note: For a list of all of our published HRO reports, please refer to our [website page](#)

# Additional HRO research references

The following documents are recommended for additional insight into the topic covered in this report. The recommended documents either provide additional details or complementary content that may be of interest

1. **Key Ingredients for a Digital-First HR Transformation** ([EGR-2018-24-R-2830](#)); 2018. The HR function is facing a wave of transformation. There is a need to move away from the traditional ways of managing workforce to a flexible, fluid, and integrated HR operating model. This report provides a comprehensive analysis of the key transformation levers for a successful digital-first HR transformation. It also highlights the advantages of the levers and their current adoption in HRO deals. The report mentions some HR-specific use cases, for which the transformation levers can be effectively leveraged
2. **Achieving Employee Experience – a “How-to Guide” for Enterprises ( part 1 of 3)** ([EGR-2019-24-R-3120](#)); 2019. Using a five-step approach to adopt, expand, and scale employee experience projects, this guidebook taps various frameworks, such as Employee Experience Model (EEM), to empower enterprises to conceptualize where they want to go with enterprise employee experience, what capabilities they need to develop to get there, and the ideal path for their journey. It also evaluates winning strategies for building employee experience capabilities and generating greater impact
3. **“Employee Experience Suites – The Catalysts Driving Superior Employee Experience” (part 2 of 3)** ([EGR-2019-24-V-3206](#)) This report introduces employee experience suites, which are add-on technology solutions that are holistic in nature and focused on solving employee experience-related issues. The report highlights some of the potential areas where enterprises can leverage these experience suites. Additionally, this viewpoint tries to understand how the experience suites fit into the overall HR technology framework of an enterprise. It also breaks down these suites into various categories and highlights their characteristics and some of the vendors active in this space

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## 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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