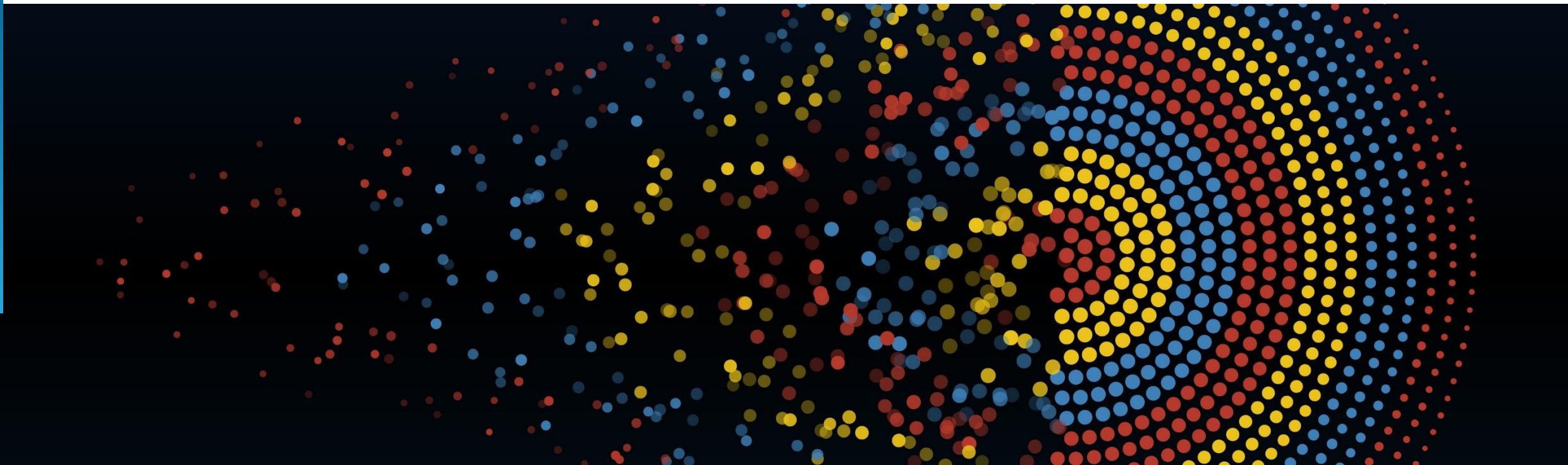


# Data and Analytics (D&A) Services PEAK Matrix® Assessment 2023

September 2023



# Our research offerings

This report is included in the following research program(s):

## Data and Analytics

- ▶ Amazon Web Services (AWS)
- ▶ Application Services
- ▶ Artificial Intelligence (AI)
- ▶ Asset and Wealth Management
- ▶ Banking and Financial Services Business Process
- ▶ Banking and Financial Services Information Technology
- ▶ Catalyst™
- ▶ Clinical Development Technology
- ▶ Cloud and Infrastructure
- ▶ Contingent Staffing
- ▶ Contingent Workforce Management
- ▶ Customer Experience Management Services
- ▶ CX Excellence
- ▶ CXM Technology
- ▶ Cybersecurity
- ▶ Data and Analytics
- ▶ Digital Adoption Platforms
- ▶ Digital Services
- ▶ Digital Workplace
- ▶ Employee Experience Management (EXM) Platforms
- ▶ Employer of Record (EOR)
- ▶ Engineering Research and Development
- ▶ Enterprise Platform Services
- ▶ Exponential Technologies
- ▶ Finance and Accounting
- ▶ Financial Services Technology (FinTech)
- ▶ GBS Talent Excellence
- ▶ Global Business Services
- ▶ Google Cloud
- ▶ Healthcare Business Process
- ▶ Healthcare Information Technology
- ▶ HealthTech
- ▶ Human Resources
- ▶ Insurance Business Process
- ▶ Insurance Information Technology
- ▶ Insurance Technology (InsurTech)
- ▶ Insurance Third-Party Administration (TPA) Services
- ▶ Intelligent Document Processing
- ▶ Interactive Experience (IX) Services
- ▶ IT Services Excellence
- ▶ IT Services Executive Insights™
- ▶ IT Talent Excellence
- ▶ Life Sciences Business Process
- ▶ Life Sciences Commercial Technologies
- ▶ Life Sciences Information Technology
- ▶ Locations Insider™
- ▶ Marketing Services
- ▶ Market Vista™
- ▶ Microsoft Azure
- ▶ Modern Application Development (MAD)
- ▶ Mortgage Operations
- ▶ Multi-country Payroll
- ▶ Network Services and 5G
- ▶ Oracle Services
- ▶ Outsourcing Excellence
- ▶ Pricing Analytics as a Service
- ▶ Process Mining
- ▶ Process Orchestration
- ▶ Procurement and Supply Chain
- ▶ Recruitment
- ▶ Retail and CPG Information Technology
- ▶ Retirement Technologies
- ▶ Revenue Cycle Management
- ▶ Rewards and Recognition
- ▶ SAP Services
- ▶ Service Optimization Technologies
- ▶ Software Product Engineering Services
- ▶ Supply Chain Management (SCM) Services
- ▶ Sustainability Technology and Services
- ▶ Talent Genius™
- ▶ Technology Skills and Talent
- ▶ Trust and Safety
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Benchmarking

Contract assessment

Peer analysis

Market intelligence

Tracking: providers, locations,  
risk, technologies

Locations: costs, skills,  
sustainability, portfolios

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# 01

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## Introduction and overview

- Research methodology
- Key information on the report
- Introduction
- Focus of the research

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

01

### Robust definitions and frameworks

Function-specific pyramid, Total Value Equation (TVE), PEAK Matrix®, and market maturity

02

### Primary sources of information

Annual contractual and operational RFIs, provider briefings and buyer interviews, web-based surveys

03

### 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

04

### Fact-based research

Data-driven analysis with expert perspectives, trend-analysis across market adoption, contracting, and providers

Proprietary contractual database of over 1000+ D&A contracts (updated annually)

Year-round tracking of 25+ D&A service providers

Large repository of existing research in D&A

Over 30 years of experience advising clients on strategic IT, business services, engineering services, and sourcing

Executive-level relationships with buyers, providers, technology providers, and industry associations

## This report is based on a few key sources of proprietary information

- Proprietary deals database of 25+ D&A service providers (updated annually)
- The database tracks the following elements of each contract:
  - Buyer details including size and signing region
  - Contract details including provider, contract type, TCV & ACV, 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 D&A service providers (updated annually)
- The database tracks the following for each provider:
  - Revenue and number of FTEs
  - Number of clients
  - FTE split by different lines of business
  - Revenue split by region
  - Location and size of delivery centers
  - Technology solutions developed
- 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 provider performance
  - Emerging priorities
  - Lessons learnt and best practices

### Providers assessed<sup>1,2,3,4</sup>



1 Assessments for EY, IBM, Infosys, KPMG, PwC, and UST exclude service provider inputs on this study, and are based on Everest Group's estimates that leverage its proprietary Transaction Intelligence (TI) database, ongoing coverage of service providers' public disclosures, and interaction with buyers. For these companies, Everest Group's data for assessment may be less complete

2 Assessments for Eviden – an Atos business and Persistent Systems are based on partial inputs provided by service providers and are also based on Everest Group's estimates that leverage its proprietary Transaction Intelligence (TI) database, ongoing coverage of service providers' public disclosures, and interaction with buyers. For these companies, Everest Group's data for assessment may be less complete

3 EPAM, EXL, Genpact, and WNS are new entrants on the D&A Services PEAK Matrix® and have therefore not been considered for the Star Performer title

4 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

Source: Everest Group (2023)



## Introduction

Enterprises are struggling to strike the right balance between value realization and experimentation through their D&A investments. While RoI and direct business outcomes from D&A initiatives are becoming key priorities for enterprises, the emergence of technologies such as generative AI is pushing enterprises to experiment and build a solid data foundation to enable these technologies. Service providers with their recent investments in next-generation technologies and transition toward driving direct business value for clients can help enterprises navigate the dichotomy in the market successfully.

In this research, we present an assessment and detailed profiles of 27 service providers featured on the D&A services PEAK Matrix®. Each provider profile provides a comprehensive picture of its strengths and limitations. The assessment is based on Everest Group's annual RFI process for calendar year 2023, interactions with leading D&A service providers, client reference checks, and an ongoing analysis of the D&A services market.

**This report includes the profiles of the following 27 leading D&A service providers featured on the D&A services PEAK Matrix®:**

- **Leaders:** Accenture, Capgemini, Cognizant, Deloitte, IBM, Infosys, TCS, and Wipro
- **Major Contenders:** DXC Technology, EPAM, Eviden – an Atos business, EXL, EY, Genpact, HCLTech, KPMG, Kyndryl, LTIMindtree, Mphasis, NTT DATA, Persistent Systems, PwC, Tech Mahindra, and WNS
- **Aspirants:** Stefanini, UST, and Virtusa

### Scope of this report



**Geography**  
Global



**Providers**  
27 leading D&A service providers



**Services**  
D&A services (refer to page 10 for scope of the research)

# Everest Group's D&A program takes an end-to-end view of the market covering all aspects of D&A solutions

## Industry coverage



BFSI



Healthcare & life sciences



Retail & CPG



Telecom



Media & entertainment



Energy & utilities



Technology

## Functional coverage

Sales

Marketing & branding

Finance & Accounting (F&A)

Procurement

Supply chain & operations

Human Resources (HR)

Customer support

### Strategy and consulting for D&A

- Vision and strategy for D&A initiatives
- Data architecture and infrastructure assessment and consulting
- D&A consulting, road-mapping, and tool selection advisory
- Business case and use case development

### Enterprise data management and modernization

- Data architecture
- Data storage, design, and administration
- Data warehouse, lake, and lakehouse
- Master and reference data management
- Data integration
- Data virtualization
- Data fabric and mesh
- Data platform implementations
- Data engineering (data pipelining, ETL, etc.)
- Data modernization (data migration)
- Data observability

### BI & visualization

- Implementation of BI tools
- Data preparation and transformation for analysis
- Descriptive modeling
- BI modernization
- KPI monitoring/reporting, canned reports, and intelligent business alerts
- Custom visualization
- Interactive and mobile BI

### Advanced analytics and AI-infused D&A services

- Domain-specific analytics use cases
- Predictive and prescriptive analytics
- Recommendation engines
- Data exchange and marketplaces
- IoT and edge analytics
- Cognitive services (NLP/NLG, AR/VR, computer vision, etc.)
- AI/ML and deep learning

### Data governance, privacy, and security

- Data quality (data profiling, cleansing, enhancement, etc.)
- Metadata management (data lineage, catalog, etc.)
- Data stewardship
- Identity and access management
- Data encryption and masking
- Sensitive data management
- Compliance, validation, and auditing
- Data vulnerability and risk assessment

## Selection criteria for the research

### Key selection parameters considered for the research

#### Services focus

- The service provider should have significant focus on offering services and should have significant share of revenue from the same
- Products and technology providers operating in the D&A space (such as Informatica, Cloudera, Alteryx, among others) are not included in the assessment

#### Stand-alone D&A services offering

- The provider should have a dedicated business unit and a leadership team focused on offering D&A services
- This unit may be responsible for a dedicated P&L and should have a dedicated team to offer D&A services

#### End-to-end D&A services play

- The provider should have an end-to-end D&A services play and should have significant play across the value chain segments mentioned on page 10
- Those service providers that are skewed toward a specific value chain segment will not be considered

#### Size/Scale of the firm

- There are thousands of organizations that offer D&A services worldwide. In order to showcase only the most relevant players in the assessment, we have applied a minimum criterion on the overall revenue and D&A services revenue of the service providers being featured in the assessment
- Service providers with overall revenue greater than or equal to US\$1 billion and D&A services revenue greater than or equal to US\$100 million are only considered for the assessment

#### Global portfolio and cross-industry play

- Service providers with a global presence across different geographies and footprint are considered for the assessment
- Those service providers focused on a specific industry are not considered for the assessment

There are providers that might have met these criteria and are still excluded from the assessment. We have not included some of these service providers due to low degree of confidence in their D&A play or limited information on the parameters given above.

# 02

---

## D&A service provider landscape

- D&A service provider ecosystem

---

- Enterprise imperatives and challenges

---

- Future outlook

---

- Implications for enterprises

## D&A service provider ecosystem

We have identified five segments of service providers based on their capabilities and broader services play operating in the D&A space

### D&A service provider segments

ILLUSTRATIVE



#### BPO-heritage service providers

They have traditionally focused on offering BPO services and rely on their domain expertise to build client- and problem-specific analytical models.



#### Consulting-heritage firms

These firms take a consultative approach to engaging with enterprises and addressing business requirements by defining data and technology strategy and enablement.



#### Engineering-heritage firms

These firms have a product engineering heritage and have significant focus on D&A products development, testing, and maintenance.



#### IT professional services firms

These providers leverage their rich technical expertise and manage D&A for clients embedded within the broader ITO deals. Their focus is on building a full spectrum of data management and analytics offerings.



#### Pure play/specialists

These firms focus on offering stand-alone data, analytics, and AI solutions to help enterprises solve domain-specific problems.

**EXL**



**Deloitte.**



**<epam>**

**/thoughtworks**

**accenture**

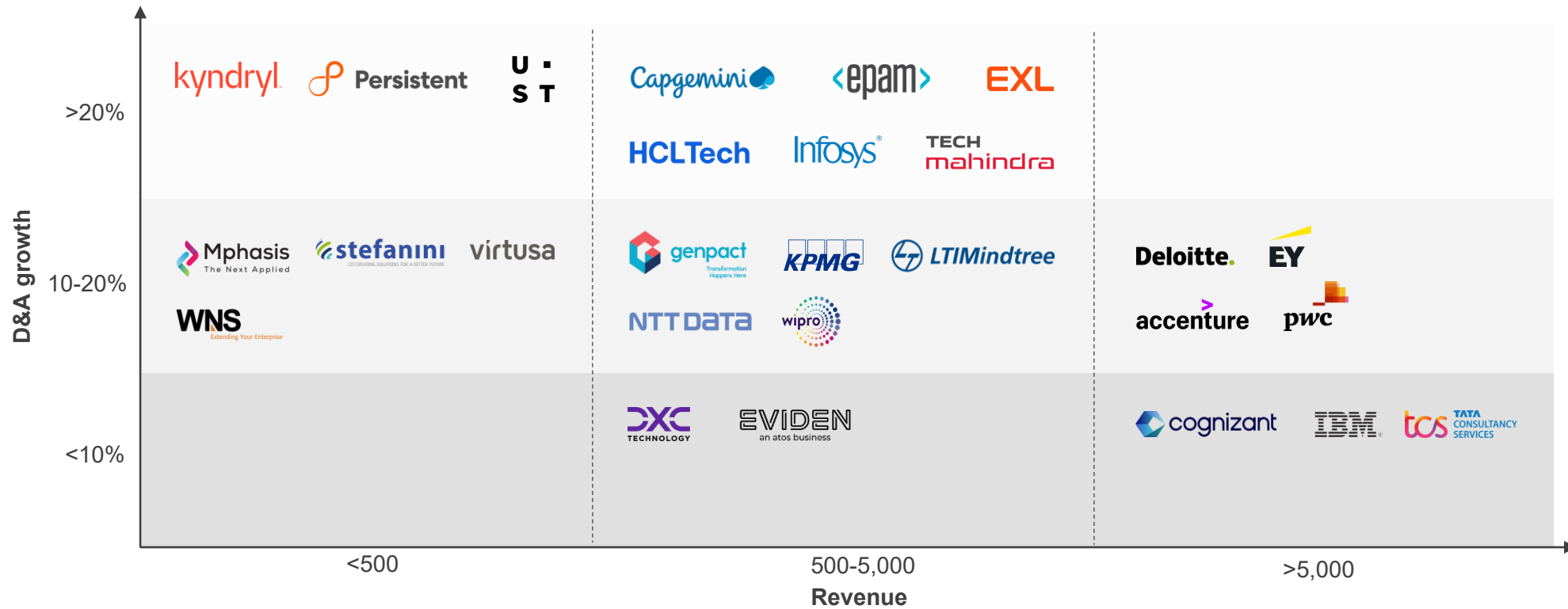


**fractal**  
INTELLIGENCE FOR IMAGINATION

**quantiphi**

# With D&A services growth outpacing the broader IT services market, it is becoming a key contributor to the overall revenue for global System Integrators (SI)

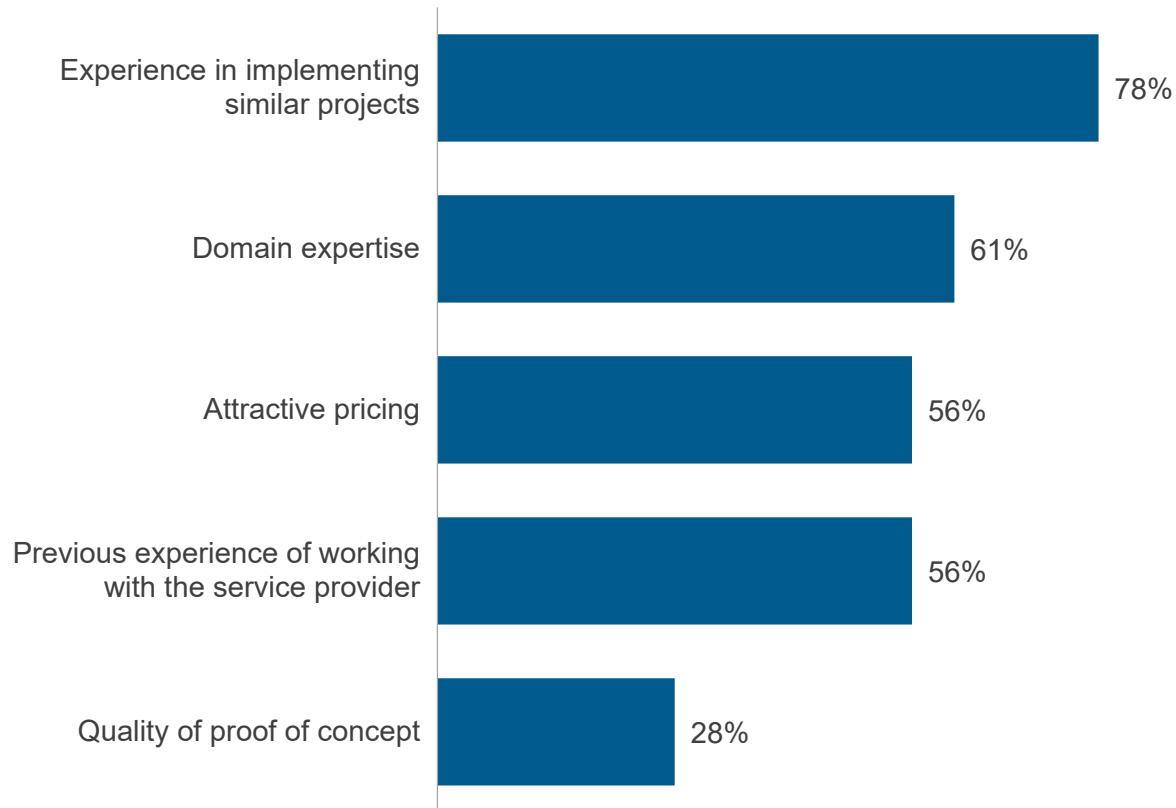
D&A services revenue and contribution to the total revenue<sup>1</sup>  
2022; US\$ million



<sup>1</sup> Based on Everest Group estimates  
Source: Everest Group (2023)

## Prior experience, domain or business expertise, and price competitiveness are the top parameters that enterprises are taking into consideration while selecting a service provider

Top evaluation parameters to select D&A service providers<sup>1</sup>



- Enterprises are carefully evaluating the service providers' experience in implementing similar projects before making their final decision. They also prefer to continue working with service providers that they have engaged with in the past
- Domain expertise is also becoming a key priority for enterprises as they look beyond technical understanding and expertise of service providers to help in data-led business transformation engagements
- A majority of enterprises still engage in T&M and fixed-cost constructs, where price competitiveness is relevant. However, enterprises are increasingly leaning toward innovative commercial constructs such as transaction-based pricing, outcome-based pricing, and gainsharing models
- Enterprises are making spend decisions by evaluating feasibility, limitations, and outcomes that can be derived through PoCs before engaging in enterprise-wide scaled implementations. This has led to enterprises focusing on the quality of proof-of-concept models before choosing the service provider

<sup>1</sup> The percentage figures indicate the frequency distribution of traits demonstrated by service providers as a percentage of all 50+ responses on traits mentioned by buyers. The cumulative percentage scores may cross 100%, as the buyer may have indicated multiple traits in many instances

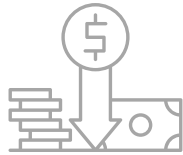
# Data-related challenges and cost concerns pose significant challenges in scaling adoption among enterprises

## Top enterprise challenges hindering the scale and implementation of D&A initiatives<sup>1</sup>



88%

Data-related concerns



72%

Cost concerns



44%

Talent shortage



33%

Fast-evolving technologies



28%

Lack of consensus among decision-makers

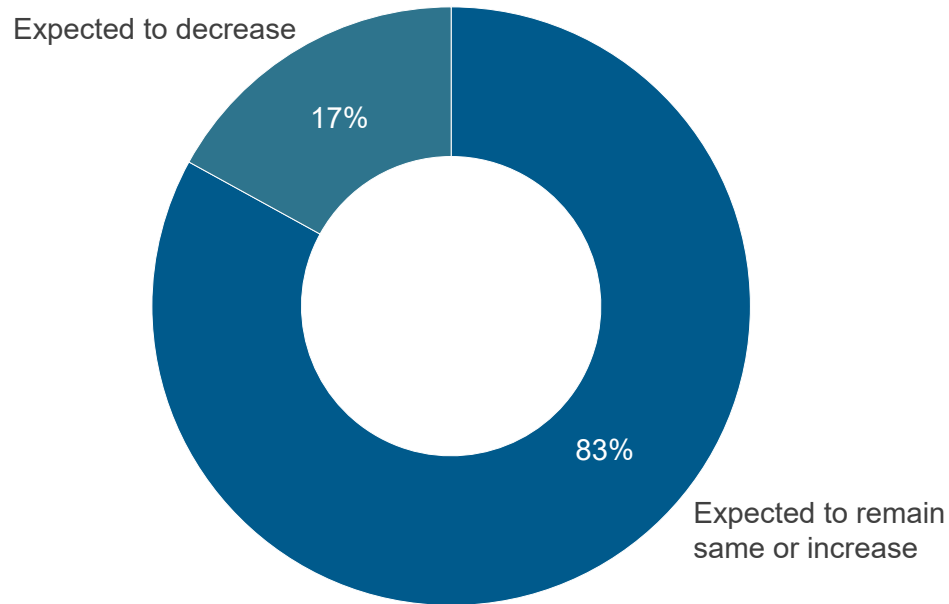
- With the rise of generative AI, building a strong data foundation is key to unlocking value from these technologies. A significant number of enterprises are unable to adopt and scale their D&A services due to data-related concerns. Data security and privacy are the major concerns for enterprises that are trying to navigate stringent data and AI regulations. Many enterprises have also highlighted poor data quality and limited data visibility as key challenges, which further reduce the quality of insights and models derived from the data
- Large transformative D&A engagements run over multiple years and the expected value is often realized only when the entire transformation is completed. This deferral in RoI, along with the recessionary pressures, is leading to concerns around mounting costs, especially in cloud and D&A initiatives
- Although attrition has slowed down in the last few quarters, talent availability and upskilling is becoming challenging due to the fast-evolving nature of the space. Due to the pace of new developments and evolving technology landscape in the D&A space, it is also becoming challenging for enterprises to source and engage with the right supplier for successful implementation of D&A
- D&A drives decisions at various levels of the organization; however, data leaders are struggling to communicate the business outcomes and value delivered through these initiatives to other business stakeholders. This creates challenges in gaining stakeholder buy-in across the organization for D&A investments

<sup>1</sup> The percentage figures indicate the frequency distribution of traits demonstrated by service providers as a percentage of all 50+ responses on traits mentioned by buyers. The cumulative percentage scores may cross 100%, as the buyer may have indicated multiple traits in many instances



# Despite challenges in the market, enterprises remain steadfast in allocating ample budgets for D&A initiatives

Expected change in investments in D&A services in the future<sup>1</sup>  
Percentage of enterprises, 2023



## Enterprise point of view on D&A investments<sup>2</sup>

“We are investing in data to create advanced decision-making, client targeting, and risk management capabilities, which will allow us to enhance our returns through greater risk-weighted asset efficiencies.”

– Jane Fraser, CEO, Citi

“For years, Kroger has been at the forefront of using data and analytics, including AI, to build a better customer and associate experience. By applying our data and AI-based personalization, we can better understand what truly matters to our customers and deliver more targeted and effective experiences.”

– Rodney McMullen, Chairman and CEO, Kroger

“We believe that AI, combined with our unique scale and sets of data, will drive not only efficiencies but will also drive a differentiated and unique set of value propositions for our merchants and consumers. So, even though today's macro environment is difficult to forecast, we believe we are well-positioned to deliver a strong year.”

– Dan Schulman, President and CEO, PayPal

<sup>1</sup> Based on interactions with 50+ enterprises that have adopted D&A services in 2023  
<sup>2</sup> Based on publicly available earnings transcripts released by respective enterprises  
Source: Everest Group (2023)

## Implications for enterprises

### Technology consumption implications



**Modernization of data architectures:** Enterprises are leveraging modern data architecture approaches such as data fabric and mesh to tackle challenges in distributed data systems and focus on a product-focused mindset.



**Data privacy technologies to scale advanced analytics and AI:** Investing in data management and privacy technologies including Privacy Enhancing Technologies (PETs) are becoming paramount to scale advanced analytics and AI initiatives.



**Cloud and data costs management solutions:** With managing cloud and data costs becoming a key challenge, enterprise investments in cloud FinOps and data observability solutions are rising.

### Outsourcing implications



**Vendor consolidation to save costs:** Given the recessionary pressures, rationalization of suppliers is becoming critical to save on costs and efforts.



**Strategic partners for outcomes-oriented constructs:** Enterprises are looking for service provider partners offering support for outcome-oriented D&A services. Enterprises will increasingly look for strategic partners that can help realize Return on Investments (RoI).



**Significant focus on offshoring:** Enterprises are also focusing extensively on offshoring their D&A requirements to save costs during the recession.

# 03

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## D&A Services PEAK Matrix<sup>®</sup> characteristics

- PEAK Matrix framework

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- Everest Group PEAK Matrix for D&A Services

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- Characteristics of Leaders, Major Contenders, and Aspirants

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- Star Performer summary

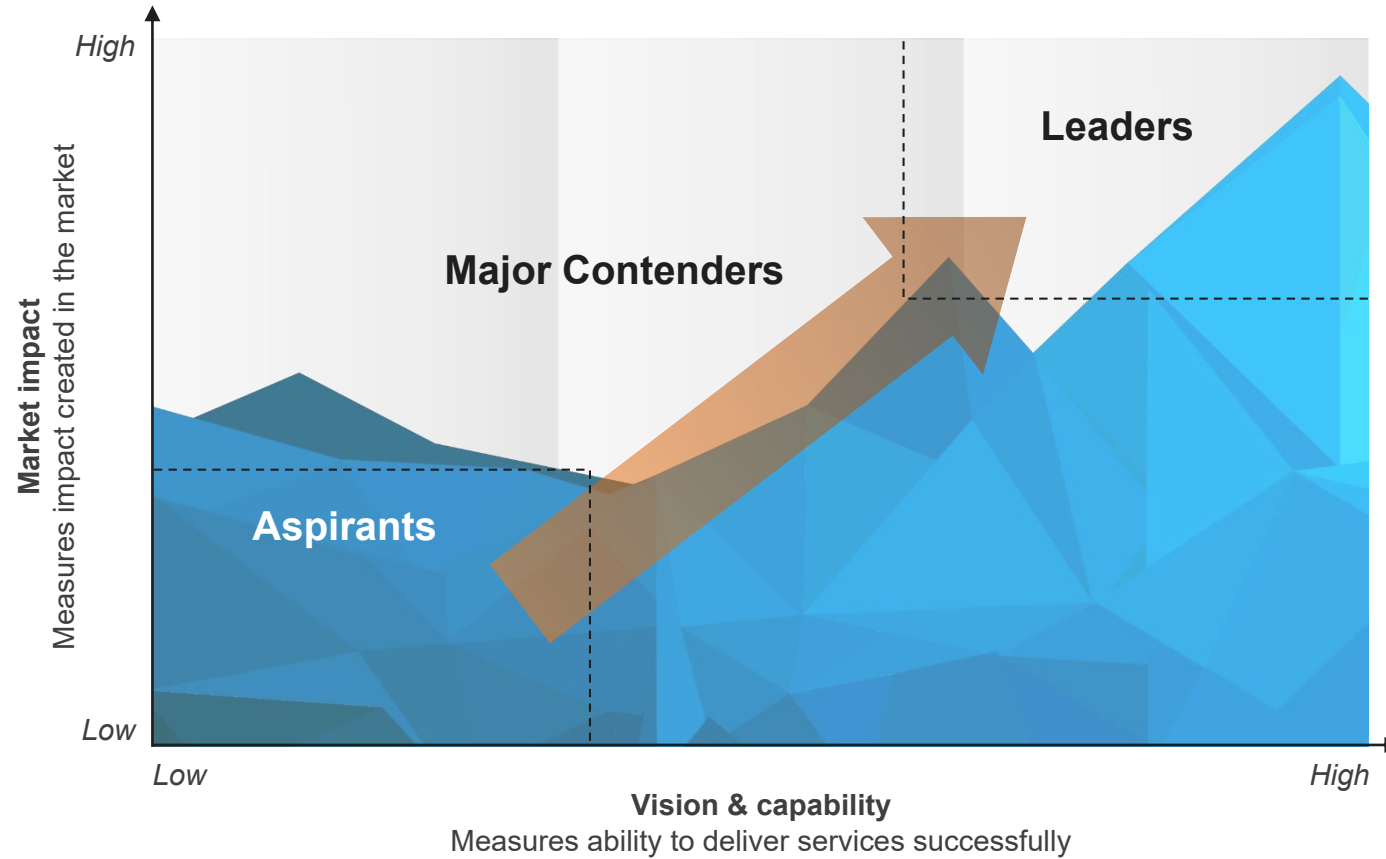
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- Provider capability summary dashboard

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



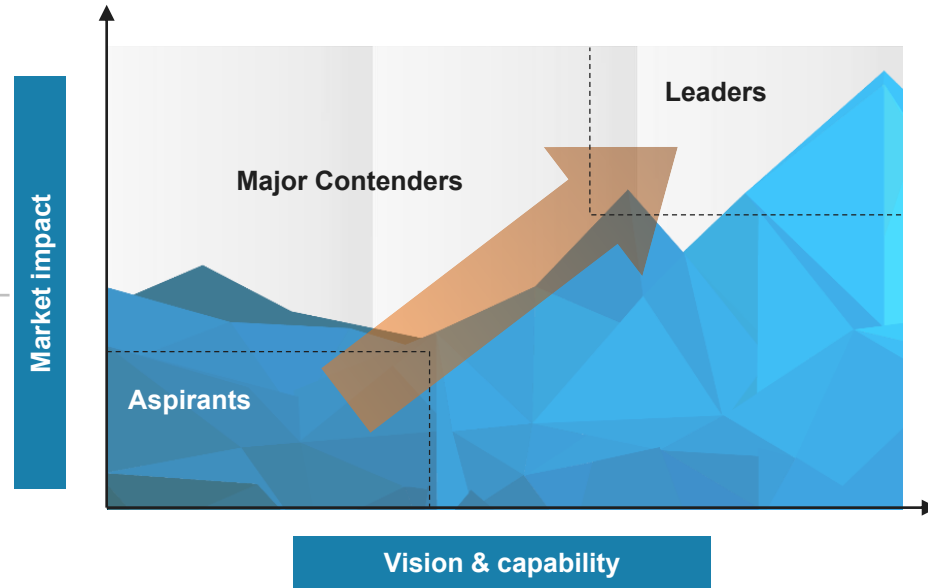
Everest Group PEAK Matrix



# Services PEAK Matrix® evaluation dimensions

Measures impact created in the market – captured through three subdimensions

- Market adoption**  
Number of clients, revenue base, YoY growth, and deal value/volume
- Portfolio mix**  
Diversity of client/revenue base across geographies and type of engagements
- Value delivered**  
Value delivered to the client based on customer feedback and transformational impact



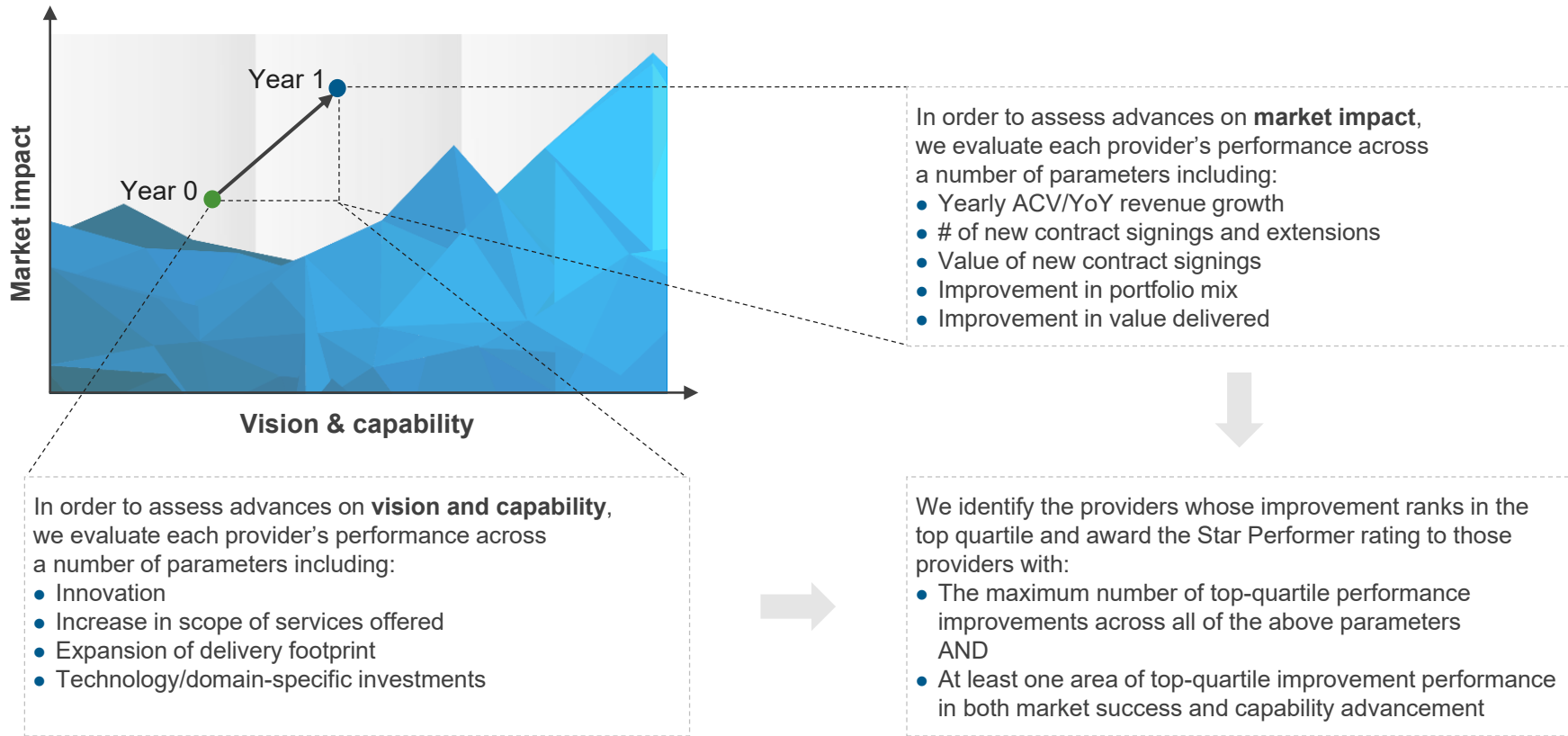
Measures ability to deliver services successfully. This is captured through four subdimensions

- Vision and strategy**  
Vision for the client and itself; future roadmap and strategy
- Scope of services offered**  
Depth and breadth of services portfolio across service subsegments/processes
- Innovation and investments**  
Innovation and investment in the enabling areas, e.g., technology IP, industry/domain knowledge, innovative commercial constructs, alliances, M&A, etc.
- Delivery footprint**  
Delivery footprint and global sourcing mix

# Everest Group confers the Star Performers title on providers that demonstrate the most improvement over time on the PEAK Matrix®

## Methodology

Everest Group selects Star Performers based on the relative YoY improvement on the PEAK Matrix



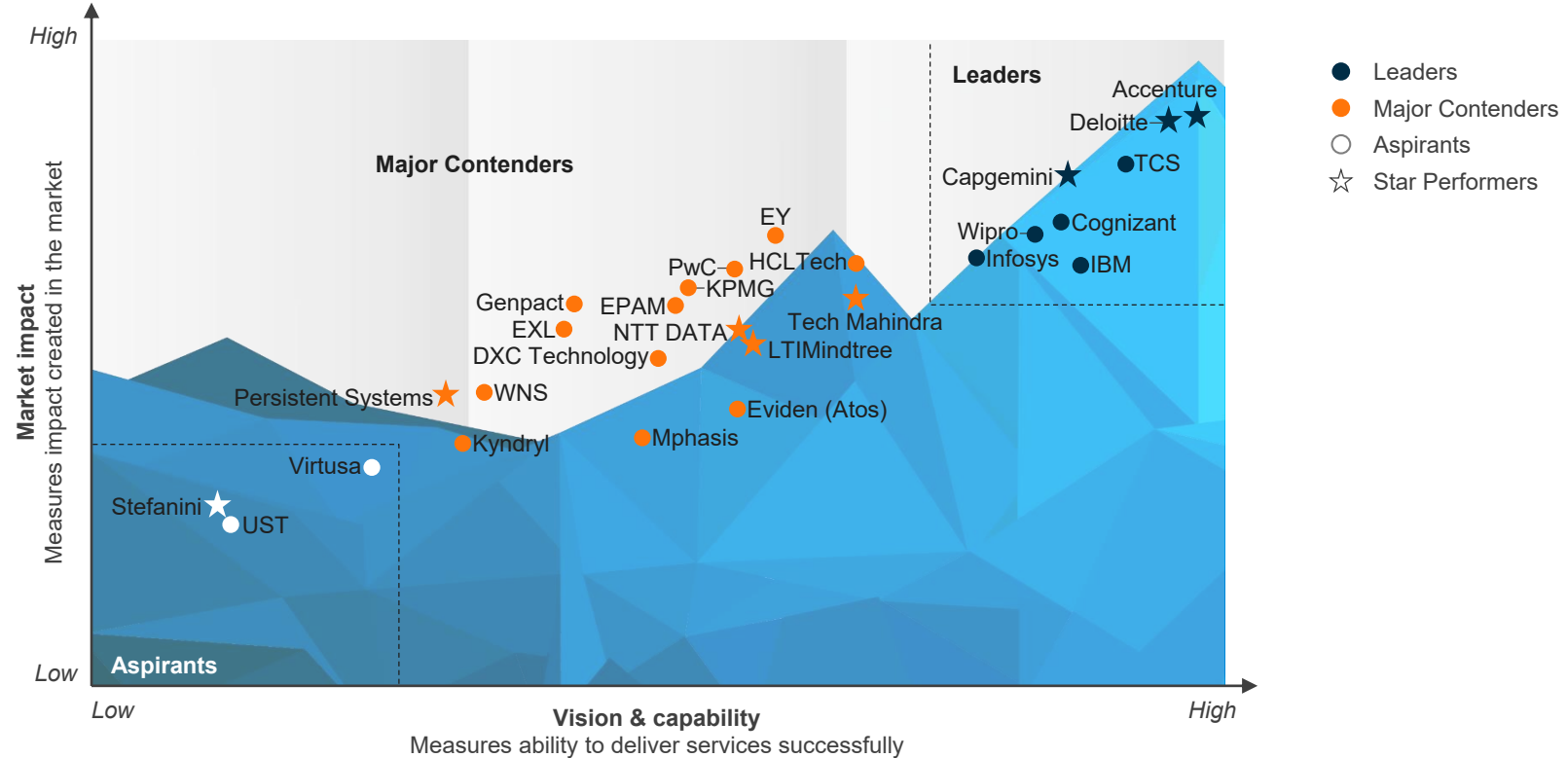
The Star Performers title relates to YoY performance for a given vendor and does not reflect the overall market leadership position, which is identified as Leader, Major Contender, or Aspirant.

# Everest Group PEAK Matrix®

## Data and Analytics (D&A) Services PEAK Matrix® Assessment 2023



Everest Group Data and Analytics (D&A) Services PEAK Matrix® Assessment 2023<sup>1,2,3</sup>



1 Assessments for EY, IBM, Infosys, KPMG, PwC, and UST exclude service provider inputs on this study, and are based on Everest Group's estimates that leverage its proprietary Transaction Intelligence (TI) database, ongoing coverage of service providers' public disclosures, and interaction with buyers. For these companies, Everest Group's data for assessment may be less complete

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3 EPAM, EXL, Genpact, and WNS are new entrants on the D&A Services PEAK Matrix and have therefore not been considered for the Star Performer title

Source: Everest Group (2023)

## D&A services PEAK Matrix® characteristics

### Leaders

Accenture, Capgemini, Cognizant, Deloitte, IBM, Infosys, TCS, and Wipro

- Leaders have displayed a vision focused on driving business outcomes through D&A services for their customers
- They are at the forefront of innovation and driving change with thought leadership, partnerships, and internal investments in emerging themes such as data mesh, generative AI, sustainability, data observability, responsible AI, edge cloud computing, no-code/low-code solutions, AIOps, and data marketplaces
- Leaders have invested heavily in acquisitions as well as building structured internal talent development programs to ensure the availability of skilled talent to solve complex problems. They have also focused on the breadth of skills, enabling full services play by developing a range of certification programs that help them stay ahead as technology evolves
- Leaders have developed a range of integrated platforms along with industry- and use case-specific accelerators to cut down the trial and run phase to achieve faster outcomes
- Domain focus and willingness to share risk and returns through value-based pricing models have further differentiated them in stakeholder partnerships

### Major Contenders

DXC Technology, EPAM, Eviden – an Atos business, EXL, EY, Genpact, HCLTech, KPMG, Kyndryl, LTIMindtree, Mphasis, NTT DATA, Persistent Systems, PwC, Tech Mahindra, and WNS

- Major Contenders have shown high confidence in their sweet spots within the D&A stack. They have a strong base of satisfied clientele within these areas
- Major Contenders have the vision to develop full services play and are investing in talent development programs, acquisitions, IP building, and a partnership ecosystem to enable the same
- They need to supplement their vision and investments with effective communication of success on transformative end-to-end D&A deals to enhance their market perception

### Aspirants

Stefanini, UST, and Virtusa

Aspirants aim to focus on creating solutions beyond niche areas; most engagements are based on flagship tools and solutions. The majority of investments are also directed toward upgrading and improving the features of these flagship solutions.



# Everest Group has identified eight D&A service providers as the 2023 Star Performers

(page 1 of 3)

D&A services  
Star Performers

Distinguishing features  
of market impact in 2023

Distinguishing features  
of capability advancements in 2023

Change in PEAK Matrix®  
positioning for D&A services



- Accenture has reported high YoY growth rate, primarily driven by winning multiple large deals
- It has strengthened its position by diversifying its industry and geography mix by investing in regions beyond North America

- Accenture has actively invested in next-generation technologies
- Recently, it has announced plans to invest US\$3 billion in its data and AI practice to build assets, industry solutions, ventures, acquisitions, and talent

Strengthened its **Leaders** positioning



- Capgemini has recorded significant revenue growth in comparison with its peers
- It has continued investments across its focus industries including public sector, manufacturing, and retail and CPG

- Capgemini has built advanced D&A offerings for in-demand next-generation themes such as sustainability, data marketplaces, and smart city solutions, among others
- It has expanded its partnership ecosystem by extending relations with emerging and niche technology providers

Strengthened its **Leaders** positioning



- Deloitte has reported high YoY revenue growth rate by winning multiple new large embedded deals from large-market enterprises
- It has diversified its geography mix by investing in high-growth geographies such as Europe and Asia Pacific

- Deloitte has significantly expanded its global delivery footprint by introducing talent delivery centers across India and the Middle East
- Deloitte focuses on driving strategic partnerships with technology providers by investing and co-creating solutions for next-generation themes

Strengthened its **Leaders** positioning

Source: Everest Group (2023)

# Everest Group has identified eight D&A service providers as the 2023 Star Performers

(page 2 of 3)

## D&A services Star Performers

### Distinguishing features of market impact in 2023

### Distinguishing features of capability advancements in 2023

### Change in PEAK Matrix® positioning for D&A services



- LTIMindtree has reported double-digit revenue growth, driven by several deal wins
- The recent merger of LTI and Mindtree has further strengthened its position by diversifying its industry mix through increased focus on CPG and retail and electronics, hi-tech and technology industries

- LTIMindtree has expanded its portfolio of IP-led offerings by building assets around data cataloging and metadata management, among others
- LTIMindtree has significantly enhanced its global sourcing mix by introducing new delivery centers in countries such as Poland and India

Strengthened its **Major Contenders** positioning



NTT DATA has reported double-digit growth in its revenue driven by increased focus on industries such as BFSI, energy and utilities, and public sector, among others

- NTT DATA has created a robust partner ecosystem by strengthening the depth of its partnership through multiple partner awards and recognitions
- It has also made inorganic investments in its capabilities to strengthen its portfolio of offerings around cloud and AI/ML, among others

Strengthened its **Major Contenders** positioning



- Persistent Systems has reported high YoY revenue growth driven by a rise in large transformation deals won
- It has strong experience in hi-tech and technology industry and has also developed capabilities across other industries such as BFSI and healthcare and life sciences

- Persistent Systems has strengthened its portfolio of IP across the D&A value chain by building assets around advanced analytics and data cataloging, among others
- It has enhanced its global delivery footprint by adding new delivery centers in Poland and India

Strengthened its **Major Contenders** positioning

Source: Everest Group (2023)

# Everest Group has identified eight D&A service providers as the 2023 Star Performers

(page 3 of 3)

## D&A services Star Performers



### Distinguishing features of market impact in 2023

- Stefanini has reported double-digit revenue growth by strategically diversifying its presence outside the LATAM region across North America and Europe
- It has also diversified its client portfolio by winning multiple deals from large enterprises

### Distinguishing features of capability advancements in 2023

- Stefanini has made significant inorganic investments by acquiring service and technology providers to strengthen its domain- and industry-specific capabilities
- It has developed a suite of IP and assets focused on next-generation themes such as AIOps and NLP

### Change in PEAK Matrix® positioning for D&A services

Strengthened its **Aspirants** positioning



- Tech Mahindra experienced high YoY revenue growth rate driven by client wins in the large-market segment
- It has diversified its geography portfolio by focusing on regions such as Asia Pacific

- Tech Mahindra has strengthened its D&A capabilities by building IP aligned with next-generation themes such as data fabric, generative AI, and data observability
- It has made acquisitions to strengthen its cloud, automation, and BI and reporting capabilities









































































Strengthened its **Major Contenders** positioning

Source: Everest Group (2023)

# Summary dashboard | market impact and vision & capability assessment of providers for D&A services PEAK Matrix® assessment 2023

## Leaders









































































Measure of capability:  Low  High

Providers	Market impact				Vision & capability				
	Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
Accenture									
Capgemini									
Cognizant									
Deloitte									
IBM									
Infosys									
TCS									
Wipro									

# Summary dashboard | market impact and vision & capability assessment of providers for D&A services PEAK Matrix® assessment 2023

## Major Contenders (page 1 of 2)









































































Measure of capability:  Low  High

Providers	Market impact				Vision & capability				
	Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
DXC Technology									
EPAM									
Eviden – an Atos business									
EXL									
EY									
Genpact									
HCLTech									
KPMG									

# Summary dashboard | market impact and vision & capability assessment of providers for D&A services PEAK Matrix® assessment 2023

## Major Contenders (page 2 of 2)




























Measure of capability:  Low  High

Providers	Market impact				Vision & capability				
	Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
Kyndryl									
LTIMindtree									
Mphasis									
NTT DATA									
Persistent Systems									
PwC									
Tech Mahindra									
WNS									

# Summary dashboard | market impact and vision & capability assessment of providers for D&A services PEAK Matrix® assessment 2023

## Aspirants

Measure of capability:  Low  High

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

# 04

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## Enterprise sourcing considerations










- Leaders
- Accenture
- Capgemini
- Cognizant
- Deloitte
- IBM
- Infosys
- TCS
- Wipro



# Accenture

## Everest Group assessment – Leader and Star Performer

Measure of capability:  Low  High

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

### Strengths

- Accenture has an IP-led approach to deliver D&A services with a significant number of approved patents for D&A and AI. Its offering, Accenture Data Platform (ADP), which is a combination of its proprietary assets with the underlying data mesh architecture, has received good adoption among clients
- Accenture has built a separate CoE focused on generative AI and Large Language Models (LLM), which also helps clients understand and tackle the key data risks (such as data management, privacy, ethical, and regulatory challenges) related to generative AI solutions
- Accenture focuses on acquisitions and strategic investments to build industry-specific D&A capabilities. It recently acquired Flutura to build its industrial AI capabilities and invested in Virtonomy, a provider of data-driven simulations that use patient data and digital twin to develop medical devices
- Referenced clients appreciate Accenture for the innovation that it brings to the table and for being a strategic partner in engagements. Some clients mentioned that it goes beyond the customer-supplier relations and is highly invested in these engagements










### Limitations

- Accenture has a premium-priced perception that pushes it down the pecking order for clients looking for typical run services, with cost savings being the primary objective. Some of the referenced clients pointed out that the costs in some cases were higher than expected and managing the scope of work was complex in some cases
- Although Accenture has significant focus on catering to the needs of large enterprises, its experience in serving midsize and small enterprises is relatively limited. As Accenture takes an integrated approach to its solutioning, enterprises looking for point solutions to solve a very specific business problem might want to assess its offerings carefully
- Although Accenture is perceived as a strategic partner by referenced clients, some of them mentioned that the industry-specific expertise of the resources could be better. Some of the clients mentioned that they expected more experienced resources in engagements
- Enterprises looking for hybrid cloud data solutions need to evaluate its capabilities carefully since Accenture’s proof points in the space are limited, and it has a higher focus on a public cloud-first GTM strategy

# Capgemini

## Everest Group assessment – Leader and Star Performer

Measure of capability:  Low  High

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

### Strengths

- Capgemini has a wide-ranging portfolio of offerings across the D&A value chain and is differentiating itself in the market by building IP and assets focused on data sharing and monetization. It has focused on building external and internal data marketplaces for its clients through its 890 by Capgemini offering
- Capgemini has significant experience in serving clients in the European region. It has expanded its offerings in the public sector, and helps governments and public entities in use cases related to data sharing ecosystems, citizen engagement, and urban planning, among others
- It has strong investments in the sustainability space and offers the Sustainability Data Hub solution. Through this solution, it helps enterprises across different stages of data and sustainability use cases including data architecture and design, building the data foundation, and developing a data platform for analytics-driven sustainability use cases










### Limitations

- Capgemini’s depth in cloud partnerships is still limited in comparison with peers. The number of cloud D&A certifications and specializations received from hyperscalers are fewer in comparison with its peers
- Clients expect Capgemini to be a strategic partner in engagements and drive greater technology innovation. Some referenced clients mentioned that it lacks focus on introducing new technologies and innovative off-the-shelf solutions in engagements
- Some clients feel that Capgemini can do better with regards to price competitiveness vis-à-vis peers. Clients also expressed concerns around rigidity in the contracting processes in certain situations

# Cognizant

## Everest Group assessment – Leader

Measure of capability:  Low  High

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

### Strengths

- Cognizant has a strong focus on an AI-first delivery approach with AI and automation capabilities infused across the D&A value chain. It has brought its multiple D&A-related modular accelerators and products under the suite of Data and Intelligence Toolkit. This offers Cognizant the flexibility to support D&A solutions as per clients’ requirements in an agile manner
- Cognizant has developed good capabilities focused on IoT-driven next-generation solutions. For example, it recently partnered with Garuda Aerospace to build IoT analytics-driven drone-based management and monitoring offerings for industries including agriculture, and energy and utilities, among others
- It is also investing in current demand areas such as data marketplaces and sustainability through targeted investments. For example
  - It is leveraging data marketplace offered by Harbr to enhance data preparation capabilities
  - It also developed Cognizant® Sustainability Accelerator, built on top of Microsoft Cloud for sustainability, to help in implementation of sustainability data acquisition and visualizations










### Limitations

- Enterprises believe that Cognizant can do better with regards to talent management. Some referenced clients mentioned that Cognizant needs to improve its training and skill development initiatives and also take measures to control talent attrition
- Some clients pointed out that Cognizant needs to elevate its game to be viewed as a strategic partner in its engagements. Referenced clients highlighted that although it has a good focus on providing high-quality deliverables, there is a lack of focus on driving innovation and thought leadership in these engagements
- Cognizant’s flagship proprietary platforms and products have shown limited adoption in comparison with peers in the space. Enterprises looking to enable faster time-to-market through asset-led service delivery must evaluate its capabilities carefully
- Cognizant has rich experience serving clients in North America and has deep expertise in BFSI and HLS industries. However, enterprises must be cautious that its expertise and experience in serving clients outside these geographies and industries is limited

# Deloitte

## Everest Group assessment – Leader and Star Performer

Measure of capability:  Low  High

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

### Strengths

- Through its consult-to-operate model, Deloitte positions itself as a strategic partner for enterprises in D&A engagements. It leverages its strong domain expertise to drive thought leadership in the D&A market, which reinforces its forward-looking stance as it relates to next-generation services
- Deloitte has strong focus on driving strategic partnerships with both its clients and partners:
  - Referenced clients mentioned that it acts as a strategic partner in engagements and has a strong focus on driving investments in emerging technologies
  - In partnership with technology providers such as AWS and NVIDIA, it has invested in solutions for next-generation themes including autonomous operations, code generation, and mobility, among others
- It has invested in high-growth geographies such as Europe and Asia Pacific through multiple acquisitions. It recently acquired Etain (Ireland), Intellify (Australia), and Shanghai Advanced Analytic Service Company (China) to build its capabilities across cloud, advanced analytics, and AI services










### Limitations

- Deloitte is viewed as a premium-priced player by enterprises in comparison with traditional service integrators that are more focused on driving cost efficiencies. While many enterprises find value for their money, those looking for cost savings as a primary objective must evaluate Deloitte’s commercial constructs carefully
- Being a major audit player, it needs to ensure compliance with several regulations/standards, and this may limit Deloitte’s ability to collaborate extensively with all the clients equally
- Deloitte has a geography-based and complex organization structure. This impacts, to some extent, its ability to easily and effectively address the requirements of global clients

# IBM

## Everest Group assessment – Leader

Measure of capability:  Low  High

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

### Strengths

- IBM’s strong product play, complemented by its portfolio of service offerings, has strengthened its position to serve clients in their next-generation initiatives. For example, it has recently launched IBM Watsonx, a generative AI platform spanning the AI life cycle. It has also upgraded its flagship platform, IBM Maximo, to assist clients with their Industry 4.0 initiatives
- IBM has made significant investments to expand its hybrid and multi-cloud capabilities. It has made more than 30 acquisitions in this space over the last couple of years; for example, Agyla SAS, Neudesic, and Sentaca. These acquisitions have enabled it to advance its portfolio of data on cloud offerings across advisory, implementation, and operations
- IBM has made key investments to build capabilities and serve clients in the public sector. For example, it has recently acquired Octo, a US-based IT modernization service provider specializing in the public sector. The acquisition has helped IBM to expand its data modernization capabilities to serve the public sector










### Limitations

- While it has taken initiatives to build a partnership ecosystem, the depth in its partnerships along with partner-focused capabilities are limited compared with peers. It has received limited recognition or awards from leading technology providers, and the maturity of these partnerships seems to be less evolved
- IBM is still perceived as a premium-priced player by enterprises. Additionally, complex contract negotiations with limited transparency in commercial terms are some of the challenges faced by enterprises
- IBM often faces challenges with talent productivity management and delivery commitments in client engagements. Enterprises need to evaluate its talent management and development practices carefully

# Infosys

## Everest Group assessment – Leader

Measure of capability:  Low  High

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

### Strengths

- Infosys has focused on driving its D&A portfolio of solutions through a platform-led approach and has built platforms to help enterprises with their data transformation needs. For example, it has upgraded its flagship platform Infosys Cobalt to offer clients industry-specific cloud solutions
- Infosys has built a robust partner ecosystem and has invested in the depth of its partnerships with technology providers. It has won considerable number of partner awards and premier tier recognition, which has helped it to build strong partner-focused offerings
- Infosys has diversified its geographic portfolio through recent acquisitions. For example, it has recently acquired BASE life science; this will expand its footprint in the Nordics region. Additionally, it has also acquired Singtel’s delivery center in Malaysia to bolster its presence in Southeast Asia










### Limitations

- Some clients believe that Infosys could do better in handling project timelines and processes. Lack of ownership among resources along with the limited depth in their technical expertise are some of the key challenges highlighted by enterprise clients
- There is room for improvement in Infosys’ commercial constructs and how it offers outcome-based pricing models for clients, especially when the stakeholders involved are business or functional leaders
- While Infosys has strong implementation offerings, it lacks strong consulting capabilities around cloud and data. This may limit its ability to drive large strategic transformation programs. Enterprises that are looking for consulting-led engagements must evaluate its offerings carefully

# TCS

## Everest Group assessment – Leader

Measure of capability:  Low  High

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

### Strengths

- TCS has a strong focus on driving innovation and has multiple flagship programs focused on this:
  - For example, TCS PACE includes physical-digital global innovation hubs that deliver outcomes to clients in an agile manner, collaborating with an ecosystem of start-ups and academia
  - It has invested in data and sustainability use cases and offers a platform, TCS Intelligent Urban Exchange (IUX). It is a sustainability analytics and climate risk classification solution that provides risk modeling and scenario analysis along with data management and reporting capabilities
- TCS has strong experience in serving clients’ cloud data needs. It has also developed strong partnerships with hyperscalers and has built a significant pool of certified resources with D&A skills. TCS has also focused on developing joint solutions or platforms in partnership with hyperscalers. For example, it has partnered with AWS recently to launch a quantum computing lab
- Multiple referenced clients mentioned that TCS offers competitive price points in comparison with peers in the space. Its ability to provide good technical expertise at these price points is appreciated by enterprises










### Limitations

- Some clients believe that TCS needs to be more proactive in advising and providing insights on industry-wide best practices. They felt that TCS should be more involved while working with them and expect it to invest greater efforts in understanding their strategic problems to resolve them
- Some referenced clients mentioned that the company needs to further improve its talent management practices. They mentioned that there were some delays in delivery due to talent retention and training-related challenges
- Referenced clients opined that its account management could be better. Some clients mentioned that as the engagement grows, TCS needs to play a more important role by investing in efforts to help them find new areas of opportunity and collaboration
- Some referenced clients have mentioned that TCS needs to do better with regards to enabling knowledge and skills transfer to clients. For example, some clients mentioned that the documentation of the products or systems they developed was limited

# Wipro

## Everest Group assessment – Leader

Measure of capability:  Low  High

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

### Strengths

- Wipro recently restructured to form four global business lines – Fullstride Cloud, Engineering Edge, Consulting, and Enterprise Futuring, with its D&A practice lying under Enterprise Futuring. With a dedicated practice for D&A and AI services, it is building a sharper focus on offering end-to-end D&A services across advisory, implementation, and operations for its clients
- Wipro has strong cloud data modernization capabilities. It has developed an end-to-end data modernization asset, Data Intelligence Suite, which enables assessment, migration, and post-migration validation of data and BI workloads from legacy systems to cloud
- It has started focusing on building industry-focused solutions in collaboration with cloud technology providers. For example, it has developed multiple retail cloud solutions in partnership with Microsoft Azure and is also a launch partner for Snowflake’s data cloud for telecom
- It is also actively focusing on serving clients in data-driven sustainability engagements including data management and third-party data integrations. It is also a founding member of the Transform to Net Zero, which is a global cross-industry alliance of entities focused on a net-zero economy

### Limitations

- Some clients believe that Wipro’s talent management capabilities could have been better and opined that there were issues related to talent retention. Some of them felt the need for greater proactivity around communications related to talent attrition and onboarding new employees in ongoing projects
- Although Wipro has invested in its consulting capabilities, these improvements have still not reflected in engagements. Some client references feel that the ability of its resources to bring domain-level expertise or understanding of business processes is limited
- Although Wipro has a strong partnership ecosystem, some clients mentioned that it required guidance from the enterprises to facilitate collaboration with the technology providers, and had limited resources with experience on partner-specific tools or solutions in some cases
- Clients highlighted the need for an efficient project management initiative from Wipro. Some clients cited that they experienced delays in response time and the allocation of resources



# 04

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## Enterprise sourcing considerations

- Major Contenders










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- DXC Technology
- EPAM
- Eviden – an Atos business
- EXL
- EY
- Genpact
- HCLTech
- KPMG
- Kyndryl
- LTIMindtree
- Mphasis
- NTT DATA
- Persistent Systems
- PwC
- Tech Mahindra
- WNS

# DXC Technology

## Everest Group assessment – Major Contender

Measure of capability:  Low  High

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

### Strengths

- DXC Technology has significant focus on modernizing IT and ensuring security across public, private, and hybrid clouds. It has built multiple solutions to help enterprises in their cloud data migration and architecture use cases. For example, it offers:
  - Automated Data Migration Framework, which includes pipelines and applications to migrate the database schema, data, users, and user-role mapping from source to target databases
  - Hybrid Data Management Reference Architecture, which is a framework that defines the standards for an analytics and data management platform
- DXC Technology has a strong focus on the BFSI, manufacturing, and CPG and retail industries. It has built focused solutions or assets for these industries. For example, it developed SPARK IoT for CPG in partnership with AWS to provide clients with use cases such as analysis and reports to help them optimize energy consumption, manage production operations, and enable quality control
- DXC Technology has a strong talent pool in onshore locations. Buyers mentioned the presence of a good local talent pool well-versed in native languages










### Limitations

- DXC Technology’s IP portfolio is relatively less robust in comparison with its peers. While it offers multiple advanced analytics assets on IoT-focused operations use cases such as predictive maintenance, and anomaly detection in sensor data, its depth of IP portfolio across other functional areas is limited
- Clients feel that DXC Technology needs to improve its price competitiveness. Enterprises targeting cost arbitrage need to carefully evaluate its pricing models before engaging with the provider
- Some referenced clients highlighted talent management as an area of concern, especially with regards to attrition and technical expertise. Clients mentioned that they faced challenges in sourcing experienced resources from DXC Technology
- While DXC Technology has made significant investments in providing cloud data solutions, it lags peers with regards to the depth of cloud data partnerships. Its pool of cloud data-certified talent and tier recognition from hyperscalers is relatively deficient vis-à-vis peers

# EPAM

## Everest Group assessment – Major Contender

Measure of capability:  Low  High

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

### Strengths

- EPAM has built upon its software product engineering-heritage and consulting capabilities to cater to enterprises' data-driven transformation needs. It has a strong focus on providing D&A services including consulting, data products development, data on cloud, and AI/ML engineering services across its focus industries including CPG and retail, BFSI, and HLS
- It has made significant investments in the European region through acquisitions. Just-BI, Core SE, and Vivify Ideas are some recent examples of firms that it acquired to enhance its data, advanced analytics, and ML capabilities in Europe
- EPAM has built a wide breadth of partnerships across different D&A technology provider segments such as hyperscalers, cloud-native D&A technology providers (such as Databricks and Snowflake), and automation technology providers (such as Automation Anywhere and UiPath), among others
- Clients appreciated the technical expertise and quality of the resources offered by EPAM. Some of the referenced clients mentioned that their developers had strong skills, took ownership of the activities, and required minimal oversight










### Limitations

- Although EPAM has a strong focus on providing consulting and build/implement services, its experience in offering managed services to clients is limited. Enterprises looking for long-term run or manage constructs must evaluate its capabilities carefully
- EPAM's focus on industry-specific IP or assets is limited. The majority of its products and platforms are focused on cross-industry use cases. Enterprises looking for industry-specific assets must evaluate its capabilities carefully
- Some of the referenced clients mentioned that the provider could do better with regards to pricing and commercials. This might be a result of EPAM keeping a significant proportion of its talent pool in Continental Europe as opposed to relatively lower cost delivery locations such as India
- EPAM's focus on driving thought leadership in emerging areas within data and AI has a scope for further improvement. This can possibly be one of the factors impacting its brand recall and mindshare in the D&A services space

# Eviden – an Atos business

## Everest Group assessment – Major Contender

Measure of capability:  Low  High

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

### Strengths

- Atos has concluded its split into two independent entities – Tech Foundations and Eviden. Eviden will primarily focus on providing digital offerings in apps, security, and cloud areas. The split should enable Eviden to have a sharper focus on providing digital and D&A services to its clients
- Eviden has gradually expanded its portfolio of IP-led offerings by building solutions around smart city management and sustainability such as Urban Data Platform and SAP-focused sustainable solutions. This has further enhanced its stronghold in the public sector
- Eviden has proactively focused on the modern data architecture themes including data fabric. It has built solutions, such as the Enterprise Data Fabric platform, through which it helps its clients to enable self-service capabilities and implement a data product-led approach










### Limitations

- Erstwhile Atos lacked a holistic brand perception from a D&A standpoint despite making meaningful investments over the years. The new organizational structure and branding might help overcome some of those challenges but that is yet to be seen
- Due to its limited domain expertise and consulting capabilities, Eviden is still perceived as a strong implementation partner rather than a strategic partner. Enterprises, especially outside manufacturing looking for service providers to manage their data-led strategic transformation needs, might need to evaluate its capabilities carefully
- Eviden has limited offerings when it comes to industry-specific D&A IP or assets. Enterprises that are looking for easily deployable industry-specific assets must evaluate its capabilities carefully

# EXL

## Everest Group assessment – Major Contender

Measure of capability:  Low  High

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

### Strengths

- EXL comes from a BPO heritage but has built strong data and analytics capabilities over the years through a mix of organic and inorganic investments. North America-based organizations, especially in insurance, banking, and healthcare, will find its offerings compelling
- It has built an extensive portfolio of function-specific and cross-functional accelerators and platforms across industries, which aids in better service delivery. For example
  - Customer 360 Insights is a solution that provides insurers a unified view of customer data and supports customer and sales analytics use cases
  - EXL Vantage helps healthcare firms gather insights by connecting disparate data sources
- EXL has adopted an aggressive acquisition strategy for bolstering its D&A capabilities. Its recent acquisition of Clairvoyant added 550+ FTEs with experience in cloud, AI, and data engineering, and is expected to strengthen its strategic partnerships with AWS, Azure, and GCP
- Enterprises believe that EXL has good talent management practices. Clients appreciate the quality of resources and the flexibility it has showcased while allocating the right resources for them

### Limitations

- Despite its recent investments, EXL’s depth of cloud data partnerships is still somewhat limited. It has fewer certifications and limited competencies from hyperscalers in comparison with peers
- EXL has strong domain skills (especially in its focus industries) and has used it to further its analytics capabilities. However, despite its recent investments, its play in the core data technology is still relatively weaker compared to peers. Enterprises looking for technology innovation in data management must evaluate its solutions carefully
- Its delivery model is heavily offshore-centric. Some of the referenced clients mentioned that they faced challenges when staffing onshore resources and that their pool of resources in such locations can be further improved. Some references also faced some challenges due to the turnover of talent in offshore locations
- While it is believed that EXL adds expected value through its D&A offerings, some of the referenced clients felt that its pricing constructs are on the higher side in certain situations in comparison with peers



## Everest Group assessment – Major Contender

Measure of capability: Low High

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

### Strengths

- With its strong thought leadership and deep domain expertise, EY has built industry-focused accelerators and solutions for its banking and insurance clients. For example, it has launched EY Nexus, a BFSI-focused platform offering customer insights and pre-built data intelligence capabilities
- EY is focusing on driving co-creation with technology providers to strengthen its offerings across next-generation demand themes. For example, it has recently announced a global collaboration with IBM to build solutions for ESG and quantum computing
- EY has made multiple acquisitions with a focus on enhancing its advanced analytics capabilities. For example, it has recently acquired Tallan, which specializes in Microsoft and helps EY improve its existing capabilities around data science and AI










### Limitations

- With high costs associated with onshore resources, the premium pricing point becomes a major hurdle, especially for clients looking for cost-saving opportunities in a typical run services setup
- EY lacks strong market mindshare when it comes to technical capabilities-focused engagements because of its market perception of an audit and consulting service provider. Though there is an aggressive investment in building end-to-end D&A capabilities, EY’s expertise and experience in managing clients in heavily data management-focused engagements including data migration and data integration seem to be limited
- The recent failure of its plans to split due to lack of internal consensus has further impacted its brand recognition. This also affects its ability to address the regulatory scrutiny of potential conflict of interests

# Genpact

## Everest Group assessment – Major Contender

Measure of capability:  Low  High

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

### Strengths

- Genpact has strong domain expertise and experience in serving clients, especially in the Banking, Financial Services, and Insurance (BFSI) industry. It has also actively invested in IP focused on this industry. For example, RiskCanvas is an offering for financial crime prevention and detection
- Genpact’s acquisition of Enquero (back in 2021) has strengthened its data engineering and modernization capabilities. It has integrated Enquero’s Power Me platform, which manages data discovery, data lineage, and data quality platform, to its IP portfolio. It also offers advisory frameworks focused on data operations; for example, DataOps Readiness Assessment Framework
- Genpact has also invested in strengthening partnerships with hyperscalers and other Independent Software Vendors (ISVs). It has built domain-specific solutions in partnership with technology providers such as Dataiku and AWS. For example, it has developed ML collections and forecasting solutions in partnership with Dataiku










### Limitations

- Enterprises feel that Genpact needs to do better when it comes to creating a stronger bench strength and onshore resources pool. Some referenced clients feel that having a bigger presence in local geographies with linguistic skills would be helpful
- Some clients believe that the technical understanding of the resources can be better, especially with regards to solving complex data engineering problems. Enterprises looking for partners for complex data technology-oriented initiatives must evaluate its capabilities carefully
- Referenced clients believe that Genpact can do better when it comes to project management. Lack of clarity around feasibility of solutions and lack of clear roadmaps are some of the key challenges highlighted by clients

# HCLTech

## Everest Group assessment – Major Contender

Measure of capability:  Low  High

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

### Strengths

- HCLTech has leveraged its engineering DNA to differentiate its D&A and cloud offerings. Its cloud data transformation solutions provided as part of CloudSmart, include a set of offerings that help clients in end-to-end cloud transformation including data migration to the cloud and developing cloud-native analytics and AI/ML solutions
- It offers a suite of D&A assets, which infuses AI across different stages of the D&A life cycle. For example, ADvantage DQ offers self-healing data quality features and ADvantage Analytics helps in NLG-based conversational BI use cases
- HCLTech has made multiple acquisitions focused on Continental Europe and the UK to strengthen its presence in the region. For example, it has recently acquired Confinale (UK), Straschema (Hungary), and GBS (Germany) to build its domain expertise and data engineering capabilities in the region

### Limitations










- HCLTech’s brand perception in the market is that of a strong implementation/execution partner. Despite investments in consulting, it is yet to evolve its image to be a strong business/strategic advisor that can effectively deliver value in large end-to-end transformation deals for its clients
- There have been concerns around talent availability and quality of its resources in certain engagements. Referenced clients highlighted concerns around the timely availability of resources in engagements and their quality; clients in some cases have asked for replacement of some of the resources
- HCLTech has relatively limited depth in cloud partnerships compared to its peers. It has received fewer cloud D&A certifications and specializations from hyperscalers compared to its peers



# KPMG

## Everest Group assessment – Major Contender

Measure of capability:  Low  High

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

### Strengths

- KPMG leverages its deep industry expertise and consultative heritage to address enterprises' D&A demands ranging from strategy and design to execution and enablement
- It has made significant investments to expand its technology provider-focused capabilities. Recently, it has acquired firms such as Think180 and Acton that have a specialized focus on offerings related to SAP and Microsoft, respectively. These acquisitions are expected to enhance KPMG's deep capabilities for cloud, data migration, and integration offerings
- KPMG is focusing on an asset-based approach to build advanced capabilities for industry-specific and emerging D&A demand themes. For example, it has recently launched Circularity Tracker, a sustainability platform that offers ESG-focused data performance monitoring










### Limitations

- KPMG continues to operate in an onshore-heavy model, leading to premium pricing compared with most IT/BPO providers, which can become a deterrent for some enterprises
- It lacks focus and capabilities in some of the key D&A demand areas such as data modernization and management. Additionally, it has limited partnerships with the technology providers in data ingestion, governance, and preparation space
- KPMG, being a major audit service provider, may encounter barriers with existing audit clients due to regulatory restrictions. This may limit its ability to collaborate effectively with its clients
- Market feedback suggests resource management as an area of concern. Challenges posed by repeated efforts devoted to knowledge management and onboarding due to the frequent rotation of resources are some key issues faced by enterprises

# Kyndryl

## Everest Group assessment – Major Contender

Measure of capability:  Low  High

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

### Strengths

- Kyndryl is building upon its managed infrastructure services expertise to develop a broad set of data modernization and management capabilities. It has significant focus on building solutions that help solve data challenges and deploy modern data architecture approaches focused on data products such as data mesh and fabric
- It has focused on developing platform-led IP solutions to further enhance its data management and operations capabilities. For example, its flagship IP, Data and AI Console offers capabilities around use cases such as data observability, data trust, and data governance. This helps mitigate data risks and enhance data-driven decision-making
- Kyndryl is investing in building its cloud and data partner ecosystem by strengthening partnerships with hyperscalers and traditional data management technology providers such as Cloudera and Teradata. For example, as of March 2023, Kyndryl has reported that it has 35,000 hyperscaler-specific certifications within the organization










### Limitations

- Kyndryl brings strong technical expertise to the table; however, its consulting and advisory capabilities are limited. Some of the referenced clients mentioned that it did not proactively try to understand their industry and business-specific challenges
- The provider has limited focus on developing industry- or domain-specific IP. Enterprises must evaluate its assets carefully before engaging in D&A engagements where they require easily deployable assets with industry-specific use cases
- While the IBM spin-off allowed Kyndryl to improve its relations with other technology providers and expand its offerings, most of the investments from a partnership standpoint have been with big technology and traditional data management technology providers. Enterprises looking for niche skills and relations with next-generation technology providers need to evaluate Kyndryl's offerings carefully

# LTIMindtree

## Everest Group assessment – Major Contender and Star Performer

Measure of capability:  Low  High

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

### Strengths

- The LTIMindtree merger has helped enhance erstwhile LTI and Mindtree’s industry portfolio of D&A services by plugging gaps in complementary industries such as CPG and retail, electronics, hi-tech, and technology. Additionally, the merger has also strengthened its domain and industry capabilities by integrating IP solutions from both organizations
- LTI and Mindtree, over the years, have built a comprehensive suite of data modernization-focused capabilities. For example, erstwhile LTI has built partner-focused assets such as PolarSled and Alcazar for data migration from on-premises systems to Snowflake and Databricks respectively while erstwhile Mindtree has developed accelerators such as Rapid Information Management (RIM), Azure Synapse migration assistant, among others, to help clients with cloud data migration
- LTIMindtree is strategically focusing on expanding its delivery footprint to enhance its global sourcing mix. Recently, it has launched new delivery centers in Poland and India, which help it to serve clients in emerging geographies and bolster its global capabilities










### Limitations

- While LTIMindtree has strong technology implementation capabilities, its ability to act as a strategic partner for enterprises and guide them through the D&A journey can be further improved, as per some of the referenced clients. Specifically, bringing in ideas proactively and proposing best practices during the problem-solving process has scope for improvement
- Referenced clients have highlighted that there is scope for improvement in its project management practices. Clients mentioned that they faced challenges because of the company’s complex documentation and its limitation with respect to providing resources
- While LTIMindtree has invested in expanding its partnership ecosystem, it lags peers in establishing strategic alliances with niche technology providers in advanced analytics and the AI/ML space, which might impact its capabilities to support clients looking for skills on technologies offered by such niche providers

# Mphasis

## Everest Group assessment – Major Contender

Measure of capability:  Low  High

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

### Strengths

- Mphasis’ platform-led approach, combined with its strong suite of assets focused on advanced analytics, has helped it create a strong position in this space. For example, it has built IP solutions such as Hypergraf, InfraGraf®, and Optimize.ai, among others. It has recently launched a dedicated AI business unit, Mphasis.ai, which comprises solutions around code generation, synthetic data generation, etc.
- Mphasis’ continued organic investments in building expertise around next-generation themes such as cloud AI, quantum computing, responsible AI, among others, have helped it drive innovation in client initiatives. For example, it is investing in NextLabs, its in-house cognitive innovation lab
- Mphasis has strong capabilities in AWS with a robust portfolio of AWS-based assets spread across key domains. Its continued investment in stelligent has further helped it to build solutions in focus areas such as DevOps and MLOps










### Limitations

- Mphasis has a limited focus on developing industry-specific IP solutions or assets. Enterprises looking for ready-to-use industry-specific assets must evaluate its capabilities carefully before engaging in D&A engagements
- Beyond AWS, its depth of partnerships with leading technology providers is relatively lagging in comparison with its peers. It has a relatively smaller pool of resources proficient in the technologies provided by some of the leading D&A technology providers
- While Mphasis is well-positioned in the North American market, it has limited experience and focus on serving clients in the emerging growth markets of APAC and the Middle East

# NTT DATA

## Everest Group assessment – Major Contender and Star Performer

Measure of capability:  Low  High

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

### Strengths

- The merger of NTT DATA and NTT Ltd. to form NTT DATA, Inc. is expected to tap the synergies in both entities. This is expected to strengthen the digital and D&A capabilities in the new entity, with the erstwhile NTT Ltd. supporting from a data infrastructure services standpoint
- Through a combination of organic and inorganic investments, NTT DATA has expanded its portfolio of data on cloud services and solutions. For example, it acquired Hashmap, a Snowflake Premier Partner that has significant expertise in cloud data, in 2021. It also acquired Aspirent in 2022, to enhance its data engineering capabilities across AWS, Azure, Databricks, and Snowflake
- NTT DATA has invested in building consulting and advisory capabilities focused on cloud and data. It has built a set of data advisory and benchmarking frameworks to aid clients in taking data strategy decisions; for example, Global Digital Success Program and cloud data benchmarking
- Referenced clients believe that NTT DATA has a strong talent pool with great technical expertise across D&A-focused tools and platforms. Some clients also mentioned that they were able to combine these technical skills with the expected outcomes of the clients' business processes well










### Limitations

- Referenced clients feel there is room for improvement in the pricing models leveraged by NTT DATA. Some of the clients also mentioned they have comparatively weak offshore talent pool in comparison with peers, which might be impacting its ability to provide cost arbitrage benefits
- NTT DATA's focus on domain-specific IP is limited. The majority of the current assets are focused on cross-functional D&A use cases. Its assets have limited focus beyond operations and sales and marketing use cases
- Its focus on improving investments in co-innovation labs and CoEs for collaboration with partners in next-generation technologies and cloud is relatively limited. Enterprises seeking to work with service providers having partner-specific co-innovation labs must evaluate its capabilities carefully
- Some clients feel that there is scope for NTT DATA's resources to be more proactive in bringing out-of-the-box solutions and best practices that they learn from other clients in their engagements

# Persistent Systems

## Everest Group assessment – Major Contender and Star Performer

Measure of capability:  Low  High

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

### Strengths

- Persistent Systems has a heavy focus on providing data modernization services and a platform-led approach to deliver such data services. It has developed Data Foundry, a pre-built data platform, based on the data mesh architecture with underlying data warehouse technologies offered by Snowflake
- It has strong experience in serving the BFSI and HLS industries. For example, Persistent Digital Front Door solution offers a data-enabled platform to address use cases focused on patient interactions and care delivery
- Its recent acquisitions have strengthened its cloud-focused data competencies and helped build hyperscaler-specific capabilities. For example, it recently acquired Data Glove, which has enhanced its Azure data competencies

### Limitations

- While Persistent Systems is viewed as a strong technology design and implementation partner by clients, there is room for improvement in its strategy and consulting capabilities focused on D&A services. Enterprises that are planning to drive data-led transformation initiatives need to evaluate its capabilities carefully
- While Persistent Systems has made investments in strengthening its partnership ecosystem, especially with Microsoft, its depth of partnership with some other leading D&A technology providers is still relatively low compared to peers
- Persistent Systems employs a heavy offshore-centric delivery model. This may hinder its ability to cater to enterprises requiring resources in close geographical proximity in onshore or nearshore locations



## Everest Group assessment – Major Contender

Measure of capability: Low High

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

### Strengths

- PwC has introduced its new GTM strategy The New Equation to assist its clients navigate their business, technical, and environmental challenges. This, combined with its strong consulting heritage, has strengthened its position as a strategic partner with strong D&A capabilities
- PwC has made a number of acquisitions in recent years, which have augmented its data capabilities, especially in the cloud data modernization and data governance areas. For example, it has recently acquired Sagece, a data-focused consulting firm that has strengthened its data strategy and cloud transformation capabilities
- PwC is taking key initiatives to diversify its global presence by making investments in emerging geographies. For example, it has launched a technology & innovation center in Egypt with focus on areas such as ERP, cloud, AI, and cybersecurity










### Limitations

- Although a collaborative ecosystem plays to PwC’s advantage, it lacks partnerships with niche technology providers in areas such as data governance, data integration, advanced analytics, and AI
- Enterprise clients find PwC’s premium pricing because of its onshore-heavy delivery model as the key challenge in their engagements. Enterprises that are looking for cost arbitrage opportunities must evaluate its commercial constructs carefully
- Quality of resources and inconsistency with regards to skills, especially at the entry-level, and the resulting gaps between proposed and implemented deliverables are some challenges faced by clients in engagements

# Tech Mahindra

## Everest Group assessment – Major Contender and Star Performer

Measure of capability:  Low  High

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

### Strengths

- Tech Mahindra’s GTM strategy is focused on its end-to-end D&A platform offering, D.A.H.L.I.A., which combines many of its D&A platforms and accelerators (iDecisions, Sprinter, among others). It includes offerings across areas such as data ingestion, metadata management, quality management, modernization, and analytics
- Enterprises in the telecom industry will find Tech Mahindra’s value proposition attractive. It has significant experience in serving enterprises in telecom and has been appreciated by clients for its deep domain expertise that enables verticalized D&A service delivery and solutioning. More recently, it has invested in multiple innovation centers and labs in partnership with Google Cloud to focus on smart telecom analytics use cases (example, the UK and Indonesia)
- It has invested in next-generation themes focused on D&A such as data mesh, data fabric, and data marketplaces. For example, it has created tools that help clients identify the key domain-oriented products that it can focus on building as part of the data mesh architecture within its organizations

### Limitations










- While Tech Mahindra has strong technical expertise, its ability to project and drive domain- and business-centric conversations with clients is untested. Clients expect Tech Mahindra to be more proactive rather than reactive toward tackling their challenges and help them with their roadmap and strategy for D&A
- Enterprises believe that Tech Mahindra needs to improve its talent management practices. Referenced clients have highlighted that there is scope for improvement in the speed of implementation and for the execution teams to be more vision-oriented. Clients believe this is a result of the challenges faced by Tech Mahindra with respect to talent development and upskilling
- Some clients mentioned that they faced challenges in project management, especially while engaging with Tech Mahindra in multi-region deals. They mentioned that it needs to showcase greater consistency and ensure efficiencies while replicating projects across geographies



# WNS

## Everest Group assessment – Major Contender

Measure of capability:  Low  High

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

### Strengths

- WNS has leveraged its BPO heritage and has entrenched analytics into related engagements. One of the key differentiating points for WNS is its ability to drive business outcomes-focused engagements for clients and offer them innovative pricing or commercials
- It has developed multiple IP or assets focused on specific domain and industry areas such as insurance and healthcare and has combined these under the Unified Analytics Platform (UAP). UAP is a cloud-based, integrated analytics platform and supports use cases such as insurance analytics and ML-enabled medical coding in healthcare. It has also augmented some of the products offered as part of the platform with generative AI technologies
- It focuses on acquisitions to expand to new industries and further develop its IP portfolio. For example, it recently acquired Smart Cube which is expected to help expand to the retail and CPG industry and further expand its IP portfolio (Amplifi PRO for retail and CPG)

### Limitations

- WNS' cloud data partnerships have relatively limited depth in comparison with peers in the market. It has fewer competencies and a smaller pool of talent trained in cloud data technologies offered by hyperscalers and niche cloud data technology providers
- While WNS has invested in consulting capabilities and has great domain expertise, it is still behind peers in the depth of consulting capabilities, especially when it comes to technology-related strategy and advisory services
- Although it is investing in strengthening its onshore presence, WNS' current delivery model is heavily concentrated on offshore locations (primarily India), which can lead to operational challenges in certain cases

# 04

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## Enterprise sourcing considerations

- Aspirants
  - Stefanini
  - UST
  - Virtusa

# Stefanini

## Everest Group assessment – Aspirant and Star Performer

Measure of capability:  Low  High

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

### Strengths

- Stefanini has built a suite of assets around NLP with solutions having multi-lingual capabilities such as Sophie (conversational AI platform) and Voicero (language conversion tool integrated with teams). These solutions are enabled by cognitive capabilities and provide clients with strong integrations across other tools and technologies
- Stefanini has built strong capabilities around marketing analytics through the recent acquisition of Haus (focus is on digital marketing) and Ecglobal (collaborative platform for social networks). The acquisitions have strengthened its portfolio of marketing-focused solutions including areas such as loyalty, CRM strategy, and insight generation
- Stefanini is well-placed to serve clients in Latin America because of its significant presence in the region and strong regional linguistic skills










### Limitations

- Stefanini has limited capabilities around demand themes such as data modernization and management including areas such as data migration and metadata management, among others. This might impact its ability to deliver on data-led transformation engagements
- While Stefanini has built some capabilities around banking and manufacturing industries through acquisitions, there is still limited focus on providing IP with industry-specific use cases. Enterprises that are looking for industry-specific assets must evaluate its capabilities carefully
- Stefanini’s partnership ecosystem is somewhat limited compared to some of its peers. It lacks partnerships with emerging and niche technology providers in the data integration, preparation, advanced analytics, and AI space

# UST

## Everest Group assessment – Aspirant

Measure of capability:  Low  High

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

### Strengths

- UST’s recent investments have helped it to expand its offerings for the BFS industry. For example, It has recently launched UST FinX, a financial services platform and FinTech partner ecosystem, which helps its clients to offer digital customer experience using cloud-native capabilities
- UST has made key investments to expand its geographic portfolio and enhance its global footprint. It has recently acquired Prodigy Labs, having a core focus in the BFSI industry, to strengthen its presence in the Canadian market. Additionally, it has also established a digital innovation lab in Melbourne to develop client-focused products and platforms for this region
- UST has invested in AI-enabled capabilities such as UST SmartOps, an automation platform with pre-built accelerators for areas such as document processing, voice analysis, and monitoring. It has also built UST Sentry Vision AI, a vision-based AI solution that helps clients automate complex business processes using vision data and video analytics










### Limitations

- UST has limited focus on developing assets for emerging D&A demand themes such as sustainability and data marketplace, among others
- UST’s partnership ecosystem is somewhat limited and lacks breadth. It lacks strategic alliances with technology providers, especially from BI, advanced analytics, and AI technology standpoint
- UST lacks concrete offerings around key data management areas such as data governance, cataloging, and data quality. Enterprises that are looking for end-to-end data management-focused engagements must evaluate its capabilities carefully

# Virtusa

## Everest Group assessment – Aspirant

Measure of capability:  Low  High

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

### Strengths

- Virtusa has a strong focus on platform-led transformation and has created industry-focused platforms for the banking, telecom, and healthcare industries. For example, vLife is a healthcare and life science marketplace that offers pre-trained ML models, tools, and accelerators
- Virtusa’s investments in building industry-focused marketplaces such as Open Innovation Platform (OIP), and API Exchange (APIX) help enterprise clients to collaborate with third-party institutions for data-sharing initiatives and develop advanced solutions using low-code accelerators
- Virtusa has developed a strong talent development framework, Engineering IQ (EIQ), which offers personalized learning paths to FTEs by creating skill-based clusters. Additionally, its academic partnerships with institutes such as Stanford and IIIT Bangalore have further helped it to prepare its workforce with next-generation skills

### Limitations

- While Virtusa has built strong data modernization and management capabilities, its portfolio of advanced analytics and AI solutions is somewhat limited
- Virtusa’s limited focus on setting up CoEs and innovation labs, combined with its limited partnerships with emerging technology providers, may limit its capabilities in building solutions for next-generation demand areas
- Virtusa is relatively behind some of its peers with regards to its strategy and consulting capabilities focused on D&A. Enterprises that are looking to drive data-led transformation initiatives must evaluate its capabilities carefully

# 04

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## Appendix

- Glossary
- Research calendar

## Glossary of key terms used in this report

<b>ACV</b>	Annualized Contract Value is calculated by dividing the Total Contract Value (TCV) by the term of the contract
<b>AI</b>	Artificial Intelligence
<b>AI Ops</b>	Artificial intelligence for IT operations
<b>AR/VR</b>	Augmented Reality / Virtual Reality
<b>BFSI</b>	Banking, Finance Services and Insurance
<b>BI</b>	Business Intelligence
<b>BPO</b>	Business Process Outsourcing refers to the purchase of one or more functions from a company in the business of providing such services at large or as a third-party provider
<b>Buyer</b>	The company/entity that purchases outsourcing services from a provider of such services
<b>Contract term</b>	The duration of the outsourcing contract. It drives the schedule over which the buyer or service provider amortizes capitalized costs or the period over which Net Present Value (NPV) / Internal Rate of Return (IRR) is calculated
<b>D&amp;A</b>	Data and Analytics
<b>ETL</b>	Extract, Transform, and Load
<b>FTEs</b>	Full-time Employees on the rolls of the company
<b>IoT</b>	Internet of Things
<b>LoB</b>	Line of Business
<b>ML</b>	Machine Learning
<b>MLOps</b>	Machine Learning Operations
<b>NLP</b>	Natural Language Processing
<b>TCV</b>	Total Contract Value is the potential revenue associated with the contract and estimated at the commencement of the contract (e.g., sum total of revenue accrued to the service provider from the contract over the entire contract term, usually measured in millions of dollars)

# Research calendar

## Data and Analytics

■ Published
 ■ Planned
 ■ Current release

Reports title	Release date
Machine Learning Operations (MLOps) – Technology Provider Landscape with Products PEAK Matrix® Assessment 2022	September 2022
Reimagining Data Sourcing and Consumption to Maximize Business Value	October 2022
Data and Analytics (D&A) Provider Compendium 2023	November 2022
The Era of Multi-cloud and Associated Data Challenges	November 2022
The War for Talent in Data, Analytics, and AI (DAAI): Finding the Ideal Operating Model for Organizations	November 2022
The Success Formula In A Maturing BFS D&A Market – A Guide To How BFS Firms Are Building Data-driven Intelligent Operations	May 2023
Data Observability: Unleashing the True Potential of Data	September 2023
<b>Data and Analytics (D&amp;A) Services PEAK Matrix® Assessment 2023</b>	<b>September 2023</b>
Modern Data Platforms (MDPs) – Fueling the Next Phase of Digital Transformation	Q3 2023
Hot Trends in Data and Analytics (D&A) – State of the Market 2023	Q3 2023
Data and Analytics (D&A) Service Provider Compendium 2023 – Update	Q4 2023
Data and Analytics (D&A) Services for Mid-Market Enterprises PEAK® Matrix Assessment 2023	Q4 2023
Cloud Data Modernization – What’s Next?	Q4 2023
Data Observability Technology Provider PEAK Matrix® Assessment 2024	Q1 2024

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