Introduction and scope

Everest Group recently released its report titled “Workplace Services – Market Trends and PEAK Matrix™ Assessment: End Users are no Less than Customers!”

As a part of this report, Everest Group analyzed 23 leading service providers on the Everest Group Performance | Experience | Ability | Knowledge (PEAK) Matrix specific for workplace services into Leaders, Major Contenders, and Aspirants. The PEAK Matrix is a composite framework that provides an objective, data-driven, and comparative assessment of workplace service providers based on their absolute market success and delivery capability.

Based on the analysis, TCS emerged as a Leader and Star Performer. This document focuses on TCS’ workplace services experience and capabilities. It includes:

- TCS’ position on the workplace services PEAK Matrix
- Detailed profile of TCS’ workplace services

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

As focus on user experience within workplace services continues to rise, “digital workplace” is coming into common parlance. However, there exists significant market confusion around what a digital workplace truly stands for and what defines it.

Everest Group’s research revealed that the workplace services market needs to eventually move towards the “third generation” of adoption with improving as the core focus, and operational efficiencies being a derivative (rather than the other way round). The workplace design will be characterized by leverage of enterprise data and analytics to offer personalized services, underpinned by end-to-end operations automation, innovative business-aligned metrics, and choice of support channels – which defines a truly “digital” workplace, where end users are essentially viewed as valued customers by IT.

In this research, we discuss the latest workplace services market trends and present the assessment and detailed profiles of 23 IT service providers featured on the workplace services PEAK Matrix. Each service provider profile gives a comprehensive picture of their workplace services vision, services suite, scale of operations, and domain investments.

The assessment is based on Everest Group’s annual Request For Information (RFI) process conducted in Q1 and Q2 2017, interactions with leading workplace service providers, and analysis of the workplace services marketplace.

Scope of this report

- Services: Workplace services
- Geography: Global
- Service providers: 23 leading workplace service providers

This report includes profiles of the following 23 service providers on the workplace services PEAK Matrix:

- Leaders: Atos, Hewlett Packard Enterprise, IBM, NTT DATA, TCS, and Wipro
- Major Contenders: Accenture, CSC, Capgemini, CGI, Cognizant, CompuCom, Fujitsu, Genpact, HCL Technologies, Infosys, Microland, Tech Mahindra, Unisys, and Zensar
- Aspirants: Hexaware, Mphasis, and Syntel

Note: HPE Services and CSC have now combined into DXC Technology.
Assessment for Accenture, Capgemini, CGI, CompuCom, Fujitsu, HPE, IBM, Infosys, and Unisys excludes service provider inputs for this particular study and is based on Everest Group’s estimates that leverage Everest Group’s proprietary Transaction Intelligence (TI) database, ongoing coverage of these service providers, service provider public disclosures, and interaction with buyers.

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2. HPE Services and CSC have now combined into DXC Technology

Source: Everest Group (2017)
TCS | Workplace services profile (page 1 of 2)

Workplace services overview

**Strengths**
- Consistent and meaningful investments in evolving workplace services portfolio to align to the next-generation / digital workplace requirements of clients
- Balanced focus across workplace services segments backed by strong delivery capabilities, technology partnership network, and internal IP and tools
- Strong customer proof points and references for service delivery execution across a broad set of enterprises around regions

**Areas of improvement**
- Needs to ensure that its broader messaging around delivering “business value” rather than just “cost-efficiencies” gets percolated across accounts – certain clients still view TCS as a pure-play “offshoring provider” rather than a meaningful transformation partner
- TCS needs to be more proactive in pushing the digital transformation agenda within existing accounts – this was pointed out as a gap area by certain existing clients

**Workplace services revenue**

- <US$200 million
- US$200-US$500 million
- US$500 million-US$1 billion
- >US$1 billion

**Scope of coverage**

TCS is estimated to have ~12,600 FTEs dedicated to workplace services. TCS currently serves ~2.2 million users through service desk support and ~3.9 million users through desk-side support. The company manages ~5 million end-user devices, including ~2.7 million desktops/laptops.

**Adoption by industry**

- BFSI
- Technology
- Manufacturing
- Public
- Energy and utilities
- Healthcare and life sciences
- Retail, distribution, and CPG
- Telecom, media, and entertainment

**Adoption by service segments**

- Service desk
- Unified communications
- Desk-side support
- Infrastructure application
- Mobility / BYOD solutions
- Asset management
- Desktop management and virtualization

**Adoption by buyer groups**

- Small (annual revenue < US$1 billion)
- Medium (annual revenue = US$1-5 billion)
- Large (annual revenue > US$5 billion)

Source: Everest Group (2017)
TCS’ vision for workplace services is to deliver an insight-driven, autonomous, and social-enabled digital workplace that improves user agility and experience. TCS aspires to realize this vision by creating a technology ecosystem that appeals to end users by focusing on service consumption experience and ensuring a commercial construct which sustains value to the client given the dynamic business environment changes impacting end users.

### Proprietary solutions (representative list)

<table>
<thead>
<tr>
<th>Solution</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>TCS Mobitio</td>
<td>A &quot;one click&quot; context aware, pervasive mobile application that offers capabilities/functionality such as virtual conversational agent, integrated collaboration, wisdom, follow-me data and apps, context specific news room, and location-aware support.</td>
</tr>
<tr>
<td>TCS Knome</td>
<td>Allows over 3,00,000 user base and 6,000 online communities to interact on virtual workplace through gamification.</td>
</tr>
<tr>
<td>Genie powered by ignio™</td>
<td>Provides digital experience for end users to alleviate end-user anxiety and deliver faster turnaround to end-user support needs through location-aware support.</td>
</tr>
<tr>
<td>TCS ACE</td>
<td>Offers a digital space for end users to access all their services on the go and provides seamless, mobile experience.</td>
</tr>
<tr>
<td>TCS Bots</td>
<td>Supports HR, IT, and knowledge services and provides AI-powered services for end user, and conversational agent.</td>
</tr>
<tr>
<td>TCS DigiDe</td>
<td>Self heal, automated, user-centric Service Delivery Framework that provides predictive management for end user environment.</td>
</tr>
</tbody>
</table>

### Workplace services partnerships (representative list)

<table>
<thead>
<tr>
<th>Partner name</th>
<th>Type of partnership</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Microsoft</td>
<td>Technology partnership</td>
<td>Leverages desktop and application virtualization solutions, Azure, and Office 365 solution offerings</td>
</tr>
<tr>
<td>Citrix</td>
<td>Technology partnership</td>
<td>Leverages desktop and application virtualization solution.</td>
</tr>
<tr>
<td>TCS also has partnerships with VMware, Google, Nutanix, WWTS, EMC, Xerox, Hitachi Datasystems among others to deliver workplace services.</td>
<td></td>
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</tbody>
</table>

### Recent activities (representative list)

<table>
<thead>
<tr>
<th>Development</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital reimagination studio</td>
<td>In 2016, TCS launched its digital reimagination studio in Silicon Valley to enable customers and partners prototype rapidly.</td>
</tr>
<tr>
<td>Workplace Simulation Labs</td>
<td>From 2014-16, TCS invested in a globally connected workplace environment lab for TCS infrastructure support teams.</td>
</tr>
<tr>
<td>Cloud-based VDI provisioning</td>
<td>From 2015-16, TCS invested in expansion of virtual desktop services across the globe.</td>
</tr>
</tbody>
</table>

Source: Everest Group (2017)
Appendix
Everest Group PEAK Matrix™ for workplace services

Workplace services delivery capability
(Scale, scope, domain expertise and innovation, delivery footprint, and buyer satisfaction)

Aspirants
4th quartile performance across market success and capability

Major Contenders
2nd or 3rd quartile performance across market success and capability

Leaders
Top quartile performance across market success and capability

75th percentile

25th percentile

Low

High

Everest Group’s PEAK Matrix is a composite index of a range of distinct metrics related to a service provider’s scale, scope, technology/domain investments, delivery footprint, and resultant market success in the context of a given services function.
Dimensions of service providers’ capability and market success underlying the PEAK Matrix

Market success

Leaders

Major Contenders

Aspirants

Delivery capability

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

Revenue

Revenue growth

Adoption across enterprise segments

Delivery capability

Domain expertise and innovation

IP/ proprietary solutions / assets / innovation

Certifications

Mergers & Acquisitions (M&A) and alliances

Scope

Focus across service segments (service desk, desk-side support, mobility, desktop management, etc.)

Coverage across verticals

Geographical coverage

Scale

Overall company revenue

Percentage contribution of workplace services to overall company revenue

Delivery footprint

Delivery centers

Buyer satisfaction

Buyer satisfaction rating

Major Contenders

Leaders

Aspirants

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EGR-2017-4-E-2270
Everest Group confers the “Star Performers” title to providers that demonstrate the strongest forward movement over time on the PEAK Matrix

Methodology
Everest Group selects market “Star Performers” based on the relative YOY movement of each service provider on the PEAK Matrix.

In order to assess advancements on **market success**, we evaluate the performance of each of the service providers on the PEAK Matrix across a number of parameters including:
- Annual revenue from the specific service line
- Relative adoption across enterprise segments

The top quartile performers on each of the identified parameters are identified and the “Star Performer” rating is awarded to the service providers with:
- The maximum number of top quartile performances across all of the above / left-listed parameters and
- At least one area of top quartile performance in both market success and capability advancement

In order to assess advancements on **capability**, we evaluate the performance of each service provider on the PEAK Matrix across a number of parameters:
- Annual growth in scale
- Increase in scope of services
- Expansion of delivery footprint
- Domain-specific investments & innovation
- Improvement in buyer satisfaction

The “Star Performers” designation relates to YOY performance for a given service provider and does not reflect the overall market leadership position. Those identified as “Star Performers” may include “Leaders”, “Major Contenders”, or “Aspirants.”
Does the PEAK Matrix assessment incorporate any subjective criteria?

- Everest Group’s PEAK Matrix assessment adopts an objective and fact-based approach (leveraging service provider RFIs and Everest Group’s proprietary databases containing providers’ deals and operational capability information). In addition, these results are validated / fine-tuned based on our market experience, buyer interaction, and provider briefings.

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

- No. PEAK Matrix highlights and positions only the best-in-class service providers in a particular functional/vertical services area. There are a number of providers from the broader universe that are assessed and do not make it to the PEAK Matrix at all. Therefore, being represented on the PEAK Matrix is itself a favorable recognition.

What other aspects of PEAK Matrix assessment are relevant to buyers and providers besides the “PEAK Matrix position”?

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

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

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

- Providers can use their PEAK Matrix positioning rating in multiple ways including:
  - Issue a press release declaring their positioning/rating
  - Customized PEAK Matrix profile for circulation (with clients, prospects, etc.)
  - Quotes from Everest Group analysts could be disseminated to the media
  - Leverage PEAK Matrix branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)

- The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with the designated POC at Everest Group.
About Everest Group

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

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