



Everest Group's PEAK Matrix™ for Big Data & Analytics Services in Global Banking

Focus on TCS
January 2017



Background of the research

The need to deliver personalized services to customers, dynamic regulatory environment, emerging risks, and pressure to contain costs are driving adoption of big data & analytics in the global banking industry. Banks are gearing up to process immense volumes of data and are investing in solutions to manage risks and regulations, improve customer service, and increase revenue and profit.

Banks are proactively building innovative business models around digital technologies and leveraging big data & analytics to enhance consumer experiences. Banks are looking for strategic partners to assist in developing short- and long-term analytics strategy, empowering decision-makers with prescriptive dashboards, and generating predictable analytical models for future planning.

Responding to enterprise priorities, service providers are rapidly ramping up their big data & analytics services portfolio. They have invested in acquiring newer capabilities, realigning their workforce, and developing tailored solutions to help enterprises in their analytics journey.

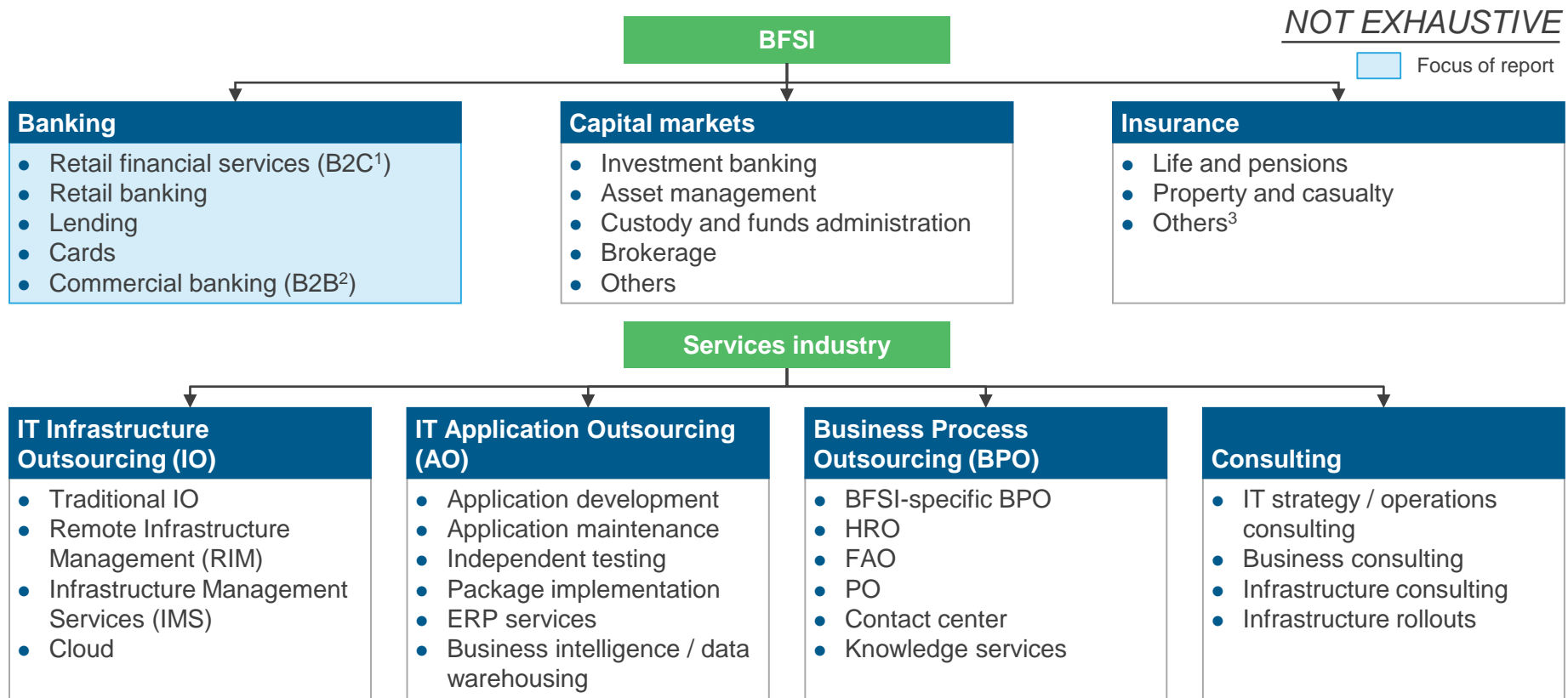
In this research, we analyze the capabilities of 22 leading technology service providers, specific to big data & analytics in the global banking sector. These providers were mapped on the Everest Group Performance | Experience | Ability | Knowledge (PEAK) Matrix, which is a composite index of a range of distinct metrics related to each provider's capability and market success. In this report, we focus on:

- State of the big data & analytics services market in banking
- The landscape of service providers for big data & analytics services in banking
- Assessment of service providers on a number of capability-related dimensions
- Characteristics of Leaders, Major Contenders, and Aspirants on the Everest Group PEAK Matrix on big data & analytics services
- Implications for banking buyers and service providers

This document focuses on TCS' big data & analytics services in global banking experience and includes:

- Overview of the big data & analytics services in global banking service provider landscape
- Everest Group's assessment of TCS' delivery capability and market success on PEAK Matrix
- Big data & analytics services in global banking profile for TCS

This Everest Group report examines the service provider landscape for big data & analytics services in the global banking sector



Digital Services

Services in next-generation technologies leveraged by enterprises to enable transformation including social, mobility, analytics, cloud, and others (artificial intelligence, robotics process automation, Internet of things, machine-to-machine, etc.)

1 Business-to-consumer relationships
 2 Business-to-business relationships
 3 Includes other insurance functions such as takaful and reinsurance

Everest Group's BFSI research is based on three key sources of proprietary information

1

- Everest Group's proprietary database of 500+ IT service contracts within BFSI, of major IT service providers with digital scope of work (updated annually)
- The database tracks the following elements of each digital services relationship:
 - Buyer details including industry, size, and signing region
 - Contract details including TCV, ACV, term, start date, service provider FTEs, pricing structure, and deal description
 - Activity broken down separately for banking, capital markets, insurance, and by LoB (for example, investment banking, asset management, custody, fund administration, and brokerage)
 - Scope includes coverage of buyer geography as well as functional activities
 - Global sourcing including delivery locations and level of offshoring

2

- Service provider briefings¹
- Ongoing interactions with banking buyers and industry bodies

3

- Everest Group's proprietary database of **operational capability of 20+ BFSI digital technology service providers** (updated annually through primary data collection via service provider RFIs)¹
- The database tracks the following capability elements for each service provider:
 - Major BFSI clients and recent wins
 - Overall revenue, total employees, and BFSI employees
 - Recent BFSI-related developments
 - BFSI digital technology services delivery locations
 - BFSI digital technology service suite
 - Domain capabilities, proprietary solutions, and intellectual property investments

Service providers covered in the analysis¹



1 Assessment for Accenture, EPAM, and IBM excludes service provider inputs, and is based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with banking buyers

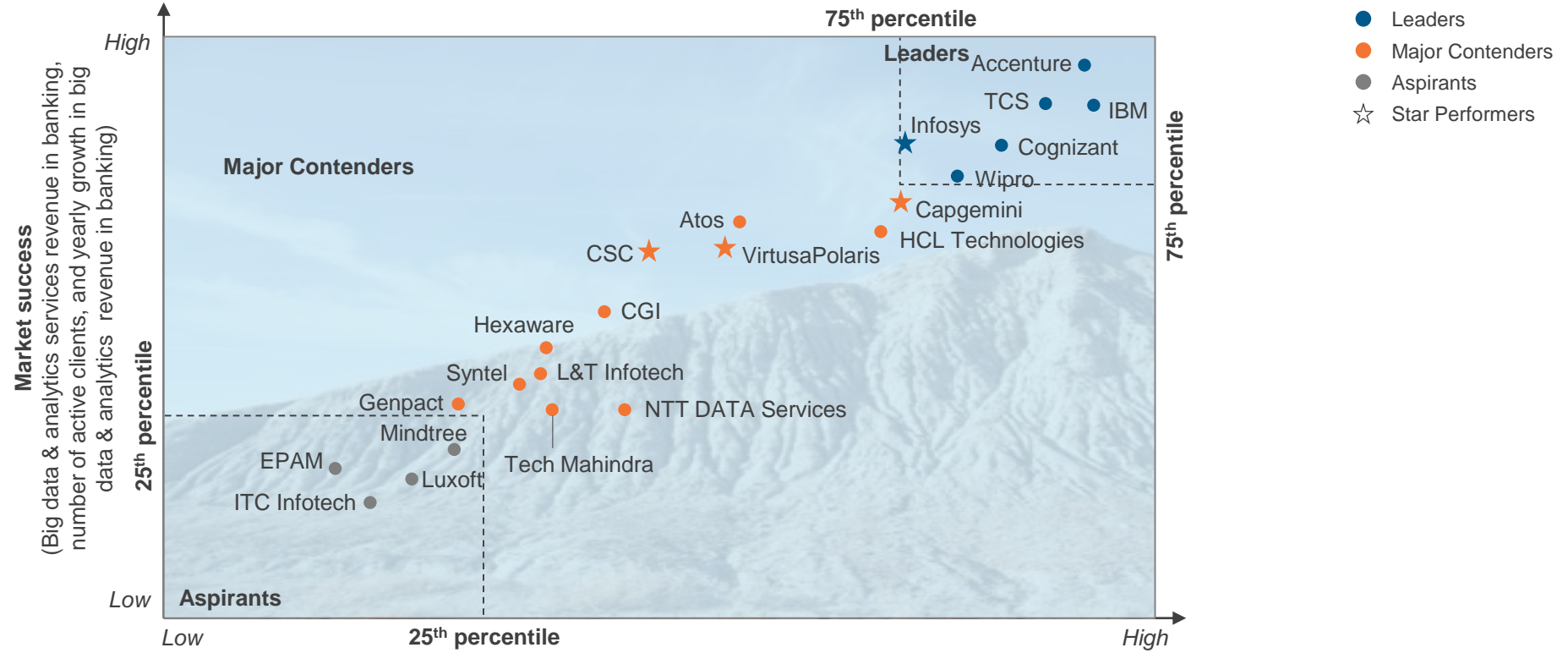
2 Analysis for NTT DATA Services, formerly Dell Services is based on capabilities before being acquired by NTT DATA; analysis of CSC is based on capabilities before its merger with HPE Services

Note: Everest Group continuously monitors market developments and tracks additional service providers beyond those included in the analysis

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

TCS positioned as Leader on Everest Group PEAK Matrix on Big Data & Analytics Services in Global Banking – 2016

Everest Group Performance | Experience | Ability | Knowledge (PEAK) Matrix for big data & analytics services in global banking^{1,2,3}



1 PEAK Matrix specific to IT outsourcing relationships for big data & analytics services in the global banking sector
 2 Assessment for Accenture, EPAM, and IBM excludes service provider inputs and is based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with banking buyers
 3 Analysis for NTT DATA Services, formerly Dell Services is based on capabilities before being acquired by NTT DATA; analysis of CSC is based on capabilities before its merger with HPE Services

Source: Everest Group (2016)

Headline assessment

Strong implementation track record, plethora of banking-specific solutions for customer and operational analytics, deep domain expertise, and investments in expanding its talent pool have helped TCS retain its position as a Leader on Everest Group's PEAK Matrix on big data & analytics in banking.

Analyst comments

- Investments in expanding banking-specific solution stack with balanced focus on sales & marketing, risk & regulatory compliance, and operations
- Strategic partnerships with key technology providers, expertise in platform implementation as well as custom application development & maintenance, and strong brand in allied areas such as DW/BI
- Significant investments in training of resources on partner technologies and domain concepts through innovation labs and CoEs
- Should continue to invest in new-age analytics by leveraging cognitive computing and machine learning, and enhance its consulting capabilities

Key IP (solutions, tools, frameworks, etc.)

- Customer Knowledge Platform (CKP) : A solution that helps in providing consumable contextual customer insights in real-time
- NextGen AML: Capability deployed on Graph Store for intuitive visualizations which aid in investigations, reduce false positives, and duplicate alerts
- Customer Insights: Solution to help banks deliver personalized customer experiences across all product lines
- Legacy Modernization: A solution to migrate mainframe legacy platforms to Hadoop
- Enterprise Hub: Blueprinting framework to ingest and manage data. Helps in technology stack finalization, hardware & software resources, and manpower requirement estimates
- Payments and cash management analytics: Application allows enterprises to make strategic management decisions even on the move
- TCS Perivista: Customer 360 – Enterprise data and external data (social media, blogs, etc.) are integrated to provide a unified customer view

Key partnerships

- Cloudera, Hortonworks, MapR, and Big Insights (Hadoop technology)
- SyncSort, Informatica, DataStage for data ingestion, integration, and transformation; FICO (predictive modeling using TCS BaNCS)
- IBM Watson for cognitive computing
- Other key partners include SAS, Oracle, DataSlax, Splunk, Microstrategy, Teradata, Pentaho, Talend, Tableau, QlickView, and OpenText

Key investments (acquisitions, innovation labs, and CoEs)

- Launched IoT-focused CoE in collaboration with Intel in Hyderabad, India
- Invested in Kochi big data analytics lab consisting of multi-grade big data infrastructure that is used for PoCs and developing innovative solutions
- Training and certifications of resources on technologies such as MongoDB, Hortonworks, and MAPR technologies
- Solutions for cognitive computing for contextual analytics in BTG labs

PEAK Matrix dimensions assessment

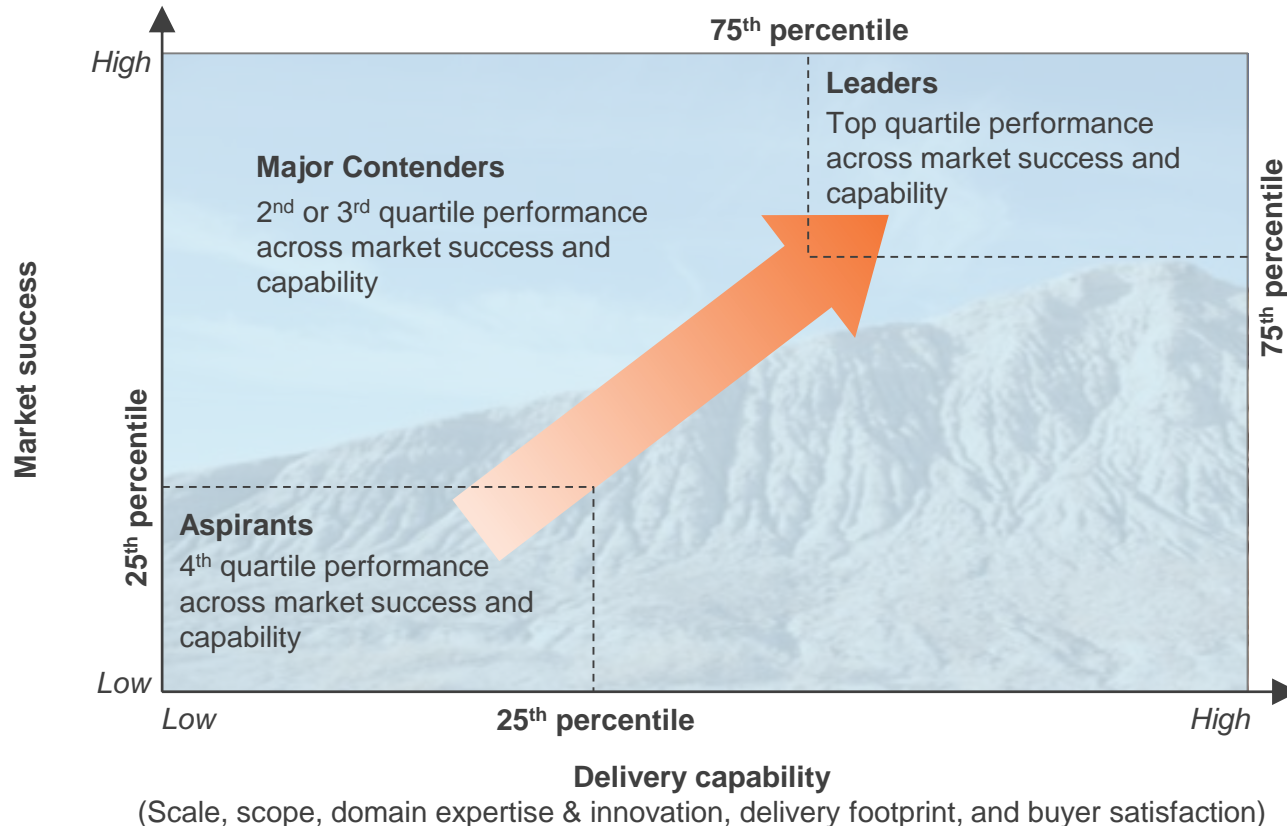
Dimension	Rating
Scale	
Scope	
Domain expertise & innovation	
Delivery footprint	
Buyer satisfaction	
Market success	

Source: Everest Group (2016)

Appendix

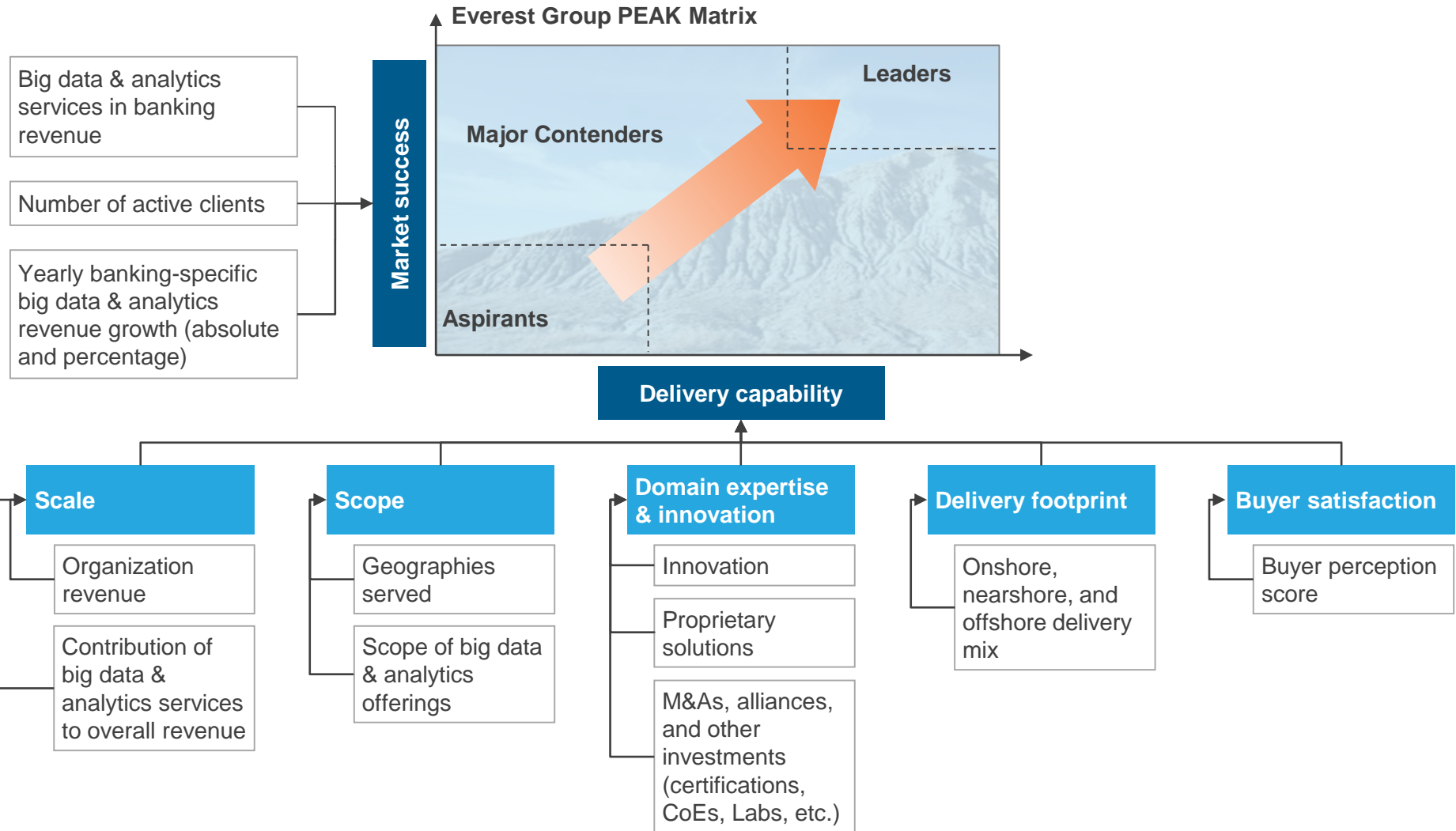
The service providers were mapped on Everest Group's Performance | Experience | Ability | Knowledge (PEAK) Matrix

Everest Group Performance | Experience | Ability | Knowledge (PEAK) Matrix for big data & analytics services in banking



Everest Group's PEAK Matrix is a composite index of a range of distinct metrics related to a service provider's scale, scope, domain expertise & innovation, delivery footprint, buyer satisfaction, and resultant market success in the context of a given outsourcing function.

Dimensions of service providers' capability and market success underlying the PEAK Matrix



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 Everest Group's 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 in the global scenario that are assessed but do not make it to the PEAK Matrix at all. Therefore, being represented on the PEAK Matrix is itself a favorable recognition

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

- PEAK Matrix position is only one aspect of Everest Group's overall assessment. In addition to assigning a “Leader”, “Major Contender” or “Aspirant” title, Everest Group highlights the distinctive capabilities and unique attributes of all the PEAK Matrix providers assessed in its report. The detailed metric-level assessment and associated commentary is helpful for buyers in selecting 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 in / 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:
 - Issuing a press release declaring their positioning/rating
 - Getting customized PEAK Matrix profile for circulation (with clients, prospects, etc.)
 - Quotes from Everest Group analysts could be disseminated to the media
 - Leveraging 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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