



Market Vista: Q4 2011 – Preview Deck

Global Sourcing (GS)



Our research offerings for global services

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Market Vista

Global services tracking across functions, sourcing models, locations, and service providers – industry tracking reports also available

Banking, financial services, insurance

Finance & accounting

Procurement

Information technology

Human resources

Recruitment process

Global sourcing

Service provider Intelligence

Transaction Intelligence

Custom research capabilities

- Benchmarking | Pricing, delivery model, and skill portfolio
- Peer analysis | Scope, sourcing models, and locations
- Locations | Cost, skills, sustainability, and portfolio
- Tracking services | Service providers, locations, and risk
- Other | Market intelligence, service provider capabilities, and technologies

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- **Product overview**
- **Illustrative contents**

The increasing complexity of the outsourcing market has amplified the risk exposure for companies

Factors driving increased risk

Vendor and model proliferation Multiple service providers and business models

Large span of functions Typically combination of many IT, BPO and some KPO services

Increasing scope Significant proportion of operations now in low cost locations

Global delivery chain Services often delivered from multiple locations with diverse risk footprint

Dynamic economies Most delivery locations are emerging economies going through rapid change

Examples of risks

Regulatory risk

Ensuring compliance with regulatory guidelines in source and destination countries across service providers

Business case risk

Managing wage inflation without affecting quality of service

Performance risk

Managing quality of service delivery, attrition, knowledge retention

Data security and

intellectual property risk
Implementing measures to safeguard data and intellectual property

Concentration risk

Business continuity risk

Currency risk

....

Most large companies have capabilities in global risk management. However, the level and type of risk exposure that is emerging from the globalization of services is unprecedented

Sourcing leaders are being asked to manage risks associated with global sourcing and support the delivery of transformational results



Key decisions that Sourcing managers need to support

- Comparison with peers
- Location risk management
- service provider selection and optimization
- Design of new deals
- Price benchmarking and contract renewals

Market Vista provides continuously updated facts and analysis every quarter to enable effective management of global services portfolios

Each quarterly Market Vista report captures developments across three key areas

1

Market overview

- Outsourcing transactions trends
 - Transaction analysis – By function, geography, deal size and duration, etc.
 - Transaction analysis by industry verticals (more details in Industry Trends reports)
 - Listing of major IT/BPO outsourcing deals
 - Large offshore deals
- Captives analysis
 - New captive set-ups, divestures
 - Plans for captive set-ups and expansion

2

Location trends and risks

- Key location developments
 - Establishment of new offshore delivery centers
- Risk dashboard capturing key current and emerging risks
 - Geo-political / economic changes
 - Government initiatives
- Quarterly focus – Fact-base on emerging locations
 - Sustainability of arbitrage
 - Operating costs across key cities, inflation rates, and currency trends

3

Service provider developments

- Key developments among 20 leading global service providers
 - Financial performance
 - Transaction activity
 - Changes in delivery footprint
 - M&A and alliance activity
- Detailed profiles for each player capturing key developments across dimensions

Additional Market Vista deliverables

Global Location Insights newsletter



4-6 published every year

- E-newsletter published every two months
- Recent topics included
 - Poland's offshore maturity
 - Service providers' plans
 - China's offshore maturity
 - Buyer's offshoring plans

Breaking Viewpoints on key developments



8-10 published every year

- Event/theme based e-briefings
- Recent topics included
 - The Risky Side of Offshore Growth: Operational Challenges in the Top five Indian IT Majors
 - Perspective on M&A events (Atos-Siemens IT, iGate-Patni, Wipro-SAIC's Oil & Gas IT Business)

Market Vista Primers



4-5 published every year

- Published every quarter
- Recent topics included
 - Indian IT service provider landscape
 - Contact center service providers in Latin America
 - French language service providers in EMEA

Table of contents

- **Product overview**
- **Illustrative contents**

Each section of the quarterly report comprises 30+ pages of insight and data

Illustrative Table of Contents (page 1 of 2)

Topic

Section I A: Trend analysis – Outsourcing, offshoring, and captives

- Outsourcing transactions analysis
- Outsourcing transaction trends by time period
- Offshore transactions analysis
- Captive developments

Section I B: Data snapshots

- Major deals signed in the quarter
- List of mega deals signed in the quarter
- Examples of very large deals signed in the quarter
- Examples of large deals signed in the quarter
- Analysis of outsourcing transactions by buyer revenue
- List of new captive announcements in the quarter
- List of captives with announcements for expansion in the quarter
- List of captive divestures in the quarter

Section II A: Trend analysis – Risk and opportunity dashboard and analysis

- Risk and opportunity dashboard
- Risk and opportunity analysis

Section II B: Focus geography

- Arbitrage sustainability
- Operating costs
- Operating cost inflation
- Currency trends

Each section of the quarterly report comprises 30+ pages of insight and data

Illustrative Table of Contents (page 2 of 2)

Topic

Section II C: Data snapshots

- Market activity: Delivery centers established in the quarter
- Market activity: Delivery centers planned in the quarter
- Market activity: Expansion announcements in the quarter
- Regional developments: Geopolitical, macroeconomic environment
- Regional developments: Leading economic indicators
- Regional developments: Investment environment

Section III A: Trend analysis – Key developments across service providers

- Service provider developments overview
- Analysis of service provider developments

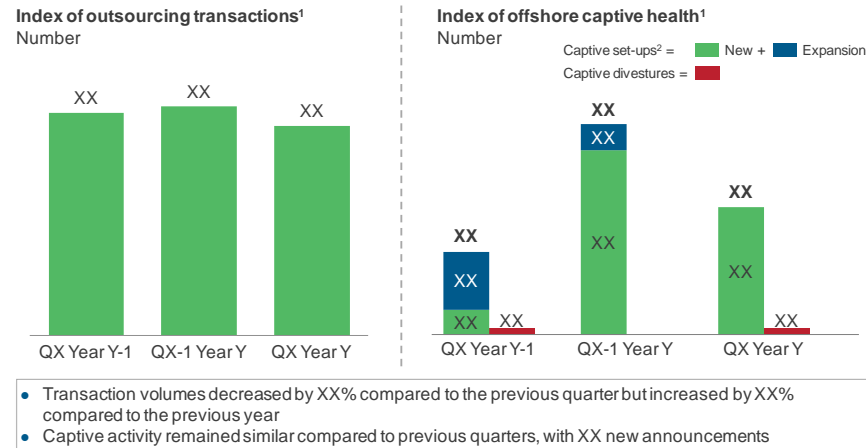
Section III B: Data snapshots – Details of key developments and profiles by service providers

- Recent M&A activity by service providers
- Recent alliances and partnerships forged by service providers
- Locations
- Key market developments

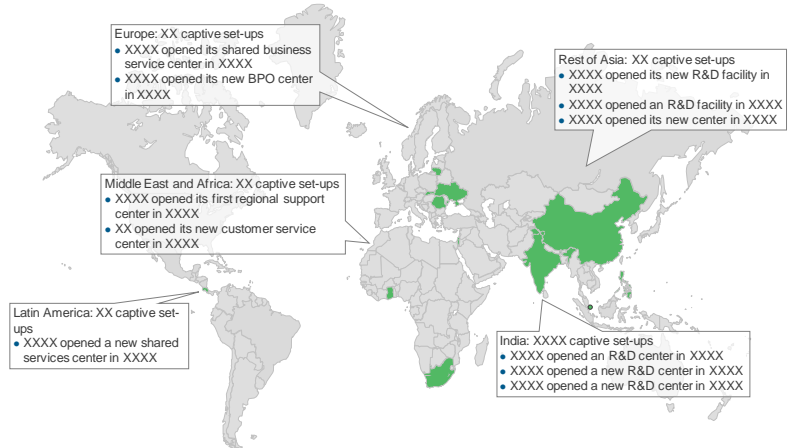
Section I – Market section | Overview

Captures outsourcing transactions trends, captive developments with an emphasis on large size contracts

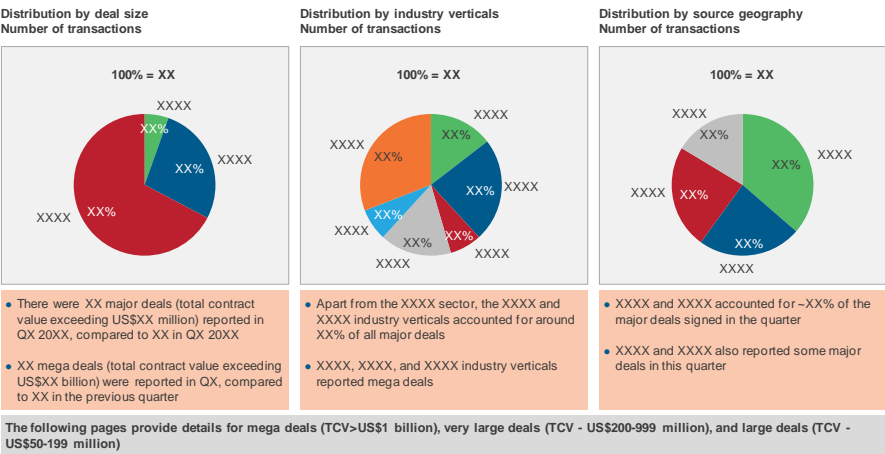
Market overview | Outsourcing/offshoring market index



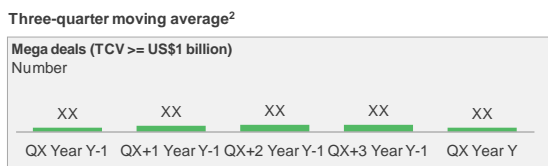
Captive set-ups | By region



Major deals in the quarter



List of mega deals signed in the quarter



List of mega deals signed

Buyer	Industry vertical	Service provider	Deal value (US\$ million)	Contract duration	Functional scope
Buyer 1	XXXX	XXXX	XXXX	XXXX	ITC
Buyer 2	XXXX	XXXX	XXXX	XXXX	
Buyer 3	XXXX	XXXX	XXXX	XXXX	

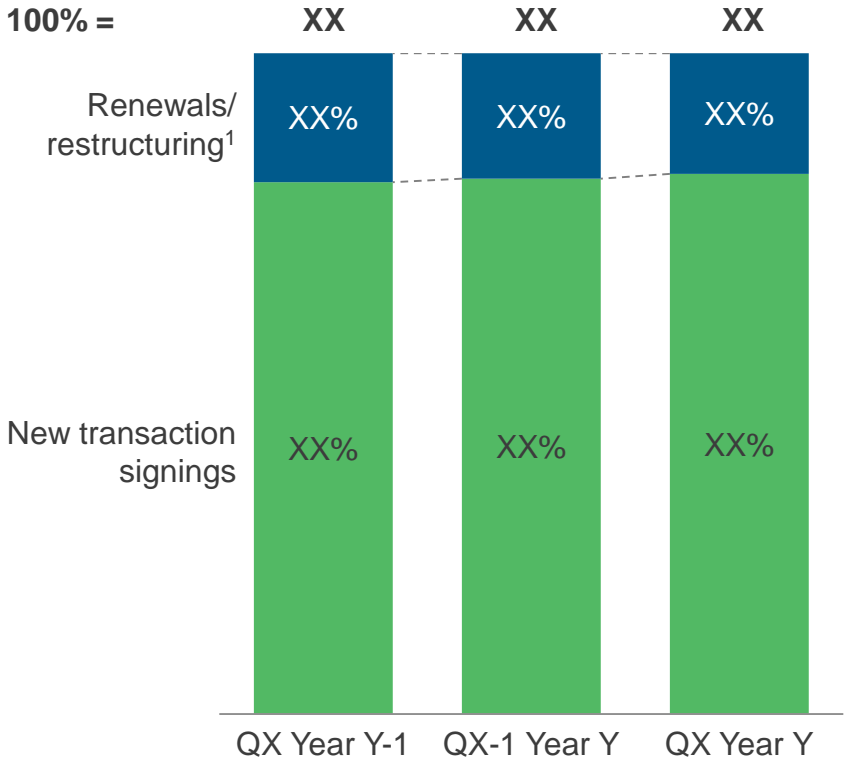
Includes over 15 pages of data tables across transactions, captives and financial services

Outsourcing transactions analysis | By deal type

Profiles the share of renewed/restructured deals compared to the previous quarter and the same quarter of the previous year

Number of transactions by type

Number of transactions



Major outsourcing transactions reaching the end of their contract duration over the next few months

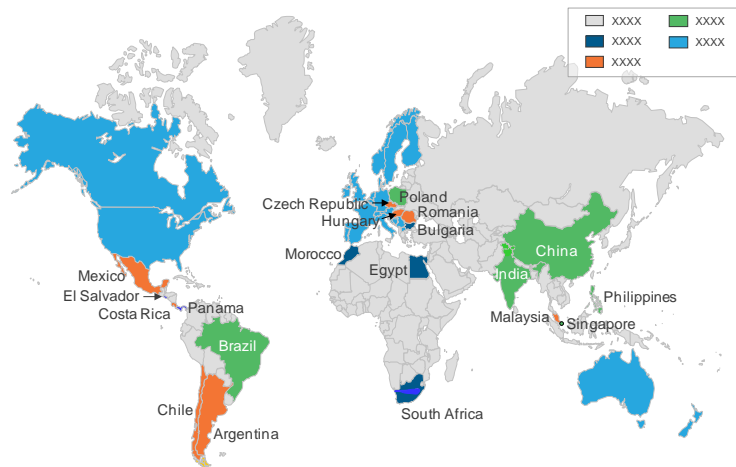
Buyer	Service provider	Function scope
Buyer 1	XXXX	XXXX
Buyer 2	XXXX	XXXX
Buyer 3	XXXX	XXXX
Buyer 4	XXXX	XXXX
Buyer 5	XXXX	XXXX

1 Instances where the scope of existing contract was extended or expanded
Source: Everest Group Transaction Intelligence Database

Section II – Locations section | Overview

Key developments and emerging risks and opportunities across locations

Locations | Market activity heatmap



Locations | Risk and opportunity dashboard

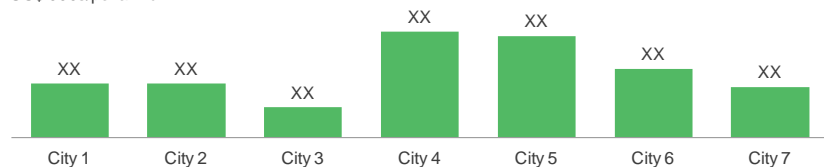


Locations | Focus geography

Operating cost per FTE for IT services
US\$'000s/per annum



Operating cost per FTE for BPO services
US\$'000s/per annum



Locations | Market activity data

Asia

Country	City	Month	Service provider/captive	Number of FTEs	Other comments
China	XXXX	XXXX	XXXX	XXXX	XXXX
China	XXXX	XXXX	XXXX	XXXX	XXXX
China	XXXX	XXXX	XXXX	XXXX	XXXX
India	XXXX	XXXX	XXXX	XXXX	XXXX
India	XXXX	XXXX	XXXX	XXXX	XXXX
India	XXXX	XXXX	XXXX	XXXX	XXXX
India	XXXX	XXXX	XXXX	XXXX	XXXX

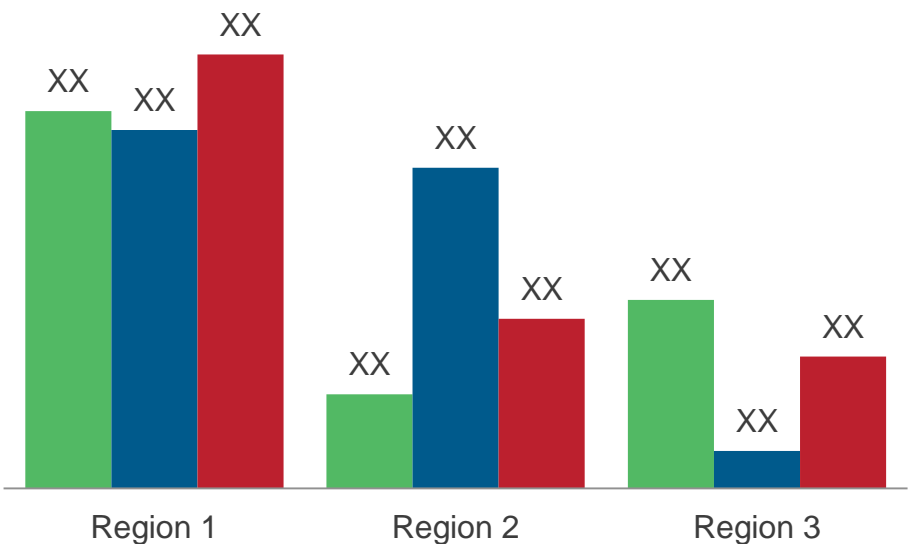
Includes over 20 pages of data tables on market activity, costs, wage inflation, etc.

Locations | Market activity index

Analyzes trends in activity across regions; also compares activity in Tier cities and Tier-2 cities

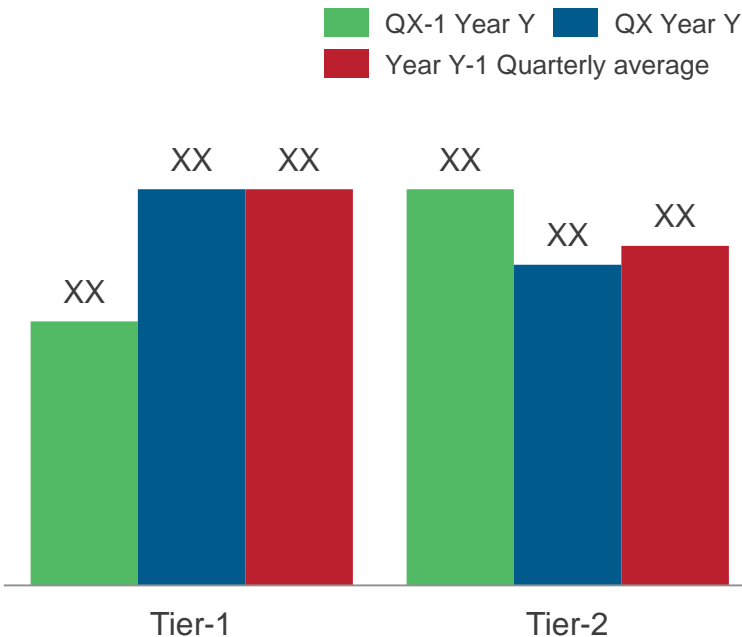
Market activity across geographies

Number of service delivery centers set up



Market activity across Tier-1 and Tier-2 locations

Number of service delivery centers set up



- XX delivery centers were set up during the quarter, XXXX than previous quarter
- Although location activity increased significantly in XXXX and XXXX, the number of delivery centers established in XXXX decreased to a XX-month low
- Though players set up centers in both Tier-1 and Tier-2 locations, there was XXXX activity in tier-XX locations

Source: Everest Group analysis

Section II – Locations section | Illustrative output

Each quarterly report will cover a deep-dive on a specific geography/ theme

Locations | Focus geography

Projected sustainability of labor arbitrage
Number of years

ITO SERVICES

Source/destination countries	Base scenario – Most probable operating cost inflation and currency appreciation	Pessimistic scenario – higher operating cost inflation and currency appreciation	Optimistic scenario – Lower operating cost inflation and currency appreciation
U.S.-XXXX	XX	XX	XX
U.S.-XXXX	XX	XX	XX
U.S.-XXXX	XX	XX	XX

BPO SERVICES

Source/destination countries	Base scenario – Most probable operating cost inflation and currency appreciation	Pessimistic scenario – higher operating cost inflation and currency appreciation	Optimistic scenario – Lower operating cost inflation and currency appreciation
U.S.-XXXX	XX	XX	XX
U.S.-XXXX	XX	XX	XX
U.S.-XXXX	XX	XX	XX

Locations | Regional developments

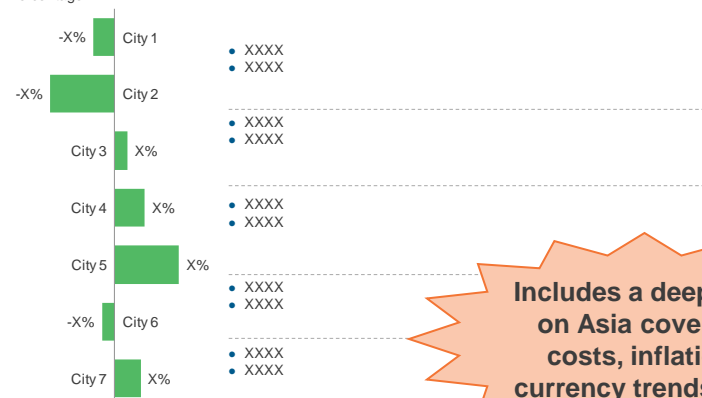
Region	Key developments
Asia	<ul style="list-style-type: none"> China – <ul style="list-style-type: none"> – XXXX – XXXX – XXXX India – <ul style="list-style-type: none"> – XXXX – XXXX – XXXX Thailand – <ul style="list-style-type: none"> – XXXX – XXXX
Eastern Europe	<ul style="list-style-type: none"> Estonia – <ul style="list-style-type: none"> – XXXX Hungary – <ul style="list-style-type: none"> – XXXX Poland – <ul style="list-style-type: none"> – XXXX – XXXX

Locations | Regional developments

Region	Key developments
Asia	<ul style="list-style-type: none"> Sri Lanka – <ul style="list-style-type: none"> – XXXX – XXXX India – <ul style="list-style-type: none"> – XXXX – XXXX – XXXX
Africa	<ul style="list-style-type: none"> Egypt – <ul style="list-style-type: none"> – XXXX – XXXX – XXXX – XXXX

Locations | Focus geography

Annual change in real estate rentals (grade A)
Percentage



Includes a deep-dive on Asia covering costs, inflation, currency trends, etc.

Section III – Service provider developments | Overview

Profiles developments across 20 leading service providers, highlighting key implications for sourcing managers

Service provider developments analysis | Transaction activity

Transaction announcements activity in QX Year Y and trend over QX-1 Year Y

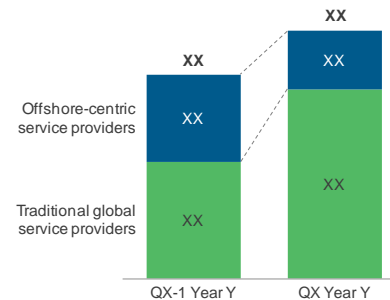
Service provider	ITO deals		BPO deals		Both ITO & BPO	
	Number	Trend	Number	Trend	Number	Trend
High activity						
Service provider 1	XX	●	XX	●	XX	●
Service provider 2	XX	●	XX	●	XX	●
Service provider 3	XX	●	XX	●	XX	●
Service provider 4	XX	●	XX	●	XX	●
Service provider 5	XX	●	XX	●	XX	●
Service provider 6	XX	●	XX	●	XX	●
Service provider 7	XX	●	XX	●	XX	●
Moderate activity						
Service provider 8	XX	●	XX	●	XX	●
Service provider 9	XX	●	XX	●	XX	●
Service provider 10	XX	●	XX	●	XX	●
Service provider 11	XX	●	XX	●	XX	●
Service provider 12	XX	●	XX	●	XX	●
Service provider 13	XX	●	XX	●	XX	●
Service provider 14	XX	●	XX	●	XX	●
Service provider 15	XX	●	XX	●	XX	●
Service provider 16	XX	●	XX	●	XX	●
Service provider 17	XX	●	XX	●	XX	●
Low activity						
Service provider 18	XX	●	XX	●	XX	●
Service provider 19	XX	●	XX	●	XX	●
Service provider 20	XX	●	XX	●	XX	●

- Increased from last quarter
- Similar to last quarter
- Decreased from last quarter

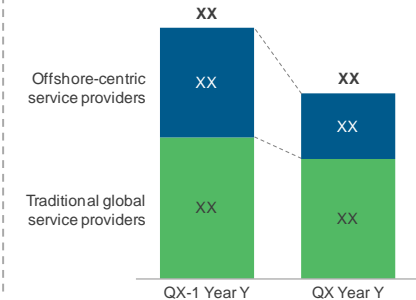
XXXX
XXXX
XXXX
XXXX

Service provider developments analysis | M&A and alliances

M&A by service provider category
Number of acquisitions



Alliances by service provider category
Number of alliances



- XXXX
- XXXX

Service provider developments | Market Vista Index of service providers

Traditional global service providers



Offshore-centric service providers



This section focuses on the key developments of the above service providers across financial performance, recent transactions, major developments in location footprint, mergers, acquisitions, and alliance activity

Key market developments

Recent transaction activity				
Buyer name	Announcement date	TCV estimate (US\$ million)	Duration (years)	Services
Buyer 1	XXXX	XXXX	XXXX	AO, FAO, and HRO
Buyer 2	XXXX	XXXX	XXXX	AO
Buyer 3	XXXX	XXXX	XXXX	AO
Buyer 4	XXXX	XXXX	XXXX	AO
Buyer 5	XXXX	XXXX	XXXX	AO
Buyer 6	XXXX	XXXX	XXXX	AO
Buyer 7	XXXX	XXXX	XXXX	AO and FAO
Buyer 8	XXXX	XXXX	XXXX	IO
Buyer 9	XXXX	XXXX	XXXX	AO
Buyer 10	XXXX	XXXX	XXXX	CC and industry-
Buyer 11	XXXX	XXXX		

Location footprint			
Location	Status	Employees	Description
XXXX	New center (Planned)	XXXX	● XXXX ● XXXX
XXXX	New center (Planned)	XXXX	● XXXX ● XXXX

Includes over 40 pages of data tables on M&A, new delivery centers, management changes, etc.

Service provider developments analysis | Ratings summary

○ Limited activity ◐ Moderate activity ● High activity

Service provider	New deals	Location changes	M&A and alliance activity	Overall rating
Traditional global service providers				
Service provider 1	○	○	◐	○
Service provider 2	●	◐	●	●
Service provider 3	○	○	●	◐
Service provider 4	◐	○	◐	◐
Service provider 5	●	●	●	●
Service provider 6	○	●	○	◐
Service provider 7	●	○	●	◐
Service provider 8	◐	●	●	●
Service provider 9	●	●	◐	●
Service provider 10	●	●	●	●
Service provider 11	◐	○	◐	◐

Service provider	New deals	Location changes	M&A and alliance activity	Overall rating
Offshore-centric service providers				
Service provider 12	◐	○	●	◐
Service provider 13	○	○	○	○
Service provider 14	◐	◐	●	◐
Service provider 15	●	●	◐	●
Service provider 16	●	○	○	◐
Service provider 17	◐	◐	◐	◐
Service provider 18	◐	●	●	●
Service provider 19	◐	◐	◐	◐
Service provider 20	◐	○	○	○

Source: Everest Group (2011)

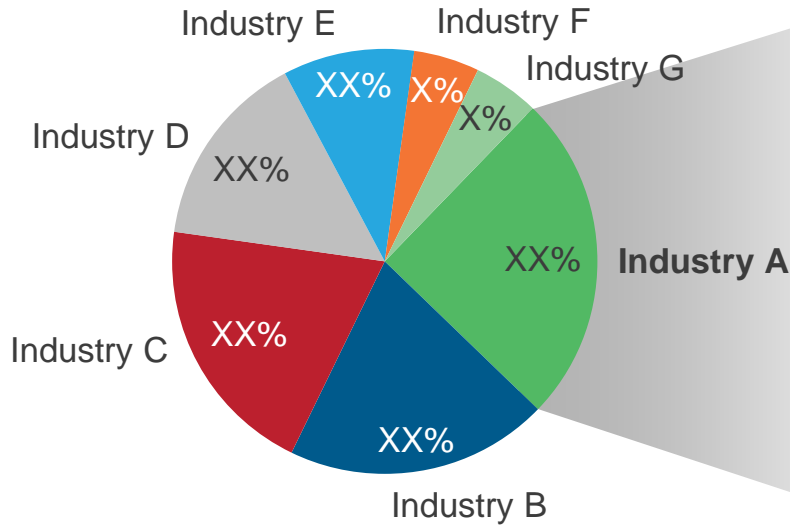
Market Vista encompasses a suite of offerings

Multiple delivery formats allow Global Sourcing Managers to access information in a way that supports the decision-making process

Market Vista offering	Description	Standard subscription access (annual)	Premium subscription access (annual)
Quarterly report	Quarterly report with in-depth coverage of transaction, location, and service provider trends	✓	✓
Primer	Quarterly brief of expert perspectives on emerging market trends (e.g., new pricing models)	✓	✓
Location database	Annually updated database of location stats (e.g., cost, attrition, inflation rates) for 23 major cities	✓	✓
Breaking viewpoint	Flash reports highlighting breaking industry news and expert perspectives on key implications	✓	✓
Locations insights e-newsletter	Bi-monthly Global Location Insights e-newsletter containing detailed country and region info	✓	✓
Service provider capability profiles	Annually updated library of 200+ service provider profiles, including functional views (e.g., FAO, HRO)		✓
Analyst consultation	10 hours of analyst access per year for personalized insights and additional perspectives		✓

Industry trends complement the Market Vista suite through quarterly reports focused on industry specific global sourcing data, developments and insights

Outsourcing activity by industry



Industry trends: Coverage

- A** Outsourcing transaction trends
- B** Captive market analysis
- C** Service provider activity and deal information

20+ pages
report for each
industry every
quarter

Industries tracked

- Banking, Financial Services, and Insurance (BFSI)
- Manufacturing, Distribution, and Retail (MDR)
- Energy and Utilities (E&U)
- Healthcare
- Technology
- Telecom

Offering summary

- Quarterly research reports covering key sourcing-related data, developments and insights in a specific industry
- Helps contextualize key decisions within an industry

Appendix: Additional research recommendations

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

1. **Market Vista: Q4 2011** ([EGR-2012-8-R-0639](#)); 2012. This report summarizes the key trends and developments for Q4 2011 in the global offshoring and outsourcing market
2. **Market Vista: Q3 2011** ([EGR-2011-8-R-0607](#)); 2011. This report summarizes the key trends and developments for Q3 2011 in the global offshoring and outsourcing market
3. **Banking, Financial Services, and Insurance (BFSI): Trends for Q3 2011** ([EGR-2011-8-R-0614](#)); 2011. This report provides BFSI industry specific data, developments, and insights that enable Global Sourcing Managers to navigate through the complexity and make clear, effective decisions contextualized and suited to their specific industry. This report provide deep-dive into transaction activity, captive developments, service provider market share, and key outsourcing transactions specific to the BFSI industry

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About Everest Group

Everest Group is an advisor to business leaders on the next generation of global services with a worldwide reputation for helping Global 1000 firms dramatically improve their performance by optimizing their back- and middle-office business services. With a fact-based approach driving outcomes, Everest Group counsels organizations with complex challenges related to the use and delivery of global services in their pursuits to balance short-term needs with long-term goals. Through its practical consulting, original research, and industry resource services, Everest Group helps clients maximize value from delivery strategies, talent and sourcing models, technologies, and management approaches. Established in 1991, Everest Group serves users of global services, providers of services, country organizations, and private equity firms in six continents across all industry categories. For more information, please visit www.everestgrp.com and research.everestgrp.com.

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