



Mortgage BPO – Service Provider Landscape with PEAK™ Matrix Assessment 2015

BFSI BPO

Market Report: May 2015 – Preview Deck

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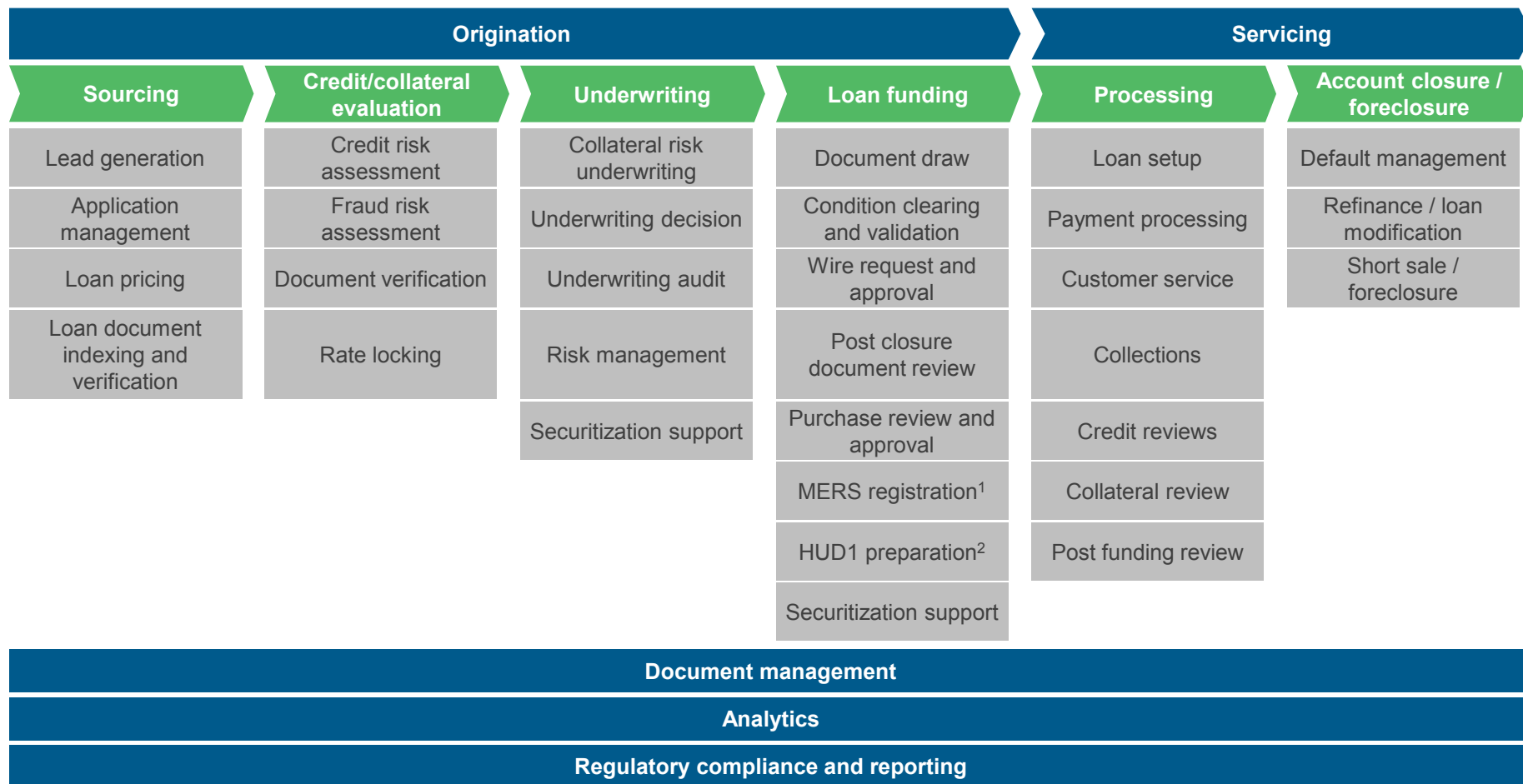
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¹ Banking, financial services, and insurance

Everest group classification of mortgage value chain



¹ Mortgage electronic registration system

² HUD1 settlement statement is a standard form in use in the United States of America

Note: This report covers vertical-specific BPO within the mortgage space. It does not include coverage of horizontal business processes such as F&A, HR, procurement, and contact centers

Background and methodology of the research

Background of the research

Mortgage BPO stands out as the largest submarket within banking BPO. The role of BPO assumes greater importance in the mortgage landscape as regulatory bodies continue to increase their oversight on mortgage activities of banks. This, coupled with newer entrants in the space (for instance, small banks), is also causing a spike in the demand for mortgage BPO. Buyers are now looking towards service providers to deliver more than just cost savings. Tools to ensure compliance and prevent banks from faltering in the future are increasingly gaining prominence. However, service providers still need to prove their capabilities to buyers (especially, first-time buyers) before widespread adoption can be witnessed. With progressively changing landscape, service providers will be required to make the right set of investments to stay competitive. At the same time, buyers will need to identify the providers who clearly understand their unique business challenges and can help mitigate them.

Scope and methodology

In this research, we analyze the global mortgage BPO service provider landscape. We focus on:

- Relative positioning of 14 service providers on Everest Group's PEAK Matrix for mortgage BPO
- Service provider capability assessment across key dimensions
- Service provider profiles

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Overview and abbreviated summary of key messages

This report examines the global mortgage BPO service provider landscape and its impact on the market. It focuses on service provider position in the mortgage BPO market, assessment of service provider delivery capabilities, and identifies the key implications of the research findings for buyers and service providers. It also includes mortgage BPO service provider profile compendium which provides accurate, comprehensive, and fact-based snapshots of service providers.

Some of the findings in this report, among others, are:

Everest Group PEAK Matrix for mortgage BPO

- There are four service providers in the Leaders category (Accenture, IBM, TCS, and Wipro) and eight service providers in the Major Contenders category (Cognizant, Genpact, HCL, IGATE, Infosys, Mphasis, Sutherland Global Services, and WNS), followed by two service providers in the Emerging Players category (EXL and Xchanging)

Key insights on PEAK Matrix dimensions

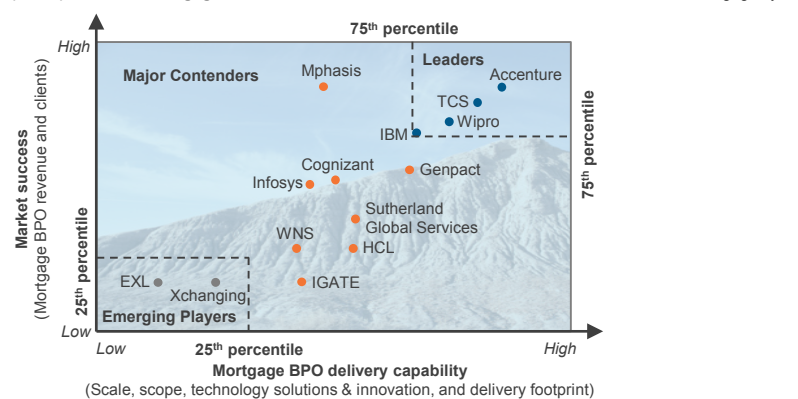
- Top Quartile together account for about three-fourths of the market share by revenue and close to 85% by number of clients
- Top Quartile not only have a high firm-wide revenue, but also have a higher focus on mortgage BPO as part of their overall portfolio of services
- Top Quartile have a portfolio that aligns well with market needs in terms of process requirements and demand from various buyer segments
- Innovative measures, such as adoption of advanced pricing models, investing in SDA¹, and building capabilities across judgment-intensive tasks such as analytics, regulatory, and risk management, are also some of the key differentiators that buyers are actively demanding
- Top Quartile have a much higher technology capabilities in terms of both platform and augmentation tools. Others primarily rely on an FTE-driven delivery model
- Accenture, Mphasis, TCS, and Wipro score high across both technology solutions and innovation subdimension
- Top Quartile have a more balanced shoring mix and have invested in building up a sizable onshore presence to service specific client requirements

¹ Service delivery automation

This study offers four distinct chapters providing a deep dive into key aspects of the mortgage BPO service provider landscape; below are four charts to illustrate the depth of the report

Mortgage BPO PEAK Matrix 2015

Everest Group Performance | Experience | Ability | Knowledge
(PEAK) Matrix for mortgage BPO

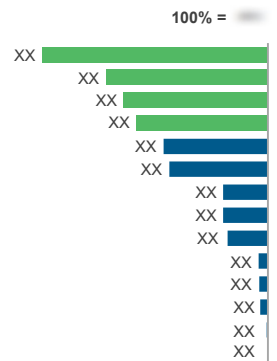


Capability assessment

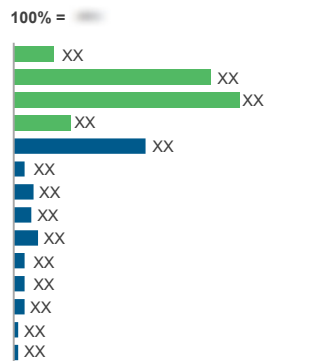
Service provider	Delivery capability					Market success
	Scale	Scope	Technology solutions and innovation	Delivery footprint	Overall	
Service provider 1	High	High	High	High	High	High
Service provider 2	High	High	High	High	High	High
Service provider 3	High	High	Medium-high	Medium-high	High	High
Service provider 4	High	High	High	Medium-high	High	High
Service provider 5	Medium-high	High	High	High	High	High
Service provider 6	High	Medium-high	Medium-high	High	High	High
Service provider 7	Medium-high	High	Medium-high	High	High	High
Service provider 8	Medium-high	High	Medium-high	High	High	High
Service provider 9	Medium-high	High	High	High	High	High
Service provider 10	Medium-high	High	High	High	High	High
Service provider 11	Medium-high	High	Medium-high	High	High	High
Service provider 12	Medium-high	High	High	High	High	High

Market share

Market activity in terms of revenue
Percentage of revenue in US\$ million

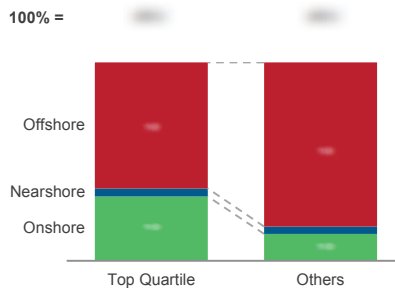


Market activity in terms of active clients
Percentage of clients

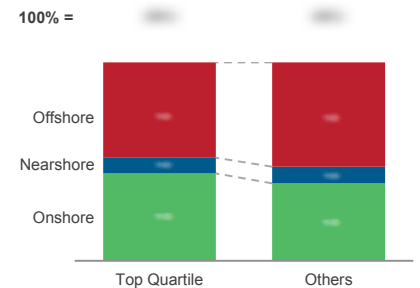


Delivery footprint

Distribution of mortgage BPO FTEs
Number of FTEs in '000s



Distribution of mortgage BPO delivery centers
Number of delivery centers



Source: Everest Group (2015)

BFSI BPO research calendar

Topic	Release date
Capital Markets BPO – Service Provider Landscape with PEAK Matrix Assessment 2014	November 2014
Insurance BPO – Service Provider Landscape with PEAK Matrix Assessment 2014	November 2014
Banking BPO – Service Provider Profile Compendium 2014	December 2014
Capital Markets BPO – Service Provider Profile Compendium 2014	January 2015
Insurance BPO – Service Provider Profile Compendium 2014	January 2015
Analytics Business Process Services (BPS) – Service Provider Landscape with PEAK Matrix™ Assessment 2015	February 2015
Reinventing Business Process Services (BPS) – Leveraging Technology to Deliver on New Expectations	March 2015
Service Delivery Automation (SDA) - The Business Case for Robotic Process Automation in Insurance Services	March 2015
Mortgage BPO State of Market Report 2015 – Curve of Time to Meet Mortgage Again?	May 2015
Commercial Insurance - The Rise of Specialty Lines	May 2015
Home Equity Loans - The Next Frontier in Mortgage BPO?	May 2015
Mortgage BPO – Service Provider Landscape with PEAK Matrix Assessment 2015	May 2015
Banking Business Process Outsourcing in Europe – Poised for Primetime - Viewpoint	Q2 2015
Service Provider Technology Landscape – The Pecking Order	Q2 2015
Banking BPO – Annual Report 2015	Q2 2015
Insurance BPO – Annual Report 2015	Q3 2015
Capital Markets BPO – Annual Report 2015	Q3 2015
Banking BPO – Service Provider Landscape with PEAK Matrix Assessment 2015	Q3 2015
Capital Markets BPO – Service Provider Landscape with PEAK Matrix Assessment 2015	Q3 2015

Additional BFSI BPO research references

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

1. **Mortgage BPO Market Report 2015** ([EGR-2015-11-R-1442](#)); 2015. This report assists key stakeholders (buyers, service providers, and technology providers) understand the changing dynamics of the Mortgage BPO market and help them identify the trends and outlook for future. In this backdrop, this report provides comprehensive coverage of the Mortgage BPO market including detailed analysis of market size & growth, drivers and challenges, mortgage BPO solution characteristics, and service provider landscape
2. **BFS BPO Annual Report 2014 – Low on Growth, High on Regulations – BFS BPO Adapts to the “New Normal”** ([EGR-2014-11-R-1191](#)); 2014. This report assists key stakeholders (buyers, service providers, and technology providers) understand the changing dynamics of the BFS BPO market and help them identify the trends and outlook for future. In this backdrop, this report provides comprehensive coverage of the global BFS BPO market including detailed analysis of market size & growth, buyer adoption trends, banking and capital markets BPO solution characteristics, and service provider landscape
3. **Banking BPO – Service Provider Landscape with PEAK Matrix™ Assessment 2014** ([EGR-2014-11-R-1272](#)); 2014. This report uses Everest Group’s proprietary PEAK Matrix to assess and rate service providers on various dimensions of their capabilities. It also discusses key emerging trends in the fast growing banking BPO market

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