



Mobility Services in Global Banking – Service Provider Landscape with PEAK Matrix™ Assessment 2015: Revolutionizing the Banking Landscape

Banking, Financial Services, and Insurance (BFSI) IT Services Market Report: November 2015 – Preview Deck

Our research offerings for global services

▶ Market Vista™

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

▶ BFSI¹ Information Technology

▶ BFSI¹ Business Process

▶ Healthcare & Life Sciences

▶ Application & Digital

▶ Cloud & Infrastructure

▶ Global Sourcing

▶ Locations Insider™

▶ PricePoint™

▶ Finance & Accounting

▶ Procurement

▶ Human Resources

▶ Recruitment Process

▶ Contact Center

▶ Transaction Intelligence

Custom research capabilities

- Benchmarking | Pricing, delivery model, skill portfolio
- Peer analysis | Scope, sourcing models, locations
- Locations | Cost, skills, sustainability, portfolio – plus a tracking tool
- Tracking services | Service providers, locations, risk
- Other | Market intelligence, service provider capabilities, technologies, contract assessment

Subscription information

- The full report is included in the following subscription(s)
 - **BFSI ITO**
- In addition to published research, a subscription may include analyst inquiry, data cuts, and other services
- **If you want to learn whether your organization has a subscription agreement or request information on pricing and subscription options, please contact us**



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¹ Banking, financial services, and insurance

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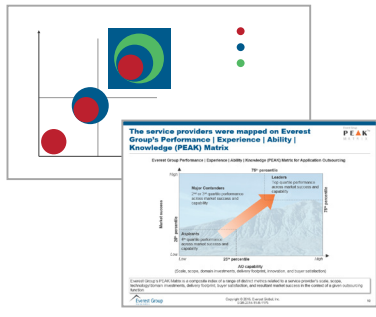
- **Background and methodology**
- Executive summary
- Mobility services in banking
- Mobility services in banking PEAK Matrix characteristics
- Appendix

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

- Market thought leadership
- Actionable and insightful research
- Syndicated and custom research deliverables

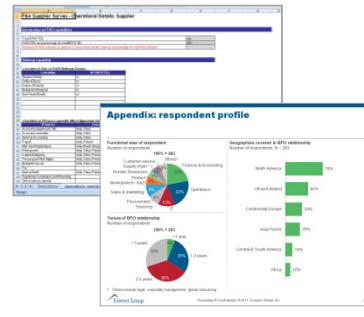
1 Robust definitions and framework

(PEAK Matrix, market maturity, and technology adoption/investment)



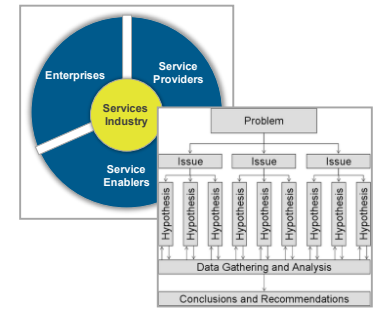
2 Primary sources of information

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



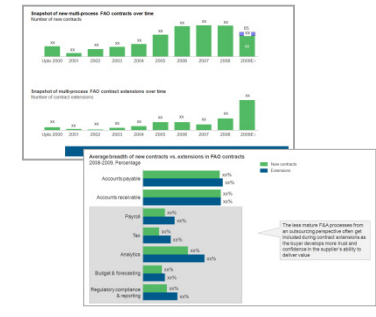
3 Diverse set of market touchpoints

(Ongoing interactions across key stakeholders, input from a mix of perspectives and interests, supports both data analysis and thought leadership)



4 Fact-based research

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



- Proprietary contractual database of 1,200+ active BFSI AO contracts (updated annually)
- Year-round tracking of 25+ BFSI AO service providers
- Dedicated team for BFSI IT outsourcing research, spread over two continents
- Over 20 years of advising BFSI clients on ITO and BPO decisions
- Executive-level relationships with buyers, service providers, technology providers, and industry associations

Background and scope of the research

Background of the research

Mobility is transforming every aspect of the banking sector. The mobile is no longer an emerging channel, but a mainstream medium for providing banking services to customers with relevance across “change-the-bank”, “run-the-bank”, and “manage-the-bank” initiatives. Almost every bank in developed and emerging economies has a basic mobile offering and many offer services such as mobile bill pay, funds transfer, check deposit, and loan/mortgage support.

Mobility in banking is a fast evolving area. As next-generation consumers adopt smartphones as an integral part of their lives, they expect their bank’s services and offerings to evolve at the same pace through advanced mobile services. Due to this, banks face a two-way challenge of meeting the growing expectations of their customers as well as adopting the mobile medium in order to transform the way employees of different levels function in their work.

This presents both opportunities as well as challenges for the IT service providers in the banking domain. On one hand, they have the opportunity to capitalize on the demand for mobility services by developing new solutions, frameworks/accelerators, and partnering with banks on their transformation journey and on the other hand, they are facing stiff competition not just from their peers but also from smaller players and start-ups who are disrupting the mobile banking landscape.

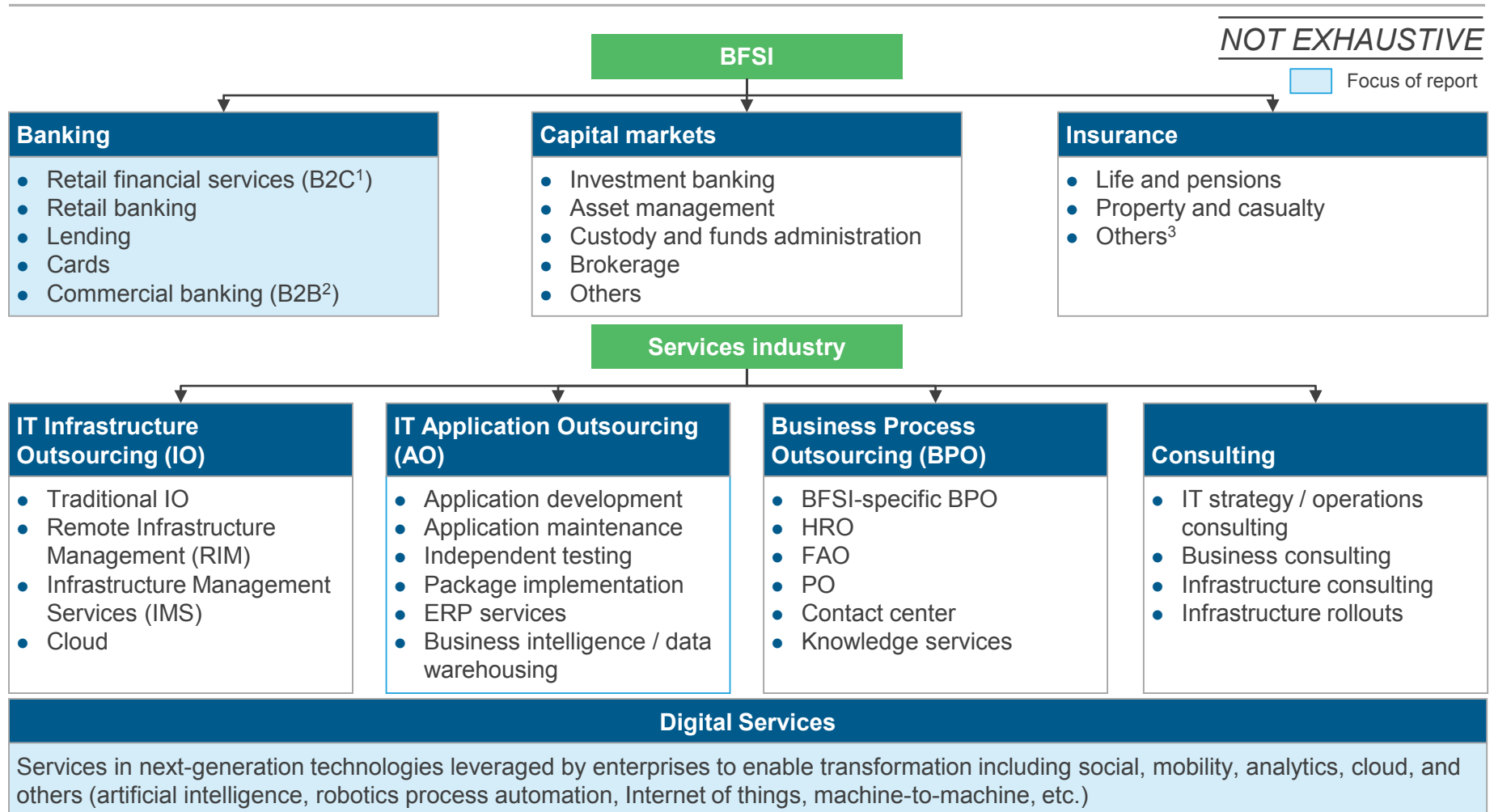
In this research, we analyze the capabilities of 17 leading technology service providers, specific to mobility in the global banking sector. These providers were mapped on the Everest Group Performance | Experience | Ability | Knowledge (PEAK) Matrix, which is a composite index of a range of distinct metrics related to each provider’s capability and market success. In this report, we focus on:

- The landscape of service providers for mobility in banking
- Assessment of service providers on a number of capability-related dimensions
- Characteristics of Leaders, Major Contenders, and Aspirants on the Everest Group mobility in banking PEAK Matrix
- Implications for banking buyers and service providers

Scope of this report

- **Industry:** Banking (retail banking, commercial banking, credit cards, loans, and mortgages); excludes capital markets and insurance
- **Services:** Mobility services
- **Geography:** Global
- **Service providers:** 17 leading service providers with banking mobility capabilities

This Everest Group report examines the service provider landscape for mobility services in the global banking sector



1 Business-to-consumer relationships

2 Business-to-business relationships

3 Includes other insurance functions such as takaful and reinsurance

Everest Group definition of mobility services

Mobile strategy and consulting

Mobile
application
development

Mobile
application
maintenance

Mobile
application
testing

API
management
for mobility

User
Experience
(UX) design

Mobile application platform / mobile integration platform

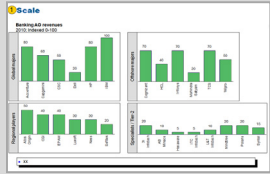
Security services

Mobile device testing

Mobile Device Management (MDM)

This report is a part of Everest Group's series of reports focused on ITO in BFSI in 2015

IT Outsourcing in BFSI – Annual Report

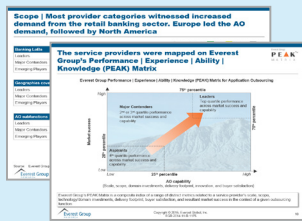


Each report provides:

- An overview of the application services market for the BFSI vertical, capturing key trends in market size, growth, drivers & inhibitors, adoption trends, regional/functional break-outs of the market, emerging themes, key areas of investment, and implications
- Key movements in volumes/values of AO transactions, evolving trends, market dynamics, and emerging priorities of buyers in the last 12 months

- Global Banking
- Global Capital Markets
- Global Insurance

IT Outsourcing in BFSI – Service Provider Landscape

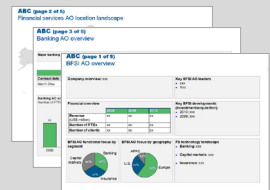


Each report provides:

- Assessment of service provider landscape in AO services and mapping of providers on Everest Group's PEAK Matrix – as Leaders, Major Contenders, and Aspirants
- Benchmarking scale, scope, domain investments, and delivery footprint of each provider's BFSI-AO practice along with a comparative evaluation of their BFSI-AO capabilities
- The 2015 BFSI-AO PEAK Matrix analysis focuses on identifying the "Star Performers", i.e., providers with the strongest forward movement over time, both in terms of market success as well as capability advancements

- Global Banking
- Global Capital Markets
- Global Insurance
- Banking and Capital Markets (BCM) in Europe
- Insurance in Europe
- **Mobility in Banking**
- Mobility in Insurance
- Analytics in Banking
- Analytics in Insurance

IT Outsourcing in BFSI – Service Provider Profile Compendium



This includes the capability profiles of service providers capturing their AO services experience in specific subverticals. Each service provider profile includes:

- Service provider overview – details of AO services capabilities, key investments, proprietary solutions, and technological expertise
- Functional / Line of Business (LoB) focus
- Transactions overview for application services offerings and delivery footprint

- Global Banking
- Global Capital Markets
- Global Insurance

Enterprise Digital Effectiveness with APEX Matrix



This includes two reports as a part of an "open source" evaluation of the digital effectiveness of the largest retail banks in United Kingdom and the United States and also their mapping on Everest Group's APEX Matrix – as Leaders, Optimizers, Innovators, and Aspirants

- APEX Matrix for Digital in the U.S. retail banks
- APEX Matrix for Digital in UK retail banks

Everest Group's BFSI research is based on two 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, CSC, 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 Capgemini acquired IGATE in April 2015; the combined business unit has been analyzed as part of this assessment

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 information, that is contract-specific, will be presented back to the industry only in an aggregated fashion

This report contains insights on the mobility services in banking service provider landscape

The report provides a comprehensive assessment of the service provider landscape in mobility services for banking and maps various providers on Everest Group's PEAK Matrix. The report further examines the distinctive characteristics of different service provider clusters i.e., Leaders, Major Contenders, Aspirants, and recognizes the key implications of the rapidly evolving mobility services landscape for banking buyers and service providers.

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

PEAK Matrix characteristic for mobility services in banking

- Banks are using mobility as a means to provide differentiated consumer experience through rich interfaces, self-service functionalities, and personalization
- This is leading to rising demand for total outsourcing / managed mobility services in banks
- Leaders have an established practice with vertical-specific teams and mature solutions portfolio. They follow consulting-driven approach and are aggressively investing in building internal mobility solutions as well as acquisitions
- Major Contenders include a mix of players with a mature solutions portfolio across the spectrum as well as players with strong offerings in selective areas. Major Contenders lag the Leaders in terms of design and consulting capabilities
- Aspirants are growing rapidly with their focus on niche segments

Implications for buyers and service providers

- Buyers need to develop a cohesive mobile strategy aligned with the bank's digital vision
- Service providers need to offer services to cater to entire mobility journey & address adoption challenges

BFSI ITO research calendar

Published Current

Topic	Release date
Digital Effectiveness in U.S. Retail Banking – Introducing the APEX Matrix™ to Identify the Digital Banking Leaders	July 2015
Digital Effectiveness in UK Retail Banking – Introducing the APEX Matrix™ to Identify the Digital Banking Leaders	July 2015
IT Outsourcing in Capital Markets – Annual Report 2015: Steering Through the Chaos	August 2015
IT Outsourcing in Capital Markets – Service Provider Landscape with PEAK Matrix Assessment 2015	August 2015
IT Outsourcing in Banking – Service Provider Profile Compendium 2015	September 2015
IT Applications Outsourcing in Capital Markets - Service Provider Profiles Compendium – 2015	September 2015
IT Outsourcing in Banking and Capital Markets in Europe – SPL with PEAK Matrix™ Assessment 2015	November 2015
IT Outsourcing in Global Insurance – Annual Report 2015	November 2015
IT Outsourcing in Global Insurance – Service Provider Landscape with PEAK Matrix™ Assessment 2015	November 2015
Mobility Services in Global Insurance – Service Provider Landscape with PEAK Matrix™ Assessment 2015	November 2015
Mobility Services in Global Banking – Service Provider Landscape with PEAK Matrix™ Assessment 2015: Revolutionizing the Banking Landscape	November 2015
IT Outsourcing in Insurance in Europe – Service Provider Landscape with PEAK Matrix™ Assessment 2015	Q4 2015
Analytics in Global Banking – Service Provider Landscape with PEAK Matrix™ Assessment 2015	Q4 2015
Social media adoption trends in insurance sector	Q4 2015
IT Applications Outsourcing in Insurance - Service Provider Profiles Compendium – 2015	Q4 2015
Analytics in Global Insurance - Service Provider Landscape with PEAK Matrix™ Assessment 2015	Q4 2015
Payments trends in Global banking, capital markets, and insurance sector	Q4 2015

Additional research references

The following documents are recommended for additional insight into 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. **IT Outsourcing in Global Banking – Service Provider Landscape with PEAK Matrix Assessment 2015: Rise of the Challengers** ([EGR-2015-11-R-1479](#)), 2015. This report provides a comprehensive assessment of the service provider landscape in AO services for banking and maps the providers on Everest Group’s PEAK Matrix. It also benchmarks the scale, scope, domain investments, buyer satisfaction, and delivery footprint of each provider’s banking AO practice. Finally, the 2015 banking AO PEAK analysis focuses on identifying the “Star Performers,” providers with the strongest forward movement over time in terms of market success and capability advancements
2. **IT Outsourcing in Banking – Annual Report 2015: Riding the Digital Wave** ([EGR-2015-11-R-1496](#)), 2015. This report provides an overview of the Application Outsourcing (AO) market for the banking industry, through an in-depth analysis of large-sized AO contracts (i.e., contracts over US\$25 million in TCV and over three years in duration). The report analyzes key trends in market size & growth, demand drivers, adoption & scope trends, emerging priorities of buyers, key investment themes, and future outlook for 2015 with regards to such large banking AO deals
3. **Mobile banking Adoption Trends** ([EGR-2014-11-R-1109](#)); 2014. This report provides an overview of the global mobile banking and payments market, including mobile payment transaction volume, number of users, and degree of investments in mobility. It also includes region-wise adoption trends in mobile banking and payments across North America, Europe, Middle East & Africa, Asia Pacific, and Latin America along with an in-depth analysis of the mobile banking apps launched by the top American, European, and APAC banks

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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 and research.everestgrp.com.

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