

Mortgage Operations PEAK Matrix[®] Assessment 2020

September 2020: Complimentary Abstract / Table of Contents



Our research offerings for global services

▶ Market Vista™ Global services tracking across functions, sourcing models, locations, and service providers – industry tracking reports also available	
▶ Application Services	▶ Finance & Accounting
▶ BPS Banking & Financial Services	▶ Human Resources
▶ BPS Healthcare & Life Sciences	▶ ITS Banking & Financial Services
▶ BPS Insurance	▶ ITS Healthcare
▶ Catalyst™	▶ ITS Insurance
▶ Cloud & Infrastructure	▶ IT Services Executive Insights™
▶ Customer Experience Management Services	▶ ITS Life Sciences
▶ Contingent Workforce Management	▶ Locations Insider™
▶ Data & Analytics	▶ PricePoint™
▶ Digital Services	▶ Procurement
▶ Engineering Services	▶ Recruitment Process Outsourcing
▶ Enterprise Platform Services	▶ Service Optimization Technologies

Membership information

- This report is included in the following research program(s)
 - [BPS | Banking & Financial Services](#)
- If you want to learn whether your organization has a membership agreement or request information on pricing and membership options, please contact us at info@everestgrp.com

More about membership

In addition to a suite of published research, a membership may include

- Accelerators™
- Analyst access
- Data cuts
- Pinnacle Model® reports
- PriceBook
- Virtual Roundtables
- Workshops

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

Contents

Manu Aggarwal, Vice President

Robin Jain, Practice Director

Nikita Agarwal, Senior Analyst

Akanksha Pathak, Senior Analyst

1. Introduction and overview	5
• Research methodology	6
• Everest Group's classification of the mortgage value chain	7
• Key information on the report	8
• Background of the research	9
2. Summary of key messages	10
• Everest Group Mortgage Operations PEAK Matrix®	11
• State of the market – mortgage operations	12
3. State of the market – mortgage operations	13
• Key demand trends in the mortgage industry	14
• Mortgage operations solution characteristics	15
• Key drivers for accelerated digital adoption	17
• Impact of COVID-19 on the mortgage industry	19
4. Mortgage operations PEAK Matrix® characteristics	21
• PEAK Matrix® framework	22
• Everest Group PEAK Matrix® for mortgage operations	25
• Mortgage operations PEAK Matrix® characteristics	26
• Star Performers summary	27
• Service provider capability summary dashboard	28
• Analysis of service providers' market shares	33
5. Profiles of mortgage operations service providers	37
• Leaders	37
– Accenture	38
– Infosys	39
– TCS	40

Contents

• Major Contenders	41
– Cognizant	42
– Computershare Loan Services	43
– Conduent	44
– Exela Technologies	45
– EXL	46
– HCL Technologies	47
– Mphasis-Digital Risk	48
– Sourcepoint	49
– Sutherland Global Services	50
– Unisys	51
– Wipro	52
– WNS	53
• Aspirants	54
– Capgemini	55
– DXC Technology	56
– Peoples Processing	57
– Teleperformance	58
6. Appendix	59
• Glossary	60
• Research calendar	61

Background of the research

The landscape for mortgage operations is becoming increasingly competitive as enterprises continue to look for newer solutions to improve their capabilities, expand their footprint, and gain market share. Some of the factors shaping the mortgage industry landscape include interest rate changes, shift in consumer behavior, rise of digital elements, and the evolving regulatory environment. To stay competitive, enterprises are increasingly embracing digital technologies that include advanced analytics and cognitive aids, to provide customers a seamless and personalized experience. Consequently, their demands from service providers have also moved beyond cost efficiencies to value additions, to aid their transformation agendas.

In this research, we present an assessment of 19 mortgage operations service providers featured on the Mortgage Operations – Services PEAK Matrix®. The assessment is based on Everest Group’s annual RFI process conducted over Q2 and Q3 2020, interactions with leading mortgage operations services providers, client reference checks, and an ongoing analysis of the mortgage services market.

This report includes the profiles of the following 19 leading mortgage operations service providers featured on the Mortgage Operations – Services PEAK Matrix:

- **Leaders:** Accenture, Infosys, and TCS
- **Major Contenders:** Cognizant, Computershare Loan Services, Conduent, Exela Technologies, EXL, HCL Technologies, Mphasis-Digital Risk, Sourcepoint, Sutherland Global Services, Unisys, Wipro, and WNS
- **Aspirants:** Capgemini, DXC Technology, Peoples Processing, and Teleperformance

Scope of this report:



Geography
Global



Service providers
19 leading mortgage operations
service providers



Services
Mortgage operations

Overview and abbreviated summary of key messages

This report examines the mortgage operations market and its service provider landscape. It provides detailed analysis of the capabilities and market impact of service providers and their relative position on the Everest Group PEAK Matrix. It will assist its key stakeholders understand the current state of the mortgage operations service provider landscape.

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

Everest Group Services PEAK Matrix for mortgage operations

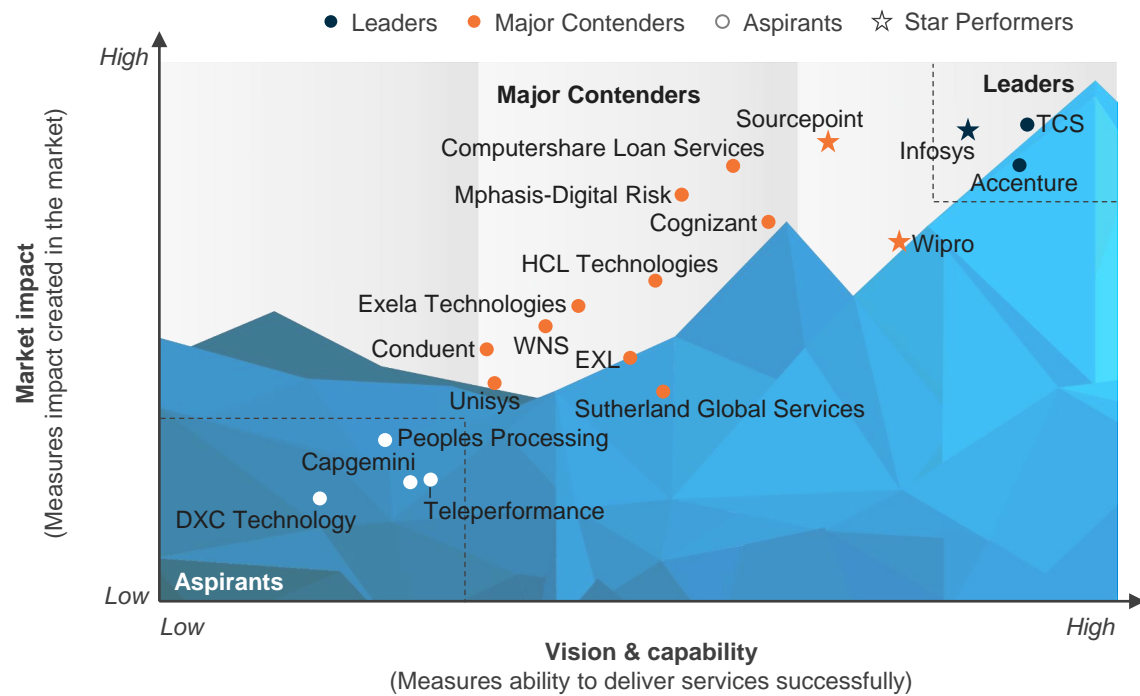
- Everest Group classifies 19 mortgage operations service providers on the Everest Group Services PEAK Matrix into three categories of Leaders, Major Contenders, and Aspirants
 - Accenture, Infosys and TCS are the Leaders
 - Major Contenders include Cognizant, Computershare Loan Services, Conduent, Exela Technologies, EXL, HCL Technologies, Mphasis-Digital Risk, Sourcepoint, Sutherland Global Services, Unisys, Wipro, and WNS
 - Capgemini, DXC Technology, Peoples Processing, and Teleperformance are the Aspirants on the Services PEAK Matrix for mortgage operations
- Infosys, Sourcepoint, and Wipro are identified as the “Star Performers” on the mortgage BPO Services PEAK Matrix for 2020, based on their strong performance during the period between 2018-2019

Key insights on mortgage operations market

- TCS, Infosys and Computershare Loan Services account for nearly 50% of the mortgage operations market share by revenue
- While TCS is among the top three service providers across all major geographies, Infosys leads in Continental Europe
- Mortgage operations business has shown a steady growth over the last few years on the back of scope enhancement in existing deals and new sign-ups but COVID-19 may dampen its growth momentum to some extent
- North America continues to dominate market share, both in terms of number of new deals and size
- Origination activities, as a part of outsourcing deal, have increased Year-on-Year (YoY) due to interest rates trading at one of their lowest levels
- The pandemic has brought about some meaningful changes across consumer demand patterns, mode of working of mortgage stakeholders, and service delivery models

This study offers three distinct chapters providing a deep dive into key aspects of mortgage operations market; below are three charts to illustrate the depth of the report

Everest Group Mortgage Operations PEAK Matrix® Assessment 2020^{1,2}



1 PEAK Matrix specific to business process services mortgage sector
 2 Assessments for Capgemini, Computershare Loan Services, Conduent, DXC Technology, Exela Technologies, Peoples Processing, Teleperformance, and Unisys excludes service provider inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with buyers

Source: Inputs from market players, recruitment firms, and investment agencies

Capability assessment

Illustrative example

Measure of capability: ● High ○ Low

Service provider	Market impact				Vision & capability				
	Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
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	○	○	○	○	○	○	○	○	○

Everest Group's remarks on service providers

Illustrative example

Measure of capability: ● High ○ Low

Market impact				Vision & capability				
Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
○	○	●	○	●	○	○	○	○

Strengths

- Service provider 1, has a robust delivery presence in North America with multiple delivery centers spanning onshore, nearshore, and offshore locations, enabling it to service client requirements efficiently
- It has a good coverage of all buyer segments across geographies thus imparting it crucial experience of servicing diverse clients

Areas of improvement

- Service provider 1 provides relatively limited offerings of value-added services such as digital on-boarding, risk and regulatory management
- It has limited experience of serving clients in geographies beyond North America and UK such as Asia Pacific

Research calendar

Banking & Financial Services BPS

■ Published
 ■ Planned
 ■ Current release

Flagship BFS BPO reports

	Release date
Mortgage BPO – Service Provider Landscape with Services PEAK Matrix™ Assessment 2019	January 2019
Mortgage BPO Annual Report 2019	May 2019
Financial Crime and Compliance (FCC) Operations Services PEAK Matrix® Assessment and Service Provider Landscape	October 2019
The Amazing Race – Payments Edition 2020	June 2020
Banking BPS –Services PEAK Matrix® Assessment 2020	July 2020
Mortgage Operations PEAK Matrix® Assessment 2020	September 2020
Mortgage operations Service Provider Profile Compendium	Q4 2020
Payments Service Provider Landscape	Q4 2020

Thematic BFS BPO reports

	Release date
Think Banks Have Gotten the Most Out of Automation – Think Again	February 2019
Buyer Satisfaction In BFS – What Makes the Banks Frown?	August 2019
Makings of a Successful Sourcing Relationship – Deal Trends in Banking	August 2019
Business-Process-as-a-Service (BPaaS) Adoption Debunked – Current and Future Direction	September 2019
The Next Frontier in KYC and AML Intelligent Automation-led Transformation	June 2020
Achieve the Most Out of Our Analytics Spend – Analytics Success Stories in BFS	Q4 2020
Mortgage of the Future	Q4 2020

Note: For a list of all of our published BFS BPS reports, please refer to our [website page](#)



Everest Group is a consulting and research firm focused on strategic IT, business services, engineering services, and sourcing. Our clients include leading global enterprises, service providers, and investors. Through our research-informed insights and deep experience, we guide clients in their journeys to achieve heightened operational and financial performance, accelerated value delivery, and high-impact business outcomes. Details and in-depth content are available at [everestgrp.com](https://www.everestgrp.com).

Stay connected

Website

[everestgrp.com](https://www.everestgrp.com)

Social Media

-  @EverestGroup
-  @Everest Group
-  @Everest Group
-  @Everest Group

Blog

[everestgrp.com/blog](https://www.everestgrp.com/blog)

Podcast

DigitalReallTy



Dallas (Headquarters)

info@everestgrp.com
+1-214-451-3000

Bangalore

india@everestgrp.com
+91-80-61463500

Delhi

india@everestgrp.com
+91-124-496-1000

London

unitedkingdom@everestgrp.com
+44-207-129-1318

New York

info@everestgrp.com
+1-646-805-4000

Toronto

canada@everestgrp.com
+1-416-388-6765

This document is for informational purposes only, and it is being provided "as is" and "as available" without any warranty of any kind, including any warranties of completeness, adequacy, or fitness for a particular purpose. Everest Group is not a legal or investment adviser; the contents of this document should not be construed as legal, tax, or investment advice. This document should not be used as a substitute for consultation with professional advisors, and Everest Group disclaims liability for any actions or decisions not to act that are taken as a result of any material in this publication.