

# Market Vista<sup>™</sup>: 2020 Year in Review and Outlook for 2021

March 2021: Complimentary Abstract / Table of Contents



# Our research offerings for global services

<ul style="list-style-type: none"> <li>▶ <b>Market Vista™</b> Global services tracking across functions, sourcing models, locations, and service providers – industry tracking reports also available</li> </ul>	
<ul style="list-style-type: none"> <li>▶ Application Services</li> </ul>	<ul style="list-style-type: none"> <li>▶ Enterprise Platform Services</li> </ul>
<ul style="list-style-type: none"> <li>▶ BPS   Banking &amp; Financial Services</li> </ul>	<ul style="list-style-type: none"> <li>▶ Finance &amp; Accounting</li> </ul>
<ul style="list-style-type: none"> <li>▶ BPS   Healthcare</li> </ul>	<ul style="list-style-type: none"> <li>▶ Human Resources</li> </ul>
<ul style="list-style-type: none"> <li>▶ BPS   Insurance</li> </ul>	<ul style="list-style-type: none"> <li>▶ ITS   Banking &amp; Financial Services</li> </ul>
<ul style="list-style-type: none"> <li>▶ BPS   Life Sciences</li> </ul>	<ul style="list-style-type: none"> <li>▶ ITS   Healthcare</li> </ul>
<ul style="list-style-type: none"> <li>▶ Catalyst™</li> </ul>	<ul style="list-style-type: none"> <li>▶ ITS   Insurance</li> </ul>
<ul style="list-style-type: none"> <li>▶ Cloud &amp; Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>▶ ITS   Life Sciences</li> </ul>
<ul style="list-style-type: none"> <li>▶ Customer Experience Management Services</li> </ul>	<ul style="list-style-type: none"> <li>▶ IT Services Executive Insights™</li> </ul>
<ul style="list-style-type: none"> <li>▶ Contingent Workforce Management</li> </ul>	<ul style="list-style-type: none"> <li>▶ Locations Insider™</li> </ul>
<ul style="list-style-type: none"> <li>▶ Data &amp; Analytics</li> </ul>	<ul style="list-style-type: none"> <li>▶ Procurement</li> </ul>
<ul style="list-style-type: none"> <li>▶ Digital Services</li> </ul>	<ul style="list-style-type: none"> <li>▶ Recruitment Process Outsourcing</li> </ul>
<ul style="list-style-type: none"> <li>▶ Engineering Services</li> </ul>	<ul style="list-style-type: none"> <li>▶ Service Optimization Technologies</li> </ul>

## Membership information

- This report is included in the following research program(s)
  - [Market Vista™](#)
- 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](mailto: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

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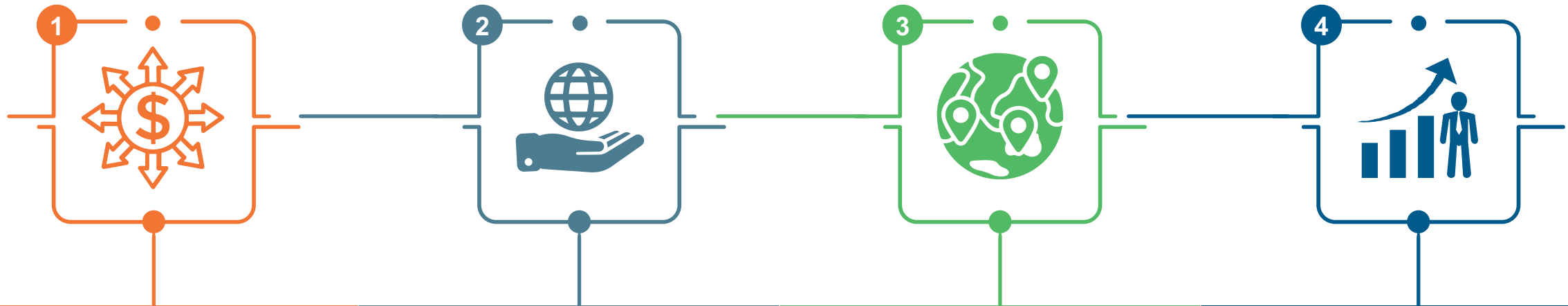
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**Akansha Tomar**, Senior Information Specialist

## Global services market developments in 2020 | key dimensions assessed



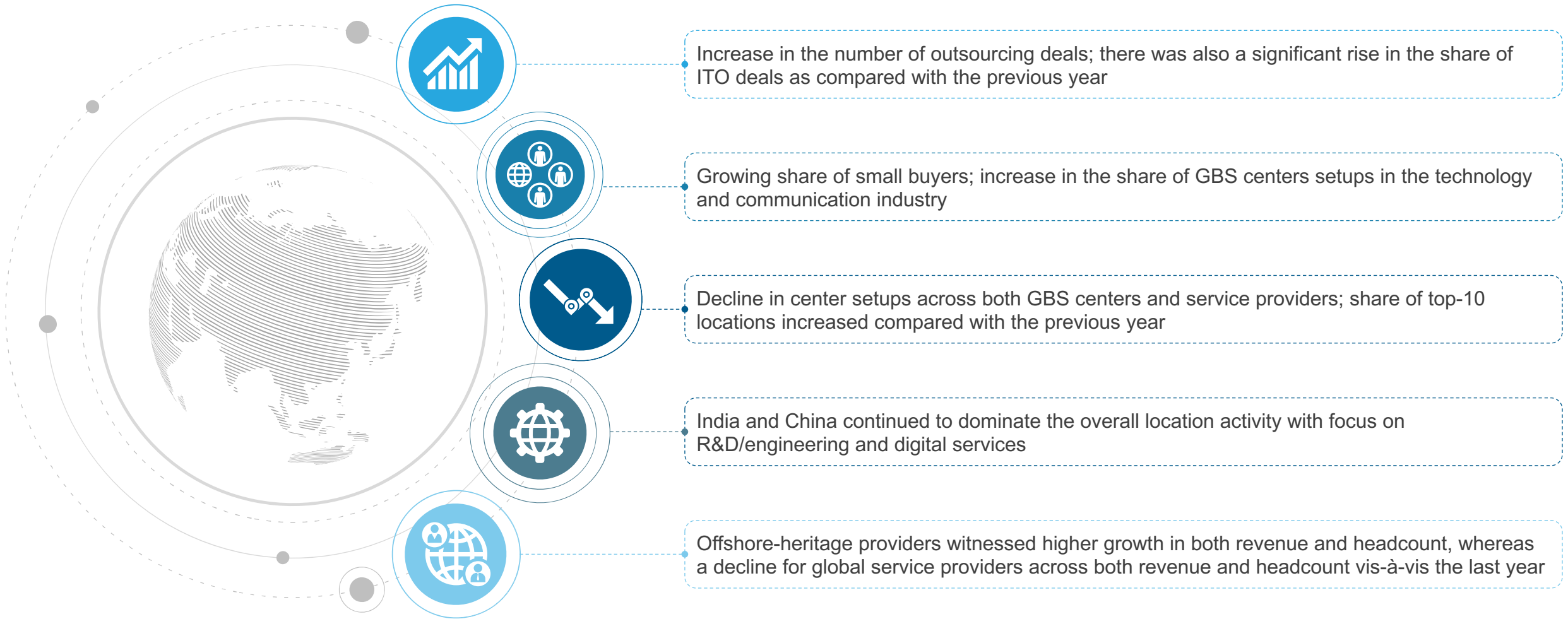
1 Outsourcing transactions	2 Global Business Service Centers (GBS centers)	3 Location activity	4 Service provider developments
<ul style="list-style-type: none"> <li>• Represents incremental demand from outsourcing in the global services industry</li> <li>• Covers outsourcing contracts/deals signed between enterprises and service providers</li> </ul>	<ul style="list-style-type: none"> <li>• Represents demand supported by enterprises through insourcing</li> <li>• Covers new GBS centers setups, expansions, and divestitures</li> </ul>	<ul style="list-style-type: none"> <li>• Represents new setups and expansions of centers supporting global services delivery in offshore/nearshore locations</li> <li>• Helps in identifying the changing landscape of locations and emergence of new geographies</li> </ul>	<ul style="list-style-type: none"> <li>• Depicts the key developments for Market Vista Index service providers<sup>1</sup></li> <li>• Includes assessment on operating revenue, margins, new center setups, expansions, M&amp;As, and support on digital services</li> </ul>

<sup>1</sup> Represents Market Vista Index providers currently tracked under Market Vista subscription – see page 7 for details. Note that the list of providers is not fixed and can undergo changes depending on emergence of new providers and decreasing relevance of the existing ones

Note: Represents information based on publicly available sources. Information from RFIs or other internal sources has not been included, given confidentiality constraints

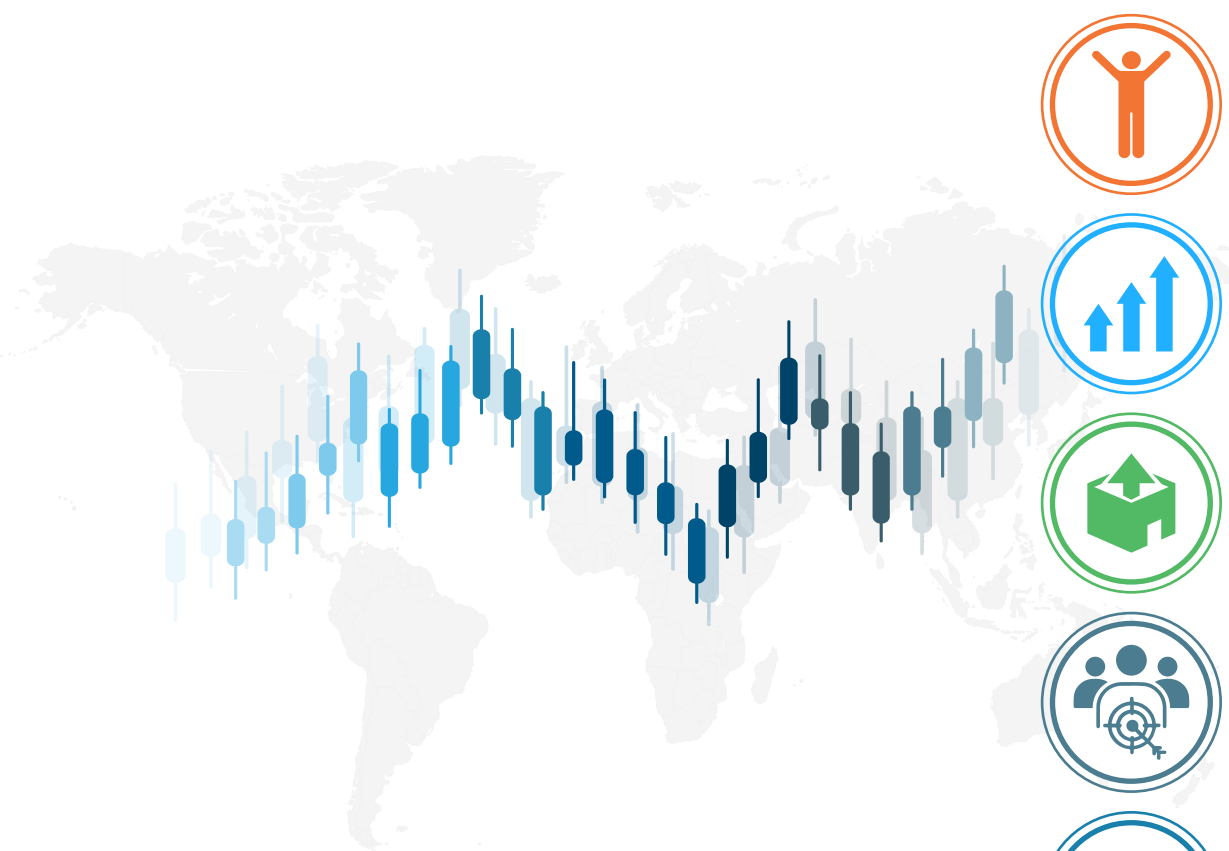
Source: Everest Group (2021)

## Global services market developments in 2020 | summary of key developments





# Global services market outlook for 2021 | key trends that will shape the market in 2021



Looking forward to a great year, 2021!

The global services industry is on a growth trajectory and is expected to overcome COVID-19-related business disruptions in 2021



GBS centers stature is likely to elevate

GBS centers organizations will play a significant role in 2021 enterprise recovery; growth in scale, scope, and stature within the organization



Outsourcing momentum is likely to continue

As with GBS centers, outsourcing is also on the rise – showing that enterprises are firing on both thrusters for increased global services usage



War for talent will intensify

While COVID-19 led to better talent retention in 2020, we expect the talent market to be tougher in 2021



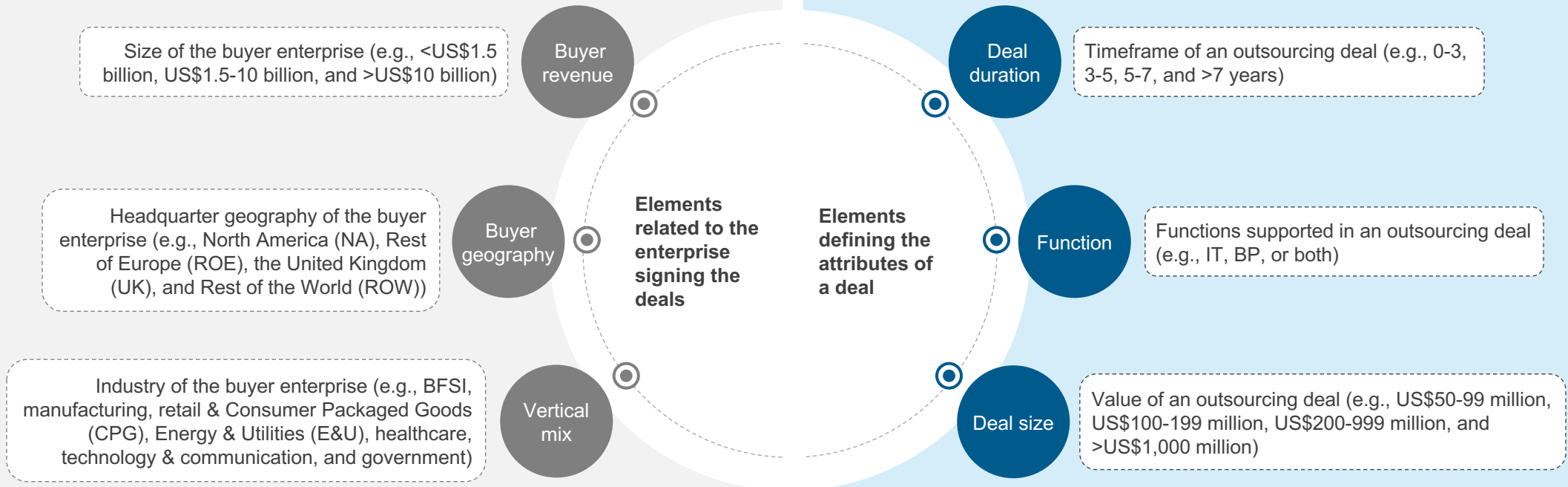
Work From Home (WFH) is here to stay

WFH is not going away; enhancing employee experience will be a key priority for enterprises

# Outsourcing transactions | framework for assessment

## DEAL DRIVERS: Representative of global services demand from enterprises

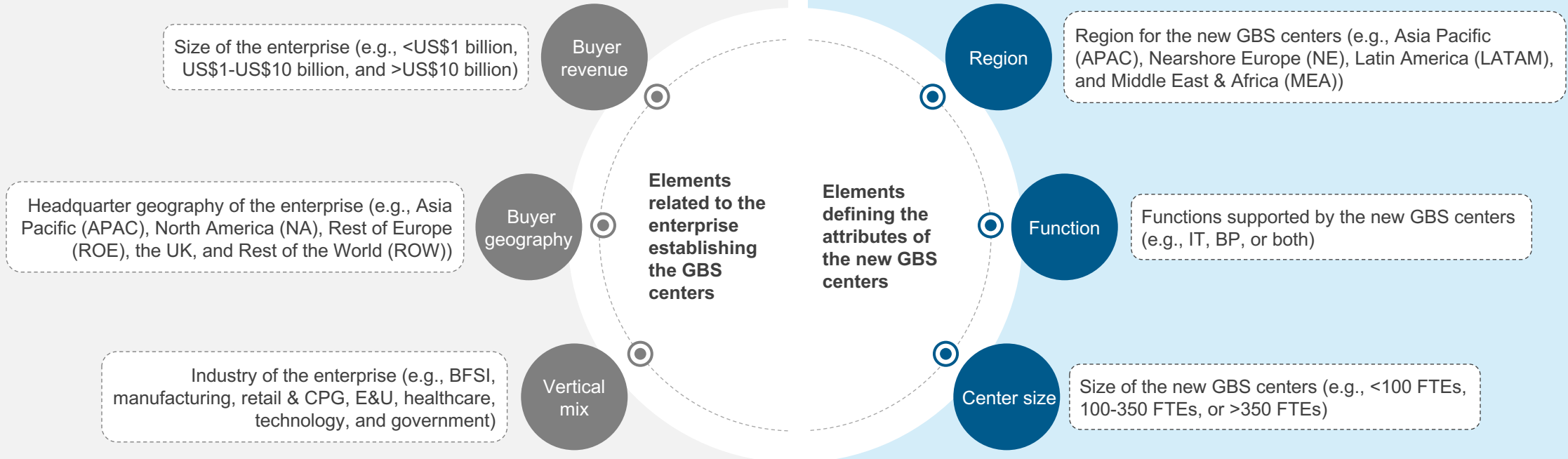
## DEAL ATTRIBUTES: Representative of incremental supply provided by service providers



# GBS centers activity | framework for assessment

**NEW GBS centers DRIVERS: Representative of global services demand from enterprises**

**NEW GBS centers ATTRIBUTES: Representative of incremental supply supported by GBS centers**





## Service provider developments | Market Vista™ Index service providers

### Global service providers

Global service providers include: accenture, ADP, AKKA<sup>1</sup>, ALTEN<sup>1</sup>, Atos, AVL<sup>1</sup>, bertrandt<sup>1</sup>, CAPITA, Capgemini, CGI, CONDUENT<sup>2</sup>, CONCENTRIX<sup>3</sup>, CONVERGYS, DXC.technology<sup>4</sup>, FUJITSU<sup>5</sup>, IBM<sup>6</sup>, NTT DATA<sup>7</sup>, Teleperformance, T-Systems, and UNISYS.

### Offshore-heritage service providers

Offshore-heritage service providers include: Cognizant, EXL, genpact, HCL, Infosys®, SUTHERLAND, Tech Mahindra, tcs, TATA CONSULTANCY SERVICES, wipro, and WNS.

- 1 Pure-play engineering service providers
- 2 Xerox spun off its business services division to create Conduent
- 3 Convergys was acquired by Concentrix
- 4 DXC Technology was created through the merger of CSC and the enterprise services business of Hewlett Packard Enterprise (HPE)
- 5 Report covers only the services division of Fujitsu that is referred to as Fujitsu Services
- 6 Report covers the services division of IBM that is referred to as IBM Global Services (IBM GS)
- 7 NTT DATA acquired Dell Services and the acquired entity is now called NTT DATA Services

## 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	Covered in annual membership
<b>Quarterly and annual reports</b>	<ul style="list-style-type: none"> <li>Quarterly report with in-depth coverage of transactions, location, GBS centers, and service provider trends</li> <li>Annual report covering summary of the quarterly reports, along with forward-looking views for the upcoming year</li> </ul>	✓
<b>Global sourcing adoption reports</b>	Industry-specific reports covering details on global sourcing adoption in leading enterprises and markets (healthcare, life sciences, CPG, insurance, banking, capital markets, and oil & gas)	✓
<b>Key issues in global sourcing reports</b>	These are unique reports based on annual surveys that capture market sentiments across buyers and service providers on key aspects of the global sourcing industry	✓
<b>Location database</b>	Annually updated database of location statistics (e.g., cost, attrition, and inflation rates) for 25 major cities	✓
<b>Blogs/viewpoints</b>	Viewpoints and blogs on contemporary global services issues of interest to enterprises, SSCs/GBS centers, and service providers	✓
<b>Exclusive webinars</b>	Exclusive webinars with stakeholders in the subscriber organization on key market trends and developments highlighted in Market Vista™ research	✓
<b>Analyst consultation</b>	Analyst access for personalized insights and additional perspectives	✓

# Research calendar – Market Vista™

■ Published
 ■ Planned
 ■ Current release

Flagship Market Vista reports	Release date
Market Vista™ : Q4 2020	November 2020
Market Vista™ : Q1 2021	February 2021
<b>Market Vista™ : 2020 Year in Review and Outlook for 2021</b>	<b>March 2021</b>
Market Vista™ : Q2 2021	Q2 2021
Market Vista™ : Q3 2021	Q3 2022
Market Vista™ : Q4 2021	Q4 2022
Market Vista™ : Q1 2022	Q1 2022
Market Vista™ : 2021 Year in Review and Outlook for 2022	Q1 2022
Thematic Market Vista reports	Release date
Market Vista™ : Industry Insights – Healthcare	January 2020
Market Vista™ : Industry Insights – Lifesciences	June 2020
Market Vista™ : Industry Insights – Oil & Gas	October 2020
Recalibrating for Resiliency – 2021 Key Issues in Global Sourcing – Enterprise Perspective	December 2020
Market Vista™ : Industry Insights – Technology	Q2 2021
Market Vista™ : Industry Insights – Banking	Q3 2022
Market Vista™ : Industry Insights – Insurance	Q4 2022

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



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