It Is Not a Talent War; It Is a New Reality - 2022 Key Issues in Global Sourcing

Service Provider Perspective

March 2022: Select Findings





Our research offerings

This report is included in the following research program(s):

Market Vista™

- ► Application Services
- ▶ Banking and Financial Services Business Process
- Banking and Financial Services Information Technology
- ▶ Catalyst[™]
- ► Clinical Development Technology
- Cloud and Infrastructure
- Contingent Staffing
- ▶ Contingent Workforce Management
- Conversational Al
- ► Customer Experience Management Services
- Cybersecurity
- Data and Analytics
- Digital Adoption Platforms (DAP)
- Digital Engineering Services
- Digital Services
- ► Digital Workplace
- Engineering Services
- ▶ Enterprise Platform Services
- ▶ Finance and Accounting

- ► Financial Services Technology (FinTech)
- Global Business Services
- ▶ Healthcare Business Process
- ► Healthcare Information Technology
- ▶ Human Resources Outsourcing
- ► Insurance Business Process
- Insurance Information Technology
- Insurance Technology (InsurTech)
- ▶ Insurance Third-Party Administration (TPA) Services
- ► Intelligent Document Processing (IDP)
- ▶ Interactive Experience (IX) Services
- IT Services Executive Insights™
- ▶ Life Sciences Business Process
- ► Life Sciences Information Technology
- ▶ Locations Insider™
- Marketing Services
- ▶ Market Vista™
- Mortgage Operations
- Multi-country Payroll

- Network Services and 5G
- ▶ Outsourcing Excellence
- ▶ Pricing-as-a-Service
- Process Mining
- Procurement
- Recruitment
- ▶ Retirements Technologies
- Rewards and Recognition
- Service Optimization Technologies
- ▶ Software Product Engineering Services
- Supply Chain Management (SCM) Services
- Sustainability Technology and Services
- ▶ Talent Excellence GBS
- ► Talent Excellence ITS
- ► Technology Skills and Talent
- Trust and Safety
- Work at Home Agent (WAHA) Customer Experience Management (CXM)

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

Learn more about our custom research capabilities

Benchmarking

Contract assessment

Peer analysis

Market intelligence

Tracking: providers, locations, risk, technologies

Locations: costs, skills, sustainability, portfolios



Contents

For more information on this and other research published by Everest Group, please contact us:

Hrishi Raj Agarwalla, Practice Director

Parul Jain, Practice Director

Azaan Nazer, Senior Analyst

1.	Introduction and overview	4
	Background, methodology, and scope of research	5
	Summary of key messages	6
2.	Market sentiments	7
	Overall sentiment going into 2022	8
	Top business constraints	9
	Key business challenges	10
	Sentiments around headcount	11
3.	Talent – why, where, who?	12
	Root causes for talent shortage	13
	Talent challenges by geography	14
	Talent challenges by segment	15
4.	Enterprises' view on service providers	16
	Anticipated changes to service provider portfolios	17
	Expectations from service providers in 2022	18
	Satisfaction with service provider performance	19
	Key service provider-related concerns in 2022	20
	Top digital capability priorities for 2022	21
	Financial performance in 2021	22
7.	Appendix	23
	Glossary	24
	Market Vista offerings	25
	Research calendar	26

At the corporate level, lack of talent is holding service providers back more than lower customer demand

Top business constraints going into 2022

Service provider

Enterprise

Cannot find enough talent to run the business

Cannot find enough customers to grow the business

Cannot find enough raw materials to operate the business

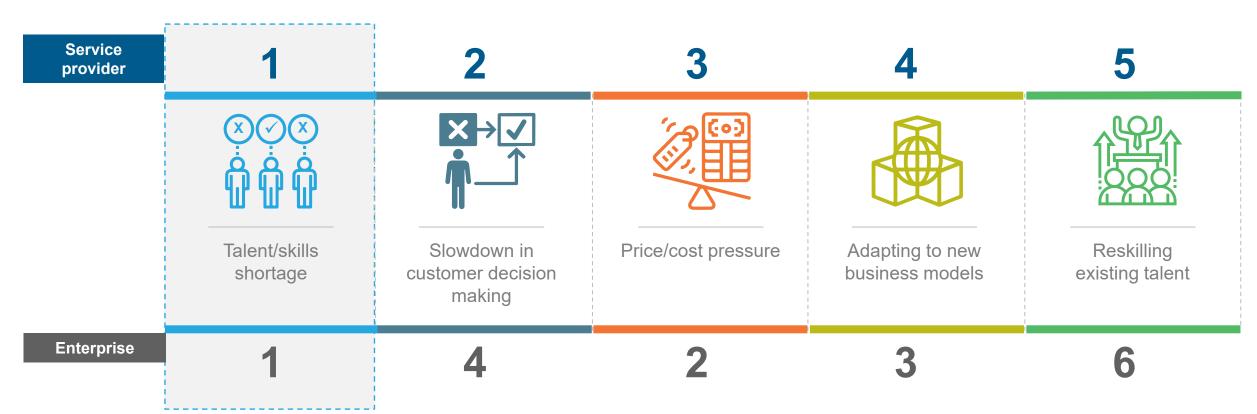
My organization is unable to adapt to the changing conditions



Source: Everest Group Key Issues Survey, 2022

The talent shortage is complicated, and it is not going away soon

Key business challenges expected in 2022



Source: Everest Group Key Issues Survey, 2022



The talent shortage is showing up for employers in different ways

Top root causes of the talent shortage

Percentage of respondents selecting highly challenging



Source: Everest Group Key Issues Survey, 2022



Enterprises expect high quality service and timely delivery from their service providers in 2022

Key performance parameters enterprises expected from service providers



Source: Everest Group Key Issues Survey, 2022, and 2021, respectively



Research calendar

Market Vista™

·	Published Planned Current release
Flagship Market Vista reports	Release date
Market Vista™ : Q2 2021	May 2021
Market Vista™ : Q3 2021	August 2021
Market Vista™ : Q4 2021	November 2021
Market Vista™ : Q1 2022	February 2022
Market Vista™ : 2021 Year in Review and Outlook for 2022	Q1 2022
Market Vista™ : Q2 2022	Q2 2022
Market Vista™ : Q3 2022	Q3 2022
Thematic Market Vista reports	Release date
Thematic Market Vista reports Market Vista™: Industry Insights – Technology	Release date July 2021
Market Vista™: Industry Insights – Technology	July 2021
Market Vista™: Industry Insights – Technology Market Vista™: Industry Insights – Insurance	July 2021 November 2021
Market Vista™: Industry Insights – Technology Market Vista™: Industry Insights – Insurance Market Vista™: Industry Insights – Banking	July 2021 November 2021 December 2021
Market Vista™: Industry Insights – Technology Market Vista™: Industry Insights – Insurance Market Vista™: Industry Insights – Banking It is Not a Talent War; It is a New Reality – 2022 Key Issues in Global Sourcing	July 2021 November 2021 December 2021 February 2022
Market Vista™: Industry Insights – Technology Market Vista™: Industry Insights – Insurance Market Vista™: Industry Insights – Banking It is Not a Talent War; It is a New Reality – 2022 Key Issues in Global Sourcing It is Not a Talent War; It is a New Reality – 2022 Key Issues in Global Sourcing – Service Provider Perspective	July 2021 November 2021 December 2021 February 2022 March 2022
Market Vista™: Industry Insights – Technology Market Vista™: Industry Insights – Insurance Market Vista™: Industry Insights – Banking It is Not a Talent War; It is a New Reality – 2022 Key Issues in Global Sourcing It is Not a Talent War; It is a New Reality – 2022 Key Issues in Global Sourcing – Service Provider Perspective It's Not a Talent War, It's a New Reality – 2022 Key Issues in Global Sourcing – SVM Perspective	July 2021 November 2021 December 2021 February 2022 March 2022 Q2 2022





Everest Group is a research firm focused on strategic IT, business services, engineering services, and sourcing. Our research also covers the technologies that power those processes and functions and the related talent trends and strategies. Our clients include leading global companies, service and technology providers, and investors. Clients use our services to guide their journeys to maximize operational and financial performance, transform experiences, and realize high-impact business outcomes. Details and in-depth content are available at **www.everestgrp.com**.

Stay connected

Website

everestgrp.com

Social Media

₩ @EverestGroup

in @Everest Group

@Everest Group

▶ @Everest Group

Blog

everestgrp.com/blog

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

Toronto

canada@everestgrp.com +1-647-557-3475

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.