

Talent Readiness for Next-generation IT Services PEAK Matrix® Assessment 2023

November 2023: Complimentary Abstract/ Tables of Contents



Our research offerings

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

[IT Talent Excellence](#), [Technology Skills and Talent](#), [Contingent Staffing](#)

- ▶ Amazon Web Services (AWS)
- ▶ Application Services
- ▶ Artificial Intelligence (AI)
- ▶ Asset and Wealth Management
- ▶ Banking and Financial Services Business Process
- ▶ Banking and Financial Services Information Technology
- ▶ Catalyst™
- ▶ Clinical Development Technology
- ▶ Cloud and Infrastructure
- ▶ Contingent Staffing
- ▶ Contingent Workforce Management
- ▶ Customer Experience Management Services
- ▶ CX Excellence
- ▶ CXM Technology
- ▶ Cybersecurity
- ▶ Data and Analytics
- ▶ Digital Adoption Platforms
- ▶ Digital Services
- ▶ Digital Workplace
- ▶ Employee Experience Management (EXM) Platforms
- ▶ Employer of Record (EOR)
- ▶ Engineering Research and Development
- ▶ Enterprise Platform Services
- ▶ Exponential Technologies
- ▶ Finance and Accounting
- ▶ Financial Services Technology (FinTech)
- ▶ GBS Talent Excellence
- ▶ Global Business Services
- ▶ Google Cloud
- ▶ HealthTech
- ▶ Human Resources
- ▶ Insurance Business Process
- ▶ Insurance Information Technology
- ▶ Insurance Technology (InsurTech)
- ▶ Insurance Third-Party Administration (TPA) Services
- ▶ Intelligent Document Processing
- ▶ Interactive Experience (IX) Services
- ▶ IT Services Excellence
- ▶ IT Talent Excellence
- ▶ Life Sciences Business Process
- ▶ Life Sciences Commercial Technologies
- ▶ Life Sciences Information Technology
- ▶ Locations Insider™
- ▶ Marketing Services
- ▶ Market Vista™
- ▶ Microsoft Azure
- ▶ Microsoft Business Application Services
- ▶ Modern Application Development (MAD)
- ▶ Mortgage Operations
- ▶ Multi-country Payroll
- ▶ Network Services and 5G
- ▶ Oracle Services
- ▶ Outsourcing Excellence
- ▶ Payer and Provider Business Process
- ▶ Payer and Provider Information Technology
- ▶ Pricing Analytics as a Service
- ▶ Process Intelligence
- ▶ Process Orchestration
- ▶ Procurement and Supply Chain
- ▶ Recruitment
- ▶ Retail and CPG Information Technology
- ▶ Retirement Technologies
- ▶ Revenue Cycle Management
- ▶ Rewards and Recognition
- ▶ SAP Services
- ▶ Service Optimization Technologies
- ▶ Software Product Engineering Services
- ▶ Supply Chain Management (SCM) Services
- ▶ Sustainability Technology and Services
- ▶ Talent Genius™
- ▶ Technology Skills and Talent
- ▶ Trust and Safety
- ▶ Value and Quality Assurance (VQA)

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:

Ronak Doshi, Partner

Arpita Dwivedi, Practice Director

Amit Anand, Senior Analyst

Abhigyan Kumar, Analyst

1. Introduction and overview	6
• Research methodology	7
• Key information on the report	8
• Introduction	9
• Focus of the research	10
2. Key finding of the research	11
• Summary of key messages	12
• Key challenges faced by IT service providers	13
• Strategic priorities of service providers	14
• Enterprise value proposition	15
• Internal vs external employee satisfaction score	16
• Next-gen IT services talent attrition	17
• Learning and development (L&D) ecosystem	18
• Next-gen IT service delivery footprint	19
• Next-gen IT services talent portfolio	20
3. Talent readiness for next-generation IT services PEAK Matrix® characteristics	23
• PEAK Matrix® framework	24
• Everest Group PEAK Matrix for Talent readiness for next-generation IT services	25
• Provider capability summary dashboard	26
• Characteristics of Leaders, Major Contenders, and Aspirants	27

Contents

4. Enterprise sourcing considerations	36
• Leaders	37
– Accenture	37
– Capgemini	38
– EPAM	39
– HCLTech	40
– IBM	41
– Infosys	42
– LTIMindtree	43
– Persistent Systems	44
– TCS	45
• Major Contenders	46
– Atos	47
– Brillio	48
– CGI	49
– Coforge	50
– Cognizant	51
– Mphasis	52
– NTT DATA	53
– Randstad Digital	54

Contents

- Major Contenders (Continued)
 - Tech Mahindra 55
 - ValueMomentum 56
 - Virtusa 57
 - Wipro 58
 - Zensar 59
- Aspirants 60
 - DXC Technology 61
 - Happiest Minds 62
 - Stefanini 63
 - Unisys 64
- 5. Appendix 65**
 - Glossary 66
 - Research calendar 67

Background of the research

Even after years of the inception of the talent war, the hunt for quality talent is far from over, and organizations are still struggling to meet the demand for next-generation IT services skills. Heightened attrition, wage inflation, and shortening half-lives of skill have compounded the challenges. The consistent availability of hyper-productive talent with niche and specialized skills and robust talent management capability has become vital for an enterprise's digital transformation journey. Service providers are investing significantly in in-house talent development programs and technology and partner ecosystems, and curating their strategy to manage a diverse workforce to enrich their talent value proposition and gain competitive advantage. This includes building personalized learning journeys and crafting career pathways for employees to create a culture of lifelong learning, along with the optimization of workforce development and management processes with technology stacks to build a flexible, collaborative, productive, and project-ready workforce.

In this research, we present an assessment of 26 service providers featured on the Talent readiness for next-generation IT services PEAK Matrix®. Each provider profile provides a comprehensive picture of its talent portfolio, workforce management strategy, people strategy, workforce optimization levers, initiatives, and case studies. The assessment is based on Everest Group's annual RFI process for the calendar year 2023, interactions with leading service providers, client reference checks, and an ongoing analysis of the technology skills and talent market.

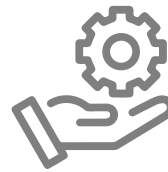
This report includes the profiles of the following 26 leading service providers featured on the Talent Readiness for Next-generation IT Services PEAK Matrix®:

- **Leaders:** Accenture, Capgemini, EPAM, HCLTech, IBM, Infosys, LTIMindtree, Persistent Systems, and TCS
- **Major Contenders:** Atos, Brillio, CGI, Coforge, Cognizant, Mphasis, NTT DATA, Randstad Digital, Tech Mahindra, ValueMomentum, Virtusa, Wipro, and Zensar
- **Aspirants:** DXC Technology, Happiest Minds, Stefanini, Unisys

Scope of this report



Geography
Global



Providers
26



Services
IT services

Overview and abbreviated summary of key messages

This report examines the talent readiness of IT service providers in next-generation IT services. It focuses on the service provider's position, assessment of the provider's capabilities, and key strengths and limitations of these service providers. It also identifies the key implications of the research findings for buyers and service providers.

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

Talent readiness for next-generation IT services

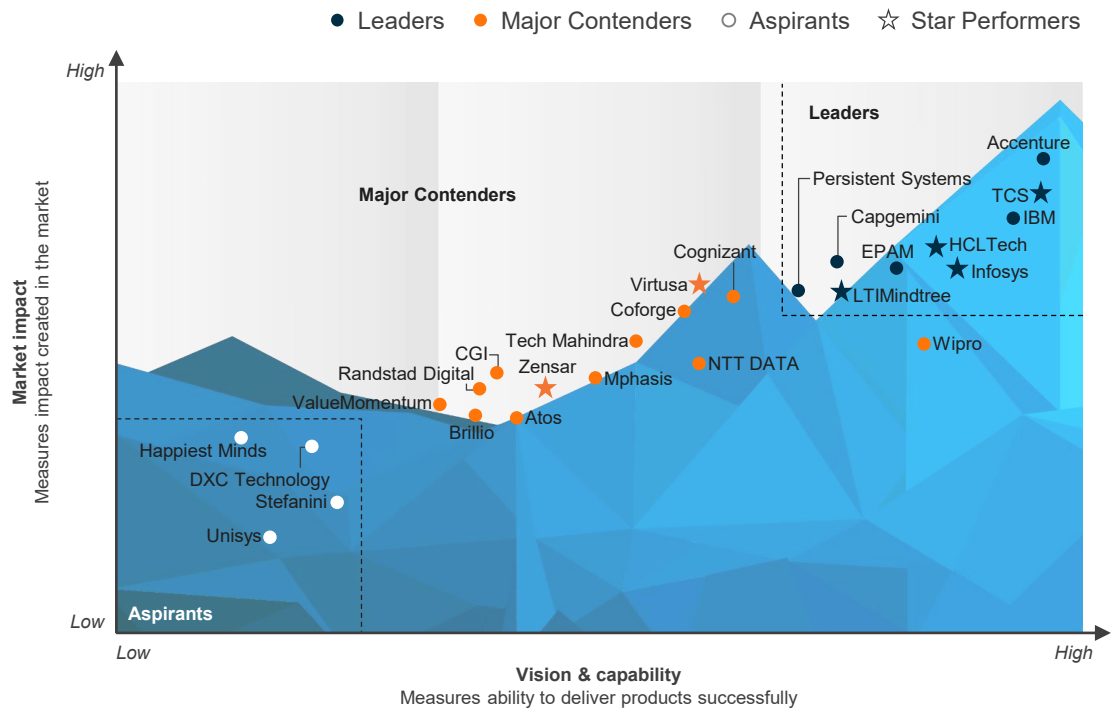
- The assessment is based on Everest Group's annual RFI process for the calendar year 2023, interactions with leading IT service providers, client reference checks, and an ongoing analysis of the IT services market
- We have assessed 26 IT service providers' workforce management and development practices, and their ability to consistently provide quality and hyper-productive talent for next-generation IT services to the client

Service provider characteristics

- Leaders have demonstrated a strong commitment to pivot toward being a skill-based organization, taking well-directed initiatives to integrate Gen Z with the workforce and building an alternate talent pool
- Leaders have established a strong learning and development infrastructure, which is focused on aligning organizational needs with employee experience, driving personalized learning experiences, and building non-linear career pathways to foster a lifelong learning culture within the organization
- Leaders are measuring multiple KPIs and building a technology stack across the talent value chain, are laying a strong foundation for data-driven workforce development and management, and fostering human-AI collaboration across the organization
- Major contenders have displayed a vision to establish a skill-driven workforce management and development process, and are investing in driving diversity and inclusivity at the workplace
- Major Contenders are investing heavily in developing L&D ecosystem CoEs, innovation labs to equip the workforce with next-generation IT skills, and client academies to contextualize skilling efforts to help address enterprise-specific technology challenges
- Major contenders are investing in building a robust tech stack and have started harnessing AI to streamline and optimize workforce development and management
- Aspirants have established standardized processes, policies, and partner ecosystems, and have adopted traditional human resource practices to develop and manage a diverse talent pool

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

Talent Readiness for Next-Gen IT Services of PEAK Matrix® Assessment 2023^{1,2}



1 Assessments for Accenture, Atos, Capgemini, CGI, DXC Technology, Happiest Minds, IBM, Infosys, NTT DATA, Tech Mahindra, and Unisys excludes provider inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, provider public disclosures, and Everest Group's interactions with buyers

2 Assessment for EPAM includes partial inputs from the service provider and is based on Everest Group's estimates that leverage Everest Group's proprietary data assets, service providers' disclosures, and interaction with buyers

Source: Everest Group (2023)

Capability assessment

Illustrative example

Measure of capability: 🔄 Low ● High

Providers	Market impact				Vision & capability			
	Talent portfolio	Talent retention	Value delivered	Overall	Workforce strategy	People strategy	Optimization lever	Overall
Provider 1	🔄	🔄	●	🔄	🔄	🔄	🔄	🔄
Provider 2	🔄	🔄	●	🔄	🔄	🔄	🔄	🔄
Provider 3	🔄	●	●	🔄	●	🔄	🔄	●
Provider 4	🔄	●	●	🔄	●	🔄	🔄	●
Provider 5	●	●	●	🔄	●	●	🔄	●
Provider 6	●	🔄	●	🔄	●	🔄	🔄	●
Provider 7	●	🔄	●	🔄	●	🔄	●	●
Provider 8	●	🔄	●	🔄	🔄	🔄	🔄	●
Provider 9	🔄	●	●	🔄	🔄	🔄	🔄	●

Everest Group's remarks on providers

Illustrative example

Measure of capability: 🔄 Low ● High

Market impact				Vision & capability			
Talent portfolio	Talent retention	Value delivered	Overall	Workforce strategy	People strategy	Optimization lever	Overall
🔄	●	●	🔄	●	🔄	●	🔄

Strengths

- Provider 1, focuses extensively on building a skills-based organization and has developed AI and analytics-based solutions across the entire talent value chain to enable specialized talent for its clients at scale and speed
- It has a robust ecosystem of partnerships including academia, technology partners, governments, communities, and industry partnerships, which enables it to develop next-generation IT talent at scale

Limitations

- Provider 1 lags peers in talent productivity management and delivery commitments in client engagements. Also, some clients have mentioned that there is room for improvement in its talent development strategies for next-generation cybersecurity resources
- It does not actively leverage the gig economy and its adoption of Gen Z-specific workforce strategies is limited. This might impact its ability to integrate early talent and deliver agility into client engagements in the future

Research calendar

Technology Skills and Talent

■ Published
 ■ Planned
 ■ Current release

Reports title	Release date
The War for Talent in Data, Analytics, and AI (DAAI) : Finding the Ideal Operating Model for Organization	November 2022
Impact Sourcing Specialist Profiles 2022	June 2022
The Growing Need for Inclusive Talent Models: Learning from Impact Sourcing Specialists	May 2022
Technology Skills and Talent: Reimagining Talent Acquisition and Management with Technology Platforms	March 2022
Decoding Managed Services for Staffing Providers: Navigating the IT Services (ITS) Landscape	March 2023
A Provider's Playbook to Bridging the Sustainability Skills Gap	November 2023
Digital Enablement in an Era of Value Realization	November 2023
Talent Readiness for Next-generation IT Services PEAK Matrix® Assessment 2023	November 2023
Talent Readiness for Next-generation IT Services – Provider Compendium 2023	Q4 2023
Technology Talent Playbook – Key Game Changers to Drive Next-generation IT Talent Readiness	Q1 2024
From Learning to Driving Performance: Decoding the L&D Transformation Curve for your Technology Workforce	Q1 2024
AI for Talent: Revolutionizing IT Workforce Management in the Age of AI	Q1 2024
Navigating the Integrated Realm of AI, Machines, and Humans to Build Hyper Productive Workforce	Q2 2024
Talent Source Code (TASC) : Market Intelligence Report on Emerging Skill and Roles Across Key Service Area	Q2 2024
A Paradigm Shift to Skill-based Talent Management and Development	Q2 2024

Note: [Click](#) to see a list of all of our published Technology skills and talent reports



Everest Group is a leading research firm helping business leaders make confident decisions. We guide clients through today's market challenges and strengthen their strategies by applying contextualized problem-solving to their unique situations. This drives maximized operational and financial performance and transformative experiences. Our deep expertise and tenacious research focused on technology, business processes, and engineering through the lenses of talent, sustainability, and sourcing delivers precise and action-oriented guidance. Find further details and in-depth content at www.everestgrp.com.

Stay connected

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
+1-214-451-3000

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.

Website
everestgrp.com

Social Media
 @EverestGroup
 @Everest Group
 @Everest Group
 @Everest Group

Blog
everestgrp.com/blog

NOTICE AND DISCLAIMERS

IMPORTANT INFORMATION. PLEASE REVIEW THIS NOTICE CAREFULLY AND IN ITS ENTIRETY. THROUGH YOUR ACCESS, YOU AGREE TO EVEREST GROUP'S TERMS OF USE.

Everest Group's Terms of Use, available at www.everestgrp.com/terms-of-use/, is hereby incorporated by reference as if fully reproduced herein. Parts of these terms are pasted below for convenience; please refer to the link above for the full version of the Terms of Use.

Everest Group is not registered as an investment adviser or research analyst with the U.S. Securities and Exchange Commission, the Financial Industry Regulatory Authority (FINRA), or any state or foreign securities regulatory authority. For the avoidance of doubt, Everest Group is not providing any advice concerning securities as defined by the law or any regulatory entity or an analysis of equity securities as defined by the law or any regulatory entity.

All Everest Group Products and/or Services are for informational purposes only and are provided "as is" without any warranty of any kind. You understand and expressly agree that you assume the entire risk as to your use and any reliance upon any Product or Service. Everest Group is not a legal, tax, financial, or investment advisor, and nothing provided by Everest Group is legal, tax, financial, or investment advice. Nothing Everest Group provides is an offer to sell or a solicitation of an offer to purchase any securities or instruments from any entity. Nothing from Everest Group may be used or relied upon in evaluating the merits of any investment. Do not base any investment decisions, in whole or part, on anything provided by Everest Group.

Products and/or Services represent research opinions or viewpoints, not representations or statements of fact. Accessing, using, or receiving a grant of access to an Everest Group Product and/or Service does not constitute any recommendation by Everest Group that recipient (1) take any action or refrain from taking any action or (2) enter into a particular transaction. Nothing from Everest Group will be relied upon or interpreted as a promise or representation as to past, present, or future performance of a business or a market. The information contained in any Everest Group Product and/or Service is as of the date prepared, and Everest Group has no duty or obligation to update or revise the information or documentation. Everest Group may have obtained information that appears in its Products and/or Services from the parties mentioned therein, public sources, or third-party sources, including information related to financials, estimates, and/or forecasts. Everest Group has not audited such information and assumes no responsibility for independently verifying such information as Everest Group has relied on such information being complete and accurate in all respects. Note, companies mentioned in Products and/or Services may be customers of Everest Group or have interacted with Everest Group in some other way, including, without limitation, participating in Everest Group research activities.