

Global Locations State of the Market 2023: Changing Locations Landscape in the Face of Economic Uncertainty | Locations PEAK Matrix®

September 2023 : Complimentary Abstract / Table of Contents



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Tracking: providers, locations,
risk, technologies

Locations: costs, skills,
sustainability, portfolios

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

01

Robust definitions and frameworks

Talent pool scalability and sustainability assessments, cost arbitrage sustainability, and risk assessment frameworks

02

Primary sources of information

Annual contractual and operational RFIs, ongoing interactions with buyers, Global Business Services (GBS) organizations, providers, investment promotion agencies, recruiters, etc.

03

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

04

Fact-based research

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

Proprietary tracking and database of operating costs, labor pool, market activity, and risks (updated annually)

Year-round tracking of 300+ locations around the world

Large repository of existing research on all offshore, nearshore, and onshore locations across regions (APAC, Europe, North America, LATAM, and Africa)

Over 30 years of experience advising clients on strategic IT, business services, engineering services, and sourcing

Executive-level relationships with buyers, providers, technology providers, and industry associations

PEAK Matrix® | scope

- This section provides a comprehensive view of the attractiveness of locations in terms of cost and talent availability; the analysis is strictly from an offshoring/nearshoring standpoint, and does not include domestic service delivery (i.e., demand from Brazil being serviced in Brazil)
- The section presents analyses on 80+ unique locations (cities) for the following four functions:
 - **IT-ADM**
 - **CC**
 - **BPS**
 - **ER&D**
- The following three parameters have been considered to estimate the attractiveness of locations:
 - **Operating cost**
 - ◆ Fully-loaded operating cost per Full-Time Employee (FTE); includes salaries and mandatory benefits for the delivery and support staff, real estate and facilities cost, infrastructure cost, and other miscellaneous expenses
 - ◆ The analysis does not include the center set up and transition costs, travel, expatriates-related costs, corporate Selling General and Administration (SG&A) expenses, and margins
 - **Talent pool assessment**
 - ◆ The analysis factors in availability of the talent pool for both entry-level and experienced roles
 - ◆ Different weights have been assigned to the entry-level and employed pool for different functions based on the typical delivery pyramids for the respective functions
 - **Risk profile:**
 - ◆ Final risk ratings on the basis of various businesses and operating environment parameters such as infrastructure quality, geopolitical stability, macroeconomic stability, regulations and ease of doing business, and safety and security

This study provides a comprehensive view of the attractiveness of major global delivery locations in terms of cost and talent availability

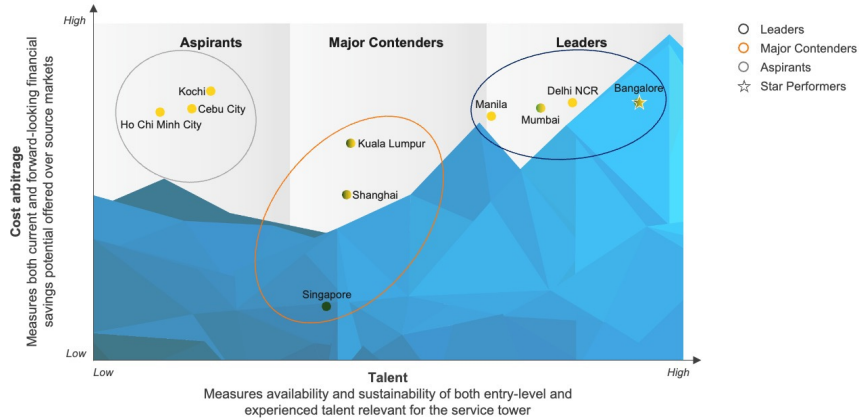
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Everest Group PEAK Matrix® | IT-ADM – APAC



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RISK ■ Highly favorable ■ Favorable, but some concerns ■ Significant challenge



Note1: The assessment has been done only for a select list of locations to depict typical talent-cost positioning; there could be other cities in the country that also offer comparable propositions to these cities
 Note2: The axis scales vary across PEAKs and do not represent absolute values across talent and operating cost. These have been adjusted to clearly highlight relative differences between locations in a PEAK
 Source: Inputs from market players, recruitment firms, and investment agencies

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Everest Group PEAK Matrix® | ER&D



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Research calendar

Locations Insider™

■ Published
 ■ Planned
 ■ Current release

Reports title	Release date
Wrapped 2022, Unwrapping 2023	Jan 2023
A World of Words: Examining the Spread of European Languages Across the Globe	March 2023
Risk Watch 2023: Tracking Risks in a Volatile and Uncertain World of Global Services Delivery	April 2023
A World of Words – Examining the Spread of Asian Languages	May 2023
Location Spotlight – Costa Rica	June 2023
Location Spotlight - Thailand	August 2023
Talent Demand Trends India IT Services – H1 2023	September 2023
Location Spotlight – Estonia	September 2023
Location Spotlight – Vietnam	September 2023
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Location Spotlight – Indonesia	Q3 2023
Global Services Locations Landscape in Southeast Asia	Q4 2023
The Philippines: a Sustainable Location for Global Services Delivery	Q4 2023
Apex Assessment – Global Services Delivery from Mexico	Q4 2023
Tapping Into the Ripe African Global Services Delivery Market	Q4 2023

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