



Everest Group PEAK Matrix[®] for Procurement Outsourcing (PO) Service Provider 2022

Focus on Infosys
September 2022



Background and scope of the research

PO service providers are increasingly moving toward becoming strategic partners for companies as they engage in more strategic areas across S2P and take greater ownership of processes in scope. PO engagements are focused on driving improved outcomes, rather than just running processes. Service providers continue to strengthen their domain expertise and digital capabilities to offer a wide range of solutions to address specific client requirements. Service providers are helping companies transform their procurement operations and drive the adoption of advanced digital technologies such as advanced analytics and intelligent automation by leveraging in-house capabilities, partnership ecosystems, and targeted investments. Many providers are also investing in developing capabilities and solutions in emerging areas such as Environment, Social, and Governance (ESG) initiatives, risk management, and direct spend management to better support their clients.

The PO provider landscape consists of a spectrum of providers including specialist providers, pure-play procurement and SCM-focused providers, broad-based BPS providers, and IT and BPS providers. In this research, we present an assessment of 21 PO service providers featured on the [Procurement Outsourcing \(PO\) – Service Provider Landscape with Services PEAK Matrix® Assessment 2022](#). The assessment is based on Everest Group’s annual RFI process for the calendar year 2022, interactions with leading procurement service providers, client reference checks, and ongoing analysis of the PO services market.

In the full report, we analyze the global PO service provider landscape and assess 21 PO service providers. We focus on:

- Procurement Outsourcing (PO) services PEAK Matrix 2022
- Service provider capability assessment
- Observations and comments on individual service providers
- Enterprise sourcing considerations

Scope of this report



Geography
Global



Service Providers
21



Services Procurement

Procurement Outsourcing (PO) services PEAK Matrix® characteristics

Leaders:

Accenture, Genpact, GEP, IBM, Infosys, and TCS

- Leaders strengthened their position in the PO market and achieved significant growth in 2021
- They have enhanced their end-to-end S2P capabilities through continued investments in their advisory practices, domain and category expertise, along with advanced digital capabilities that enable them to drive large-scale, end-to-end transformation of procurement operations
- Leaders are increasingly developing capabilities to support organizations in emerging areas such as Environment, Social, and Governance (ESG) initiatives, risk management, and direct spend management
- They also leverage their scale of operation and wide delivery presence to cater to the clients' varied strategic requirements

Major Contenders:

Capgemini, Chain IQ, Cognizant, Corbus, Corcentric, Exela Technologies, EXL, HCL Technologies, LogicSource, Tech Mahindra, Wipro, and WNS

- Major Contenders are investing in focused digital solutions and capabilities across S2P to plug existing gaps, which enables them to provide a wide range of procurement services across different geographies and industry segments
- Many of the Major Contenders are also investing to enhance their capabilities in areas such as Environment, Social, and Governance (ESG) initiatives as well as risk management
- Many of these providers have developed modular solutions to address specific client requirements and provide high-level of flexibility in pricing and engagement models

Aspirants:

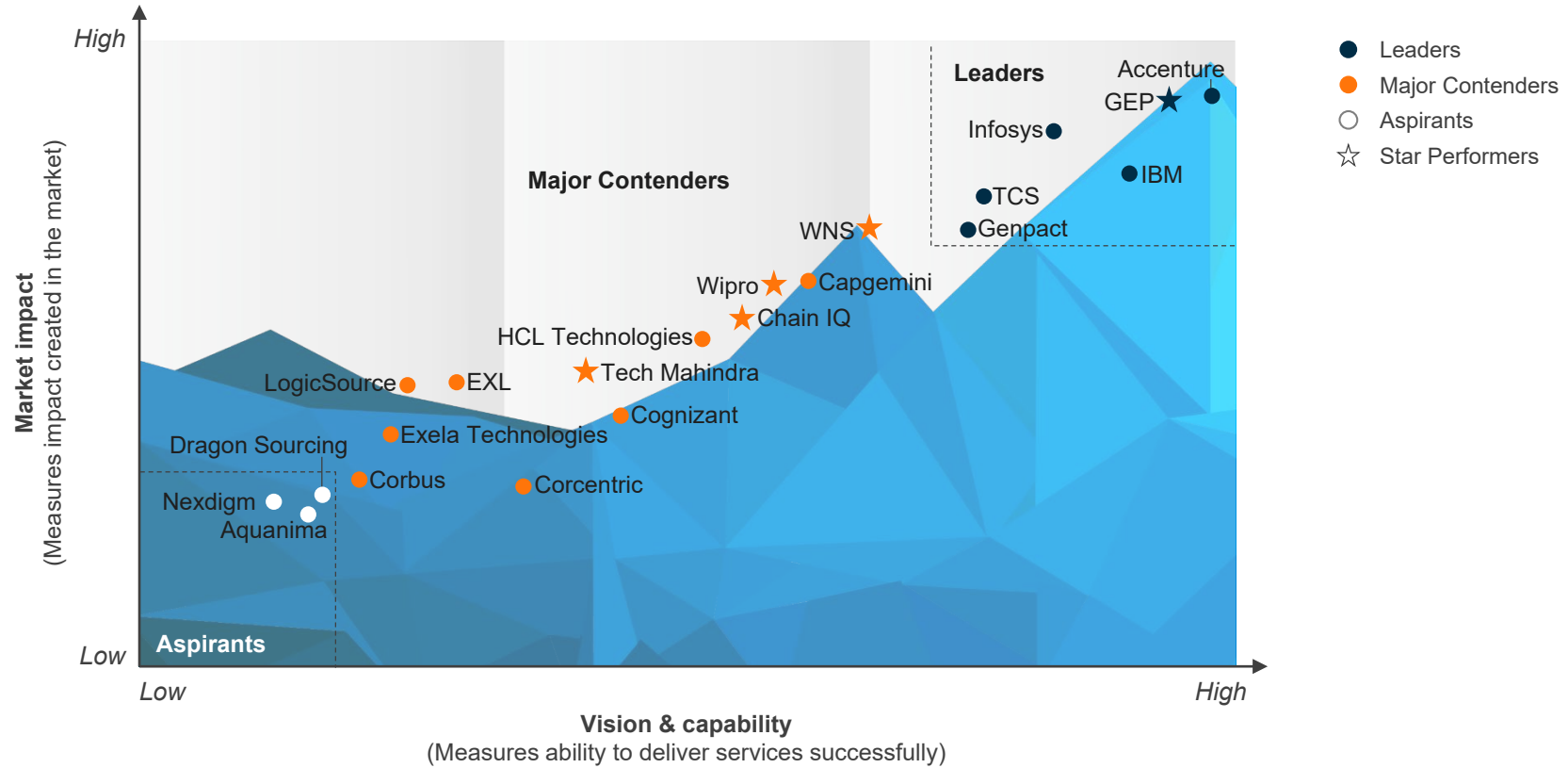
Aquanima, Dragon Sourcing, and Nexdigm

- These are specialist providers focused on specific procurement and sourcing services, vertical(s), or buyers, and have a relatively small scale of procurement operations
- While they have developed some digital capabilities and offer innovative models of delivery, they have limited scale and digital maturity to cater to the requirements of large global buyers looking for end-to-end transformation

Everest Group PEAK Matrix®

Procurement Outsourcing (PO) Services PEAK Matrix® Assessment 2022 | Infosys positioned as Leader

Everest Group Procurement Outsourcing (PO) Services PEAK Matrix® Assessment 2022



Note: Assessments for Aquanima, Cognizant, Corbus, Corcentric and Exela Technologies excludes service provider inputs and is based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with PO buyers
 Source: Everest Group (2022)

Infosys | PO services profile (page 1 of 6)

Capabilities

Key leaders

- Srikrishna Koneru, AVP, Strategic Business Practice Head, Global S2P Services Head
- Andrew Jarvis, AVP, Business Head, Infosys Portland
- Shinichiro Nagagata, Chief Executive Officer, HIPUS (Hitachi Procurement Services)

PO service suite

Infosys One Office solution framework integrates both service and technology. Its consulting and managed service offerings are augmented by proprietary technology solutions such as ProcureEdge (an enterprise-grade, AI-powered BPaaS solution), advanced analytics, blockchain, and AP on Cloud and as well as a strong partnership network and go-to-market with partners such as Ariba, Coupa, SAP, Celonis, and others.

- **Strategy and consulting:** procurement and category strategy and execution, strategic sourcing, technology and digital transformation strategy and execution, predictive analytics and diagnostics, organization/process restructuring and operating model design, capability development and training, and stakeholder management
- **Tactical:** sourcing, RFX management, e-Auction support, tail spend sourcing, category management support, supplier relationship & risk management, data strategy & MDM, market intelligence, spend analytics, consortium & aggregated buying, and e-marketplace
- **Transactional:** PR to PO management, procurement audit and reporting, spot-buy desk, contract catalog and vendor data management, invoice processing, user and supplier helpdesk and administration, compliance management, and T&E
- **Digital transformation:** digital strategy – design, execution, and change management, ERP implementation, integration including technology selection and optimization, RPA, AI, and blockchain, product cost optimization platform, data Intelligence, category intelligence, cognitive/digital and hyper-personalized user experience design, and risk management solutions

Category expertise:

- Global team of category experts, commodity councils across key categories, strong suite of category management services, category strategy & execution backed by analytics, market intelligence, and AI
- Intelligent and advanced analytic solutions such as ProcureEdge Category Intelligence for connected analytics and market insights. Procurement insights – delivers spend performance insights by automating procurement data ingestion, intelligent spend classification, and insights and interactive visualization. Tool-based cost modeling, supply chain data, and analytics platform

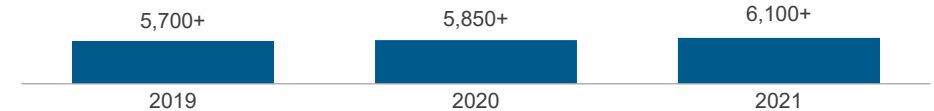
Spend managed for external clients

US\$183 billion

1 Includes accounts payable and invoice processing FTEs

Scale of operations

Number of PO FTEs¹ over time



FTE mix by process scope



Key PO-related developments

- **2021:** procurement live enterprise-autonomous, cognitive solution with end-to-end accountability, visibility, and actionability across S2P processes
- **2021:** human experience-led design and UX – investing in solutions incorporating the concept of hyper-personalized experiences to create the right experiences for client stakeholders in addition to persona-based solutions
- **2021:** category intelligence – expanding the category intelligence capabilities of the category control tower
- **2021:** integrated contract life cycle management (including sourcing and legal aspects)
- **2021:** ongoing thought leadership development through newsletters and knowledge sharing forums such as SpendBytes and Procurement Confluence
- **2020:** expansion of consulting capabilities via Infosys Portland presence in the UK and Europe in addition to the US
- **2020:** new service lines for sustainable procurement developed and being offered to existing and new clients
- **2020:** Infosys Procurement confluence – forum for building CPO community and knowledge sharing
- **2020:** comprehensive risk management module with integrated service under ProcureEdge solution
- **2020:** collaboration with Celonis for ERP modernization and business process optimization worldwide
- **2020:** rapid risk and disruption assessment service launched during COVID-19 in collaboration with SoluxR
- **2020:** Infosys-Pega joint on-cloud solution for buyer-supplier collaboration
- **2020:** strengthened aggregated buying and invoice consolidation services via HIPUS JV
- **2020:** e-marketplace catalog solution via HIPUS being used by 400+ B2B customers today

Infosys | PO services profile (page 2 of 6)

Client portfolio

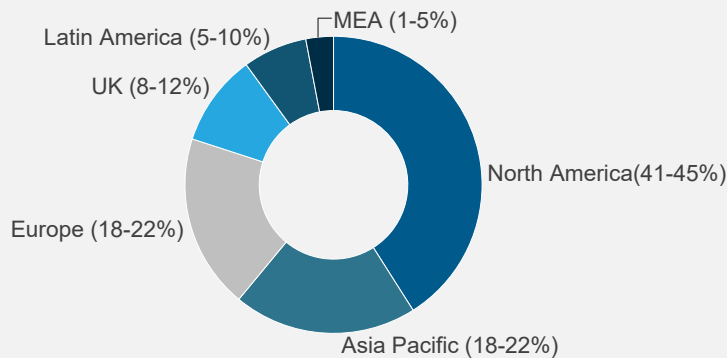
Major PO clients

One of the world's largest producers of gold, an American multinational conglomerate, a leading mining company, a global broadband and telecommunications company, a global IT giant, a leading Anglo Dutch consumer goods company, an American post-trade financial services company, and the world's oldest operating chemical and pharmaceutical company

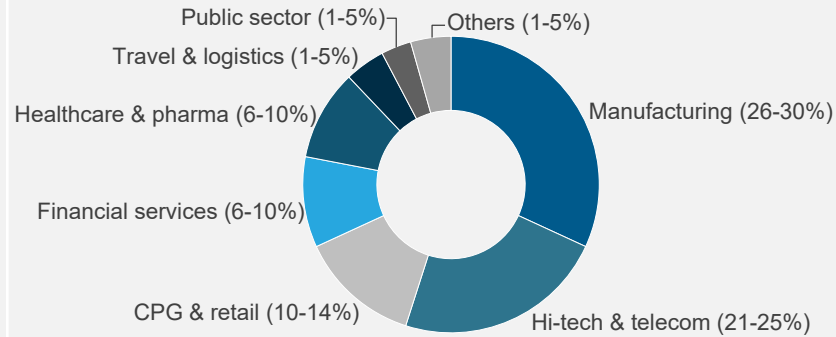
Recently-announced multi-process PO engagements

Time of signing	Client	Contract details
Dec-21	UK based One of the largest defense & aviation companies based in the UK	Sourcing services, transactional procurement, and MDM
Nov-21	An Anglo-Swedish electric truck manufacturing company	Sourcing execution, Spot Buy, & P2P
Jul-21	An American multinational oil and gas corporation	Payment terms conversion project
Jul-21	A global IT giant	Vendor management
Jul-21	A leading natural and organic beverage and specialty food company in North America & Europe	Transactional procurement - PO management
Jun-21	One of America's largest capital investors in infrastructure	Transaction procurement & Master Data Management MDM
Jun-21	A leading global shipping and logistics company	Sourcing services, P2P services
Apr-21	A multinational steel manufacturing company headquartered in the UK	P2P - MDM cleansing proposal
Apr-21	An American post-trade financial services company	P2P – Contract execution

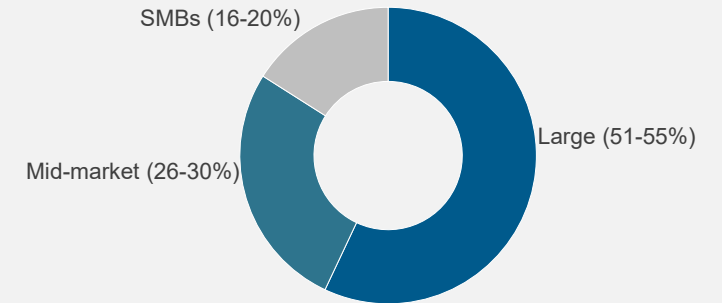
PO revenue mix by buyer geography (2021)



PO revenue mix by buyer industry (2021)



Number of clients by buyer size¹ (2021)



1 Large buyers (revenue > US\$5 billion), mid-market buyers (revenue US\$1-US\$5 billion), and SMB buyers (revenue < US\$1 billion)

Infosys | PO services profile (page 3 of 6)

Key delivery locations



Infosys | PO services profile (page 4 of 6)

Technology solutions

Part of ProcureEdge – Infosys’ integrated suite of S2P digital solutions			
Technology solutions	Data management hub	Procurement intelligence hub	Procurement digital hub
Solution description	ProcureEdge focuses on connecting disparate data silos and multiple versions of truth and harmonizes/standardizes data for accurate spend classification. With the help of AI-enabled spend classification, it provides complete visibility of the spend data, while preparing the data for further analytics.	Intelligence hub focuses on merging internal procurement data with external market data such as benchmarks, industry trends, and geo-political news to provide holistic insights across the value chain. With the help of AI-based Opportunities framework, ProcureEdge further enhances decision-making with curated savings opportunities across the board.	ProcureEdge enables users to improve their productivity and create an efficient and intuitive buying experience. In addition, the system has also been upgraded to provide holistic risk management and tail spend management modules.
Process scope	<ul style="list-style-type: none"> Automated data management: ingestion, cleansing, normalization, and classification ML-based automated spend classification 	<ul style="list-style-type: none"> Spend insights Market and risk insights Category insights Contract insights Supplier insights Opportunity identification Opportunity assessment Project management 	<ul style="list-style-type: none"> Cognitive procurement Recommendations across the value chain Conversational digital assistant Intelligent routing for buying channels Sourcing project management
Technology leveraged	Infosys’ proprietary technology, bundled with partner solutions ¹ . such as BVD, Nipendo, Jaggaer, Icertis, Tableau, Sievo, Creatives, Fairmarkit, and others along with ERPs such as SAP, SAP Ariba, Coupa, and Oracle		
Delivery model and pricing	<ul style="list-style-type: none"> Subscription-based On-premise stand-alone license, pre-built solution into existing software, and as-a-managed service Cloud-as-a-service model integrated with existing software Modular pay-as-you-go license fee model and managed fees 		

¹ Above list includes – subcons, reselling arrangements, licensing agreements, MSA, and active NDAs for pursuing joint GTM opportunities, etc.

Infosys | PO services profile (page 5 of 6)

Technology solutions










Other solutions								
Technology solutions	Blockchain	Accounts Payables On Cloud (APOC)	Product Cost Optimization (PCO)	Procurement Live Enterprise	Human Experience UX by WongDoody	Infosys Celonis Partnership	Robotic-led Automation (RPA)	e-MarketPlace via HiPUS
Solution description	Blockchain solutions across supply chain with built-in use cases for procurement, contract management, and invoicing	An interactive and ML-Based solution, offering end-to-end solution across AP value chain. <ul style="list-style-type: none"> On-time, accurate & automated processing Multi-stakeholder visibility & actionable insights 	Modular solution for processing material price, zero-based budgeting and cost modeling. It contains costing templates and customized tools for meta data extraction.	An integrated digital offering using Live Enterprise ecosystem and integrating components of ProcureEdge, blockchain, and other technologies.	A Human Centric Experience design methodology - beyond the business and supplier human experience layer, it brings a set of solutions to impact efficiency, effectiveness and experience across the S2P process	Platform to scale the adoption of SAP S/4HANA and SaaS platforms by transforming ERP modernization and business process optimization	The key automation capabilities focus on simplifying the procurement processes for the end-user, while making it cognitive and intuitive.	e-Marketplace/catalog solution across direct and indirect categories – (Hitachi e-Sourcing Mall via HiPUS).
Process scope	Communication platform between buyer, supplier, and MSPs	Accounts payable	Sourcing strategy	End-to-end process enablement	Communication platform between Customer, Employee and Partners	AI-enhanced process mining and process excellence software	Tactical sourcing	Aggregation of spend for select categories/ commodities; across different clients, supported by HIPUS
Technology leveraged	Infosys' proprietary technology bundled with partners & alliances ¹ . such as Hyper Ledger, Ethereum, Oracle, SAP, Digital Assets, Leonardo, Microsoft, Samsung, Guardtime, Bitu, Consensys, Coupa, Taulia, Tungsten, Blackline, Trintech, High Radius, Adaptive Insights, Tradeshift, Ramco, NetSuite, Microsoft Dynamics, Costimator, aPriori, Seer, DFMA, MetricStream, SoluxR, Arria, BVD, Blue Prism, Automation Anywhere, UI Path, LogMe In, IBM Watson and Sievo							
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Infosys | PO services profile (page 6 of 6)

Everest Group assessment – Leader

Measure of capability:  Low  High

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

- Infosys leverages its strong technology capabilities and deep domain expertise to offer a comprehensive suite of solutions to clients across the S2P value chain
- It utilizes design thinking approaches/frameworks to drive digital transformation in procurement operations. Collaboration with Wongdoody to enhance its cognitive solutions and provide end-to-end visibility to stakeholders is aimed at embedding human-centric experience design methodology in its Live Enterprise offering
- It provides great flexibility to clients through its delivery and engagement models. Clients appreciate the flexibility in commercial constructs and consistent service delivery
- It strengthened its procurement digital ecosystem through continued investments in improving the capabilities of existing solutions, developing new offerings, and partnering with third-party providers
 - Further strengthened its ProcureEdge business suite that can address stakeholder requirements across S2P through different modules such as data management, insights hub, and cognitive buying assistant
 - Infosys NIA helps in the aggregation of data from multiple sources to enable intelligent automation through AI/ML-based solutions
 - Collaborated with Celonis for its enhanced process mining capabilities and partnered with Pegasystems for on-cloud solutions to improve process visibility
 - In-house solutions include CPO dashboards, buy channel optimization, tail spend analytics, and predictive spend analytics that are augmented by partnerships with providers such as Fairmarkit, MetricStream, and UiPath
- Infosys helps clients incorporate sustainable practices across S2P through its sustainable procurement offerings covering sourcing and compliance management. Infosys supports clients in maintaining supplier diversity by including diversity criteria in RFx and monitoring spend and impact across the diverse supplier base
- It has enhanced upstream capabilities such as category management through investments in analytics and expanding category control tower capabilities to provide integrated insights and execute sourcing projects
- Clients appreciated Infosys for its operational excellence including partnership approach, cultural alignment, and implementation of best practices

Limitations

- Adoption of Infosys's advanced digital solutions remains low among clients. They expect Infosys to better leverage its strong IT background to provide more value-added procurement services and solutions
- Despite recent investments to enhance its procurement consulting capabilities, clients looking for consulting-led procurement transformation may not prefer to partner with Infosys, given its limited consulting experience and expertise as compared with other leading players. Clients expect better support in design for their digital transformation journey
- Clients highlight the need for Infosys to have better recruitment channels to avoid high lead times for scaling operations and develop better account management structures

Appendix

Everest Group PO process map

Everest Group distinguishes between the Source-to-Contract (S2C) and Procure-to-Pay (P2P) processes

Procurement pyramid

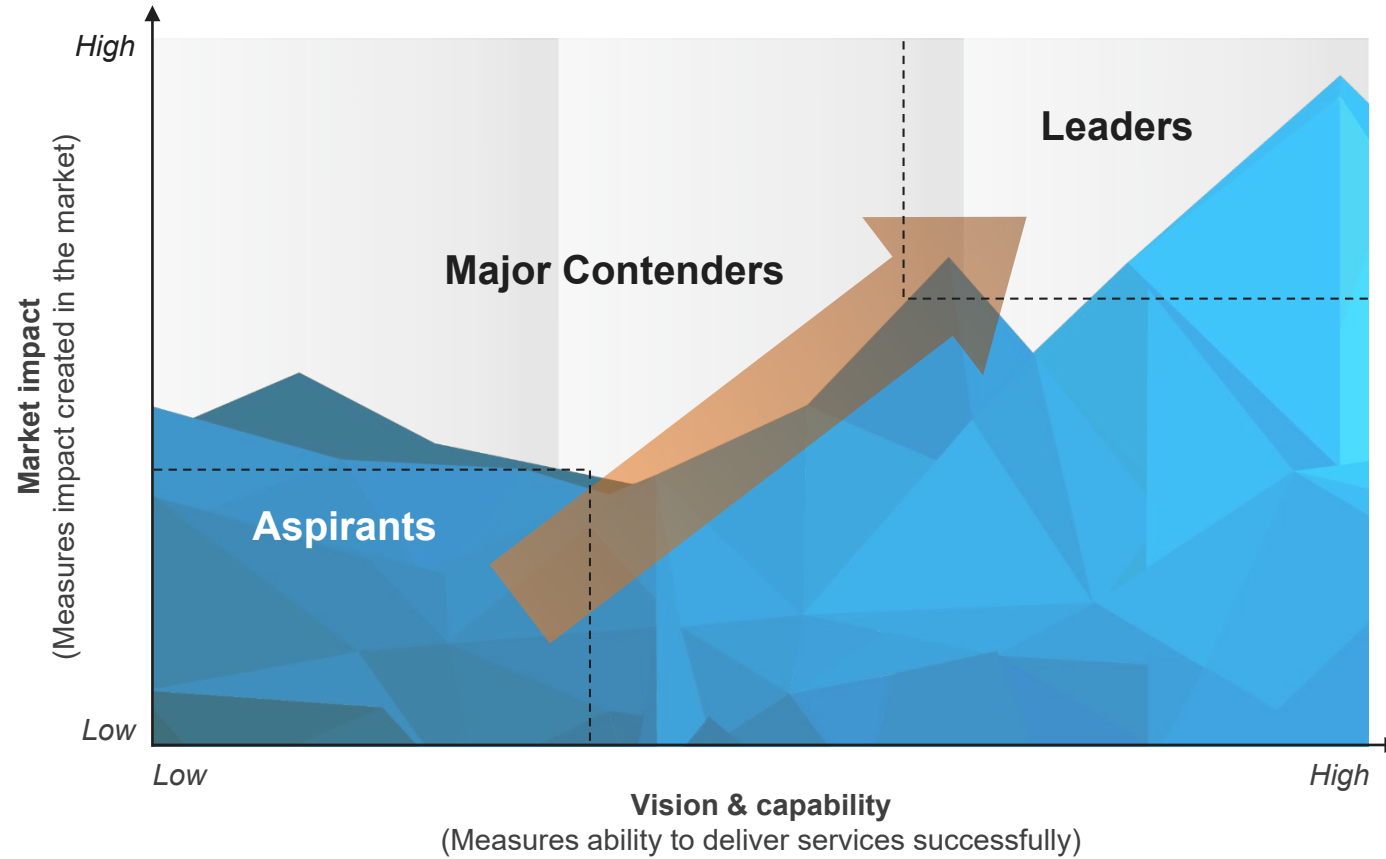


Detailed description of processes within Procurement

Strategy (in-house) <ul style="list-style-type: none"> Procurement strategy Function management Value and performance management Policy and governance 				
Spend analytics and insights <ul style="list-style-type: none"> Spend cube Opportunity assessment Market intelligence Supply base risk analytics 	Category management and sourcing <ul style="list-style-type: none"> Supply base strategy Category strategy development Strategic sourcing Tactical sourcing Supplier transitions 	Contract management and administration <ul style="list-style-type: none"> Contract creation & authoring Contract administration Contract compliance monitoring Contract optimization 	Supplier relationship management <ul style="list-style-type: none"> Supplier performance management Supplier risk and compliance management Supplier development Supplier innovation 	} S2C
Requisition and PO processing <ul style="list-style-type: none"> Requisition processing Approval workflow Purchase order creation and transmission Receipt processing Expediting/troubleshooting 	Accounts payable <ul style="list-style-type: none"> Invoice receipt Invoice processing and matching Payment processing Purchasing card administration Supplier inquiries AP reporting 	Travel and expense <ul style="list-style-type: none"> Expense report processing Reimbursement processing Compliance monitoring and audit Travel and expense card administration 	} P2P	
Master data management <ul style="list-style-type: none"> Catalog/item data management Contract data management Supplier information management 				

Everest Group PEAK Matrix® is a proprietary framework for assessment of market impact and vision & capability

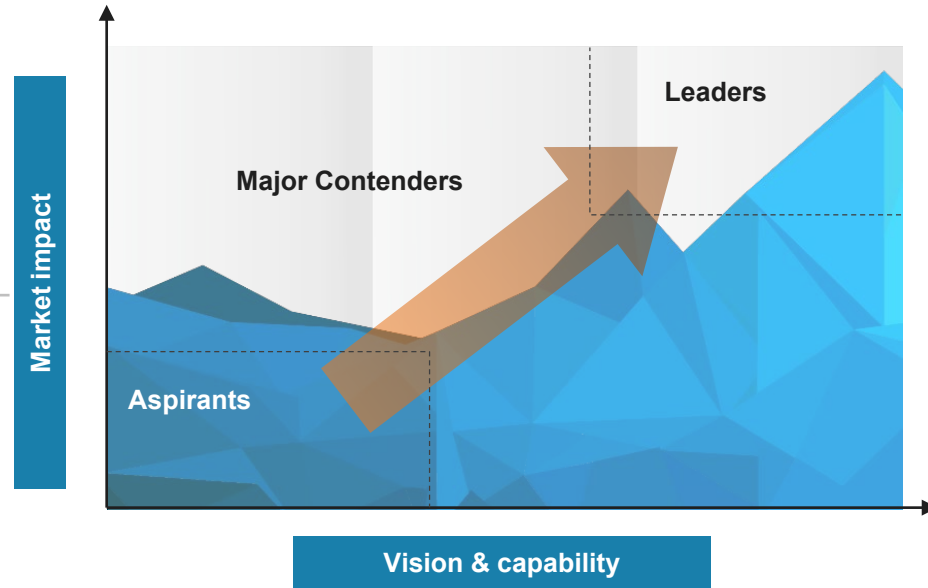
Everest Group PEAK Matrix



Services PEAK Matrix® evaluation dimensions

Measures impact created in the market – captured through three subdimensions

- Market adoption**
Number of clients, revenue base, YoY growth, and deal value/volume
- Portfolio mix**
Diversity of client/revenue base across geographies and type of engagements
- Value delivered**
Value delivered to the client based on customer feedback and transformational impact



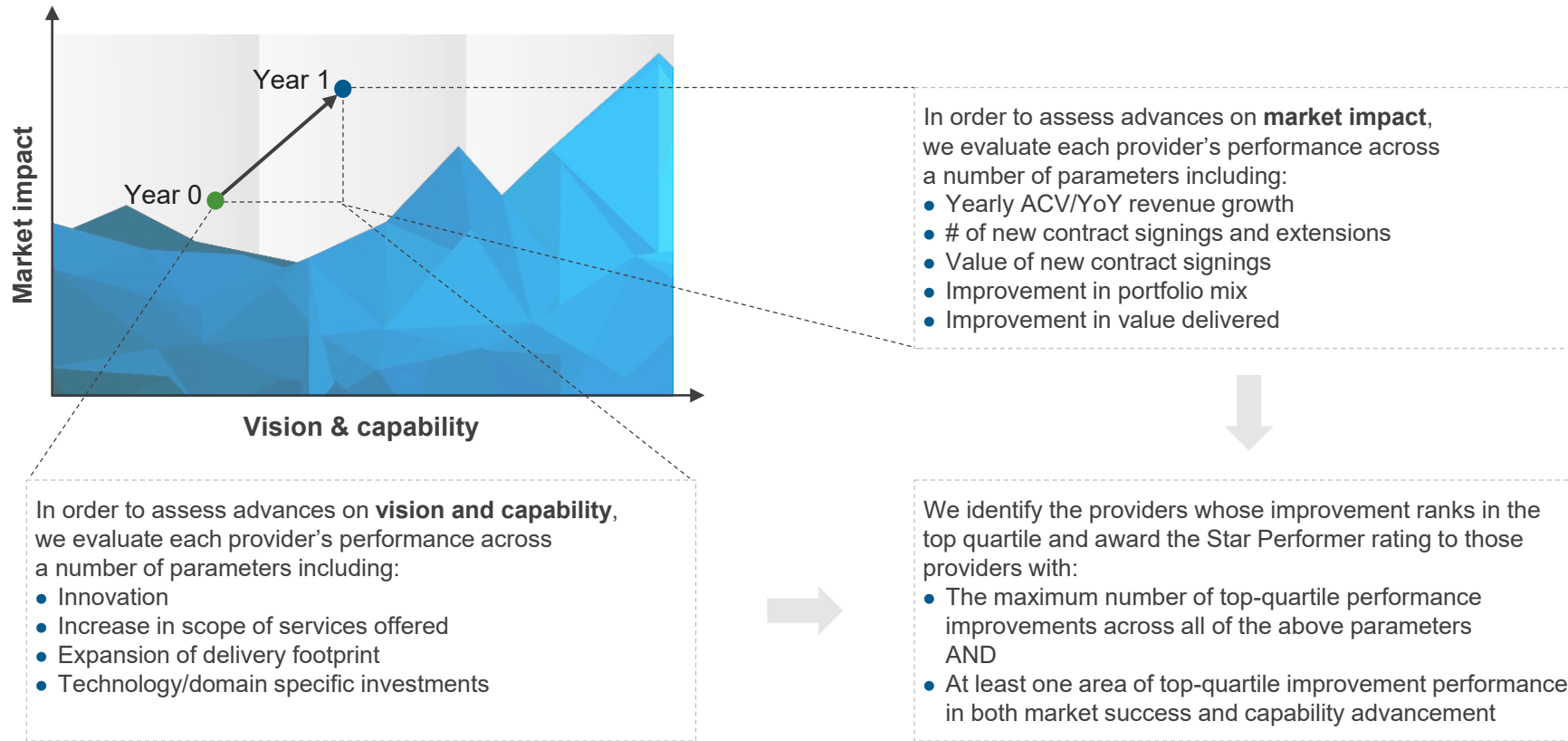
Measures ability to deliver services successfully. This is captured through four subdimensions

- Vision and strategy**
Vision for the client and itself; future roadmap and strategy
- Scope of services offered**
Depth and breadth of services portfolio across service subsegments/processes
- Innovation and investments**
Innovation and investment in the enabling areas, e.g., technology IP, industry/domain knowledge, innovative commercial constructs, alliances, M&A, etc.
- Delivery footprint**
Delivery footprint and global sourcing mix

Everest Group confers the Star Performers title on providers that demonstrate the most improvement over time on the PEAK Matrix®

Methodology

Everest Group selects Star Performers based on the relative YoY improvement on the PEAK Matrix



The Star Performers title relates to YoY performance for a given vendor and does not reflect the overall market leadership position, which is identified as Leader, Major Contender, or Aspirant.

FAQs

Does the PEAK Matrix® assessment incorporate any subjective criteria?

Everest Group's PEAK Matrix assessment adopts an unbiased and fact-based approach (leveraging provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information). In addition, these results are validated / fine-tuned based on our market experience, buyer interaction, and provider/vendor briefings

Is being a “Major Contender” or “Aspirant” on the PEAK Matrix, an unfavorable outcome?

No. The PEAK Matrix highlights and positions only the best-in-class providers / technology vendors in a particular space. There are a number of providers from the broader universe that are assessed and do not make it to the PEAK Matrix at all. Therefore, being represented on the PEAK Matrix is itself a favorable recognition

What other aspects of PEAK Matrix assessment are relevant to buyers and providers besides the “PEAK Matrix position”?

A PEAK Matrix position is only one aspect of Everest Group's overall assessment. In addition to assigning a “Leader”, “Major Contender,” or “Aspirant” title, Everest Group highlights the distinctive capabilities and unique attributes of all the PEAK Matrix providers assessed in its report. The detailed metric-level assessment and associated commentary is helpful for buyers in selecting particular providers/vendors for their specific requirements. It also helps providers/vendors showcase their strengths in specific areas

What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?

- Participation incentives for buyers include a summary of key findings from the PEAK Matrix assessment
- Participation incentives for providers/vendors include adequate representation and recognition of their capabilities/success in the market place, and a copy of their own “profile” that is published by Everest Group as part of the “compendium of PEAK Matrix providers” profiles

What is the process for a provider / technology vendor to leverage their PEAK Matrix positioning and/or “Star Performer” status ?

- Providers/vendors can use their PEAK Matrix positioning or “Star Performer” rating in multiple ways including:
 - Issue a press release declaring their positioning. See [citation policies](#)
 - Customized PEAK Matrix profile for circulation (with clients, prospects, etc.)
 - Quotes from Everest Group analysts could be disseminated to the media
 - Leverage PEAK Matrix branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)
- The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with the designated POC at Everest Group.

Does the PEAK Matrix evaluation criteria change over a period of time?

PEAK Matrix assessments are designed to serve present and future needs of the enterprises. Given the dynamic nature of the global services market and rampant disruption, the assessment criteria are realigned as and when needed to reflect the current market reality as well as serve the future expectations of enterprises



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