**Background of the research**

Healthcare enterprises have made digital adoption the bedrock of their growth strategy to optimize processes, realize cost efficiencies, and enhance the member experience. With the healthcare industry evolving, enterprises are leveraging digital services to unlock prominent business use cases such as value-based care and population health management and to comply with changing regulations.

To support enterprises on their digital transformation journeys, service providers are ramping up capabilities through vertical-specific partnerships and acquisitions, investments in Centers of Excellence (CoE), training, etc. This, in turn, is driving the need for research and market intelligence on demand and supply trends in healthcare payer digital services. Everest Group’s healthcare ITS research program addresses this market need by analyzing demand themes and service provider capabilities in healthcare payer digital services.

In this report, we present an assessment of 26 healthcare ITS providers. These service providers are mapped on the Everest Group PEAK Matrix®, which is a composite index of a range of distinct metrics related to a provider’s capability and market impact. We focus on payer digital services market size and growth, digital services themes for healthcare payers, assessment of the service providers on several capabilities and market success-related dimensions, and Everest Group’s independent remarks on service providers.

The full report features the following 26 leading service providers on the Healthcare Payer Digital Services PEAK Matrix:

- **Leaders:** Accenture, Cognizant, Infosys, NTT DATA, Optum, TCS, and Wipro
- **Major Contenders:** Atos, Capgemini, Conduent, Emids, IBM, Infinite Computer Solutions, Mindtree, Mphasis, Persistent Systems, SoftServe, UST, and Virtusa
- **Aspirants:** Ascendum, HTC Global Services, Tech Mahindra, and Vee Technologies
- **Star Performers:** CitiusTech, EPAM, and HCL

**Scope of this report**

- **Geography:** Global (focus on US)
- **Providers:** Healthcare payer
- **Services:** Digital services
Leaders:
Accenture, Cognizant, HCL, Infosys, NTT DATA, Optum, TCS, and Wipro

- Leaders have established themselves as front-runners to support large payer accounts in their digital transformation journeys across various areas of the payer value chain such as claims management, network management, and policy servicing.
- Leaders differentiate themselves through balanced portfolios, strong thought leadership, innovative digital solutions, and continued investments in technology and service capability development (internal IP/tools, CoEs, etc.).
- Enterprises prefer Leaders to be their strategic partners due to their strong healthcare experience and consulting expertise, understanding of the client’s business, the ability to execute large-scale projects, and a robust partner ecosystem.
- They have a strong innovation focus with significant investments in digital labs, partnerships, acquisitions, and collaborations to strengthen their capabilities and further build verticalized digital offerings around niche areas such as member engagement and coordinated care delivery.

Major Contenders:
Atos, Capgemini, CitiusTech, Conduent, Emids, EPAM, IBM, Infinite Computer Solutions, Mindtree, Mphasis, Persistent Systems, SoftServe, UST, and Virtusa

- The service portfolios of Major Contenders are not as balanced as those of Leaders and tend to be less comprehensive in payer value chain coverage. However, Major Contenders are trying to bridge the gap with Leaders by making investments (e.g., partnerships with niche vendors and innovation labs) to scale up their offerings and increase value proposition.
- Major Contenders’ focus on being more client-centric, agile, and flexible is well acknowledged by enterprises. Clients get adequate face time with senior leadership and appreciate the responsiveness of the senior management.

Aspirants:
Ascendum, HTC Global Services, Tech Mahindra, and Vee Technologies

- Aspirants need to build a more mature partnership ecosystem – on both the horizontal and vertical front – to enhance their technical and domain expertise, and co-innovate and build more payer-specific solutions addressing multiple areas within the payer value chain.
- Aspirants should look to enhance thought leadership and invest in marketing efforts backed by relevant case studies and proof points to enhance their vertical story and mindshare in the payer market.
Everest Group PEAK Matrix®
Healthcare Payer Digital Services PEAK Matrix® Assessment 2022 | Accenture positioned as Leader

Everest Group Healthcare Payer Digital Services PEAK Matrix® Assessment 2022¹

1 Assessments for Ascendum, Capgemini, Conduent, HTC Global Services, IBM, Tech Mahindra, and Vee Technologies, excludes service provider inputs and are based on Everest Group’s proprietary Transaction Intelligence (TI) database, provider public disclosures, and Everest Group’s interactions with insurance buyers.

Source: Everest Group (2022)
Accenture | healthcare payer digital services profile (page 1 of 4)

Overview

Company mission/vision statement
Accenture’s vision is one of “Humanizing Healthcare” – improving health access, experience, and outcomes by harnessing the power of technology and human ingenuity. It wants to enable its clients provide convenient and affordable care by improving health access and experiences, as it would yield better clinical and business outcomes.

Healthcare payer digital services revenue

<table>
<thead>
<tr>
<th>Revenue Component</th>
<th>&lt;US$50 million</th>
<th>US$50-150 million</th>
<th>&gt;US$150 million</th>
</tr>
</thead>
</table>

Key partnerships

Revenue by line of business

<table>
<thead>
<tr>
<th>Line of Business</th>
<th>Medicare Advantage (MA)</th>
<th>Medicaid managed care</th>
<th>Private health plans</th>
<th>Public health plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Component</td>
<td>Low (&lt;10%)</td>
<td>Medium (10-35%)</td>
<td>High (&gt;35%)</td>
<td></td>
</tr>
</tbody>
</table>

Revenue by value chain element

<table>
<thead>
<tr>
<th>Value Chain Element</th>
<th>Care management</th>
<th>Claims management</th>
<th>Network management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Component</td>
<td>Low (&lt;10%)</td>
<td>Medium (10-20%)</td>
<td>High (&gt;20%)</td>
</tr>
</tbody>
</table>

Policy servicing and management

<table>
<thead>
<tr>
<th>Product Development</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Component</td>
<td>Low (&lt;10%)</td>
</tr>
</tbody>
</table>

Revenue by buyer size

<table>
<thead>
<tr>
<th>Buyer Size</th>
<th>Small (annual revenue &lt; US$1 billion)</th>
<th>Medium (annual revenue = US$1-10 billion)</th>
<th>Large (annual revenue &gt; US$10 billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Component</td>
<td>Low (&lt;20%)</td>
<td>Medium (20-40%)</td>
<td>High (&gt;40%)</td>
</tr>
</tbody>
</table>

Revenue by geography

<table>
<thead>
<tr>
<th>Geography</th>
<th>North America</th>
<th>United Kingdom</th>
<th>Rest of Europe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Component</td>
<td>Low (&lt;15%)</td>
<td>Medium (15-40%)</td>
<td>High (&gt;40%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Geography</th>
<th>South America</th>
<th>Asia Pacific</th>
<th>Middle East &amp; Africa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Component</td>
<td>Low (&lt;15%)</td>
<td>Medium (15-40%)</td>
<td>High (&gt;40%)</td>
</tr>
</tbody>
</table>

1 All the revenue components add up to a total of 100%.
# Key offerings

<table>
<thead>
<tr>
<th>Proprietary solutions (representative list)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Solution name</strong></td>
</tr>
<tr>
<td>Avatar Healthcare on Azure</td>
</tr>
<tr>
<td>Human Health Insights (HHI)</td>
</tr>
<tr>
<td>Accenture Health Insights Platform - Public Health</td>
</tr>
<tr>
<td>Solutions.AI for Processing for Health</td>
</tr>
<tr>
<td>Accenture SynOps for Health</td>
</tr>
<tr>
<td>Care 24/7 (TeleHealth/Virtual Health)</td>
</tr>
</tbody>
</table>
### Key events (representative list)

<table>
<thead>
<tr>
<th>Development</th>
<th>Type</th>
<th>Year</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Device Security &amp; Patient Privacy</td>
<td>Investment</td>
<td>2022</td>
<td>Invested in the IoMT / medical device security offering to help health providers navigate the complexity of asset management, network security, and clinical Security Operations Center (SOC) implementation in the hospitals</td>
</tr>
<tr>
<td>AI4BetterHearts</td>
<td>Initiative</td>
<td>2022</td>
<td>Joined AI4BetterHearts, a global data collaborative founded by Microsoft and the Novartis Foundation, that aims to help stakeholders – from policy makers to patients – make better decisions about heart health and improve the overall population health</td>
</tr>
<tr>
<td>Gevity</td>
<td>Acquisition</td>
<td>2021</td>
<td>Acquired Gevity, a strategy and consulting service provider, to bolster its healthcare transformation service capabilities in Canada and other global markets</td>
</tr>
<tr>
<td>ixlayer</td>
<td>Investment</td>
<td>2021</td>
<td>Invested in ixlayer – a provider of technology-based solutions for diagnostic testing. The company’s telehealth platform allows players across the healthcare ecosystem to offer convenient and scalable health testing in a virtual environment</td>
</tr>
<tr>
<td>TripleBlind</td>
<td>Investment</td>
<td>2020</td>
<td>Invested in TripleBlind, which reduces data sharing complexity and increases control over data, opening up new revenue opportunities for clients and automatically enforces privacy regulations (e.g., HIPAA)</td>
</tr>
<tr>
<td>Sentelis</td>
<td>Acquisition</td>
<td>2020</td>
<td>Acquired Sentelis, a data consulting and engineering company, to scale up the Accenture Applied Intelligence practice by leveraging the technical expertise of Sentelis’ workforce across data and AI</td>
</tr>
<tr>
<td>Byte Prophecy</td>
<td>Acquisition</td>
<td>2020</td>
<td>Acquired Byte Prophecy, an analytics company, to enhance its enterprise-scale AI and digital analytics capabilities in emerging markets</td>
</tr>
<tr>
<td>End-to-End Analytics</td>
<td>Acquisition</td>
<td>2020</td>
<td>Acquired End-to-End analytics, an analytics and data science consultancy, to bolster its Accenture Applied Intelligence practice by leveraging their data and analytics capabilities and accelerate transformation for its clients</td>
</tr>
<tr>
<td>Strategic Alliance / Partnership Ecosystem</td>
<td>Investment</td>
<td>Ongoing</td>
<td>Continuing to invest in dedicated teams called Accenture Business Groups, focused on joint strategies, assets, and go-to-market activities with Microsoft, Oracle, Salesforce, AWS, Google, ServiceNow, and other ecosystem partners, building tools and solutions to lead in digital transformation</td>
</tr>
<tr>
<td>Digital Talent Upskilling</td>
<td>Investment</td>
<td>Ongoing</td>
<td>Continuing to invest significantly in key hires, training and career development in Technology Quotient and practitioner Masterclasses as well as certifications in AI, cloud, security, blockchain, HL7, FHIR, EPIC/EMR Cloud and emerging technologies like Extended Reality, edge, 5G, and quantum computing</td>
</tr>
<tr>
<td>Centers of Excellence / Innovation Centers</td>
<td>Investment</td>
<td>Ongoing</td>
<td>Continuing to invest in innovation centers of excellence across North America and Europe as well as growth markets related to AI, cloud, security, interactive, and IoT to showcase innovation and cutting-edge digital technologies to clients</td>
</tr>
</tbody>
</table>
Accenture | healthcare payer digital services profile (page 4 of 4)

Everest Group assessment – Leader

Strengths

- Accenture has made strategic investments to tackle the ongoing talent retention and management issue through initiatives such as domain-specific training to upskill employees and enable targeted recruitment of subject matter experts focused on technologies (e.g., AI, cloud) that drive digital transformation.

- It focuses on strengthening its healthcare consulting capabilities across the globe through strategic acquisitions – acquired OpusLine and Gevity to enhance its strategic advisory and transformational services in Europe and Canada, respectively.

- Clients appreciate Accenture’s partnerships with platform and cloud vendors (e.g., Oracle Microsoft, and AWS), technical expertise, and its wide ecosystem of solutions and accelerators as a major step in enabling faster implementations.

- It has made strong acquisitions to expand its technology capabilities, especially around analytics, AI, and cloud; for instance, it acquired End-to-End Analytics and Byte Prophecy to enhance its AI and analytics capabilities.

Limitations

- While Accenture has a major presence among big health plans, it can look to increase its focus on small and midsize payers to increase its market presence.

- Despite offering innovative pricing models (such as outcome-based and risk-sharing models), Accenture is perceived as a premium-priced player; should look to renew its market perception around price competitiveness.

- While Accenture has made investments (e.g., acquisition of OpusLine and Gevity) to enhance its healthcare consulting capabilities, it needs to work on positioning itself as a strategic partner for healthcare clients.
Appendix
Everest Group PEAK Matrix® is a proprietary framework for assessment of market impact and vision & capability

Everest Group PEAK Matrix

- **Leaders**: High Vision & capability, High Market impact
- **Major Contenders**: High Vision & capability, Low Market impact
- **Aspirants**: Low Vision & capability, Low Market impact

**Market impact** (Measures impact created in the market)

**Vision & capability** (Measures ability to deliver services successfully)
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 PEAK Matrix® for Healthcare Payer Digital Service Provider 2022

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.

In order to assess advances on **market impact**, we evaluate each provider’s performance across a number of parameters including:

- Yearly ACV/YoY revenue growth
- # of new contract signings and extensions
- Value of new contract signings
- Improvement in portfolio mix
- Improvement in value delivered

In order to assess advances on **vision and capability**, we evaluate each provider’s performance across a number of parameters including:

- Innovation
- Increase in scope of services offered
- Expansion of delivery footprint
- Technology/domain specific investments

We identify the providers whose improvement ranks in the top quartile and award the Star Performer rating to those providers with:

- The maximum number of top-quartile performance improvements across all of the above parameters AND
- At least one area of top-quartile improvement performance in both market success and capability advancement

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.
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.

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