

# Everest Group PEAK Matrix™ for Workday-based HR Business Process Services (HR BPS) Service Providers 2019

Focus on Accenture  
July, 2019



# Introduction and scope

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Everest Group recently released its report titled “[Workday-Based Human Resources Business Process Services \(HR BPS\) PEAK Matrix™ Assessment with Service Provider Landscape 2019.](#)” This report analyzes the changing dynamics of the Workday-based HR BPS landscape and assesses service providers across several key dimensions.

As a part of this report, Everest Group updated its classification of 10 service providers on the Everest Group PEAK Matrix™ for Workday-based HR BPS into Leaders, Major Contenders, and Aspirants. The PEAK Matrix is a framework that provides an objective, data-driven, and comparative assessment of Workday-based HR BPS service providers based on their absolute market success and delivery capability. Everest Group also identified 2 service providers as the “2019 Workday-based HR BPS Market Star Performers” based on the strongest forward movement demonstrated on the PEAK Matrix year-on-year.

Based on the analysis, **Accenture emerged as a Leader.** This document focuses on **Accenture’s Workday-based HR BPS** experience and capabilities and includes:

- Accenture’s position on the Workday-based HR BPS PEAK Matrix
- Detailed Workday-based HR BPS profile of Accenture

Buyers can use the PEAK Matrix to identify and evaluate different service providers. It helps them understand the service providers’ relative strengths and gaps. However, it is also important to note that while the PEAK Matrix is a useful starting point, the results from the assessment may not be directly prescriptive for each buyer. Buyers will have to consider their unique situation and requirements, and match them against service provider capability for an ideal fit.

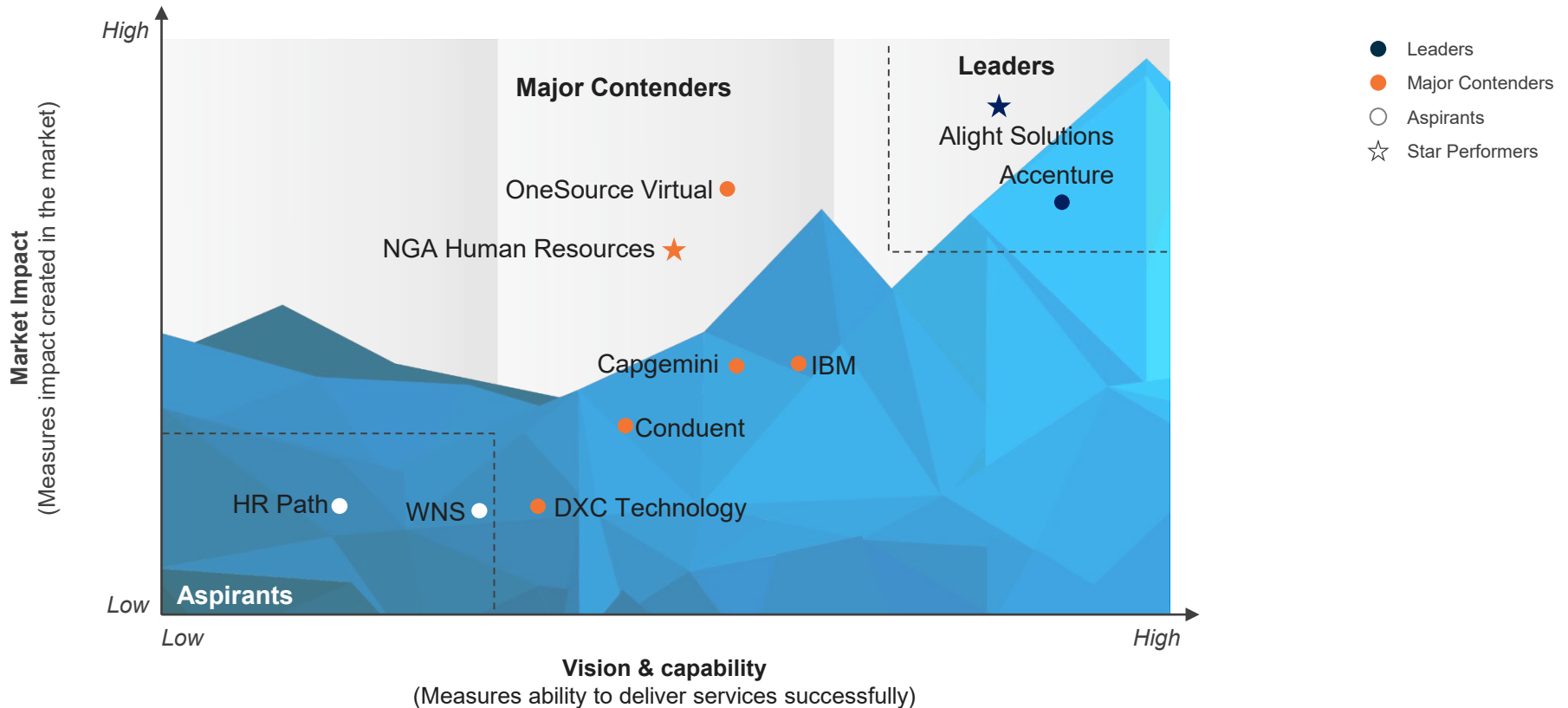
Source: Everest Group (2019) unless cited otherwise

# Everest Group PEAK Matrix™

## Workday-Based Human Resources Business Process Services (HR BPS) PEAK Matrix™ Assessment 2019 | Accenture positioned as Leader



### Everest Group Workday-Based Human Resources Business Process Services (HR BPS) PEAK Matrix™ Assessment 2019



Note: Service providers scored using Everest Group's proprietary scoring methodology defined in page 11 and 12  
Source: Everest Group (2019)

## Workday-based HR BPS capability and strategy

### Solution deployment flexibility

**Company profile:** Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology, and operations. It has offices and operations in more than 200 cities in 55 countries with approximately 469,000 employees.

**Key leaders (BPO/HRO business):** Debra A. Polishook, Group Chief Executive – Accenture Operations; Jill Goldstein, Global Practice Lead, Talent and HR Operations

**Website:** [www.accenture.com](http://www.accenture.com)

### Workday partnership status

**Partner status:** Titanium partner

**Length of partnership:** 10 years

**Number of Workday certifications:** 3,200

**Total Workday-based HR BPS delivery FTEs = 815**

Offshore <sup>1</sup>	Nearshore <sup>1</sup>	Onshore
500	245	70

### Investments specific to Workday

M&A	In 2016, Accenture acquired DayNine. It has added 1,300 Workday certified resources, as well as a suite of Workday-specific assets and accelerators to Accenture's Workday business
Others	<ul style="list-style-type: none"> <li>Accenture brings "SynOps" to its clients, orchestrating the assets and capabilities needed to drive quantifiable business value.</li> <li>Expansion of Accenture capabilities with continued investment in employee experience and Artificial Intelligence (AI)</li> <li>Workday BPS CoE, collecting and sharing leading practices across Workday client portfolio – to accelerate time-to-value for our clients.</li> <li>Expanding Workday certification programs and number of Workday certified professionals supporting Workday-based HR BPS clients</li> </ul>

### Add-on HRO-related investments

Areas	Developments/investments
Analytics	Accenture has developed robust talent and HR analytics capabilities across talent acquisition, talent development, and employee & HR services
Social and mobile	Accenture's mobile-enabled employee experience platform underpins both the user and trusted advisor (agent) experience, providing a portal with advanced digital and social capabilities, HR case management, content management, and the ability to integrate with other platforms via web services
Automation and AI	Accenture leverages a variety of proprietary and third-party cognitive and AI tools and has made significant investments in automation, RPA, and virtual assistants to drive significant speed, cost and quality benefits

■ Serviced ■ Not serviced SERVICE SUITE

Payroll	Benefits	Employee data management	Performance & succession	Learning	Recruitment and selection	Compensation	Regulatory compliance
Employee relations	Travel & expense	Time & attendance	Employee contact center	Workforce planning & analytics	System maintenance		

<sup>1</sup> FTEs located in offshore (India, China, and Southeast Asia) or nearshore locations (Eastern Europe and Latin America) and delivering services for North America or Western Europe

## Workday-based HR BPS client portfolio

### Target market

#### Current Workday-based HR BPS market segment focus

- Buyer segment: Targets buyers interested in broader value proposition in terms of Return on Investment (RoI) in workforce performance and productivity
- Geography: North America; Europe, Middle East, and Africa (EMEA); Latin America; and Asia Pacific

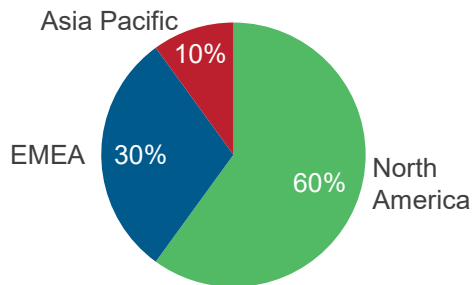
#### Workday-based HR BPS experience

Total number of active clients – 14

Total number of buyer employees managed – 580,000+

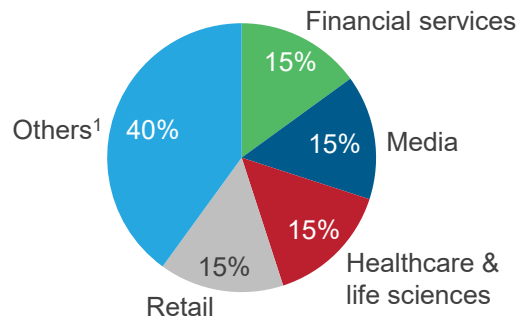
#### Workday-based HR BPS deals geography mix

100% = 14 deals



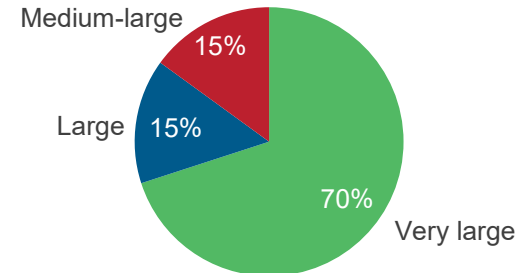
#### Workday-based HR BPS industry mix

100% = 14 deals



#### Workday-based HR BPS buyer size mix<sup>2</sup>

100% = 14 deals



<sup>1</sup> Others include manufacturing, retail, consumer goods & services, social networking, food beverage










<sup>2</sup> Small (1,000-3,000 buyer employees); Medium (3,000-10,000 buyer employees); Medium-large (10,000-15,000 buyer employees); Large (15,000-30,000 buyer employees); Very large (30,000 and more buyer employees)

# Key Workday-based HR BPS delivery locations



## Everest Group assessment – Leader

Measure of capability:  High  Low

Market impact				Vision & capability				
Market adoption	Portfolio mix	Value delivered	Overall	Scope of services offered	Innovation and investments	Delivery footprint	Vision and strategy	Overall
								

### Strengths

- Accenture’s strong capabilities across the consult-to-operate spectrum and its HR functional expertise across the hire-to-retain cycle, enables it to provide holistic HR transformation solutions to its clients
- By virtue of the high value of its deals, Accenture has raked in one of the highest revenues in the Workday-based HR BPS market
- Accenture’s investments in its Employee Experience Platform, and next generation technological capabilities such as RPA and AI, complement its service delivery on Workday
- Accenture leverages its Workday Centre of Excellence (CoE) to share best practices and drive innovation within its clients’ HR function
- Accenture’s SynOps model – provides advanced analytics capabilities on top of existing Workday analytics – to cater to the needs of large and complex clients
- Referenced buyers have cited Accenture’s flexibility, contract management, innovation, strategic focus, and Workday expertise as few of its key strengths

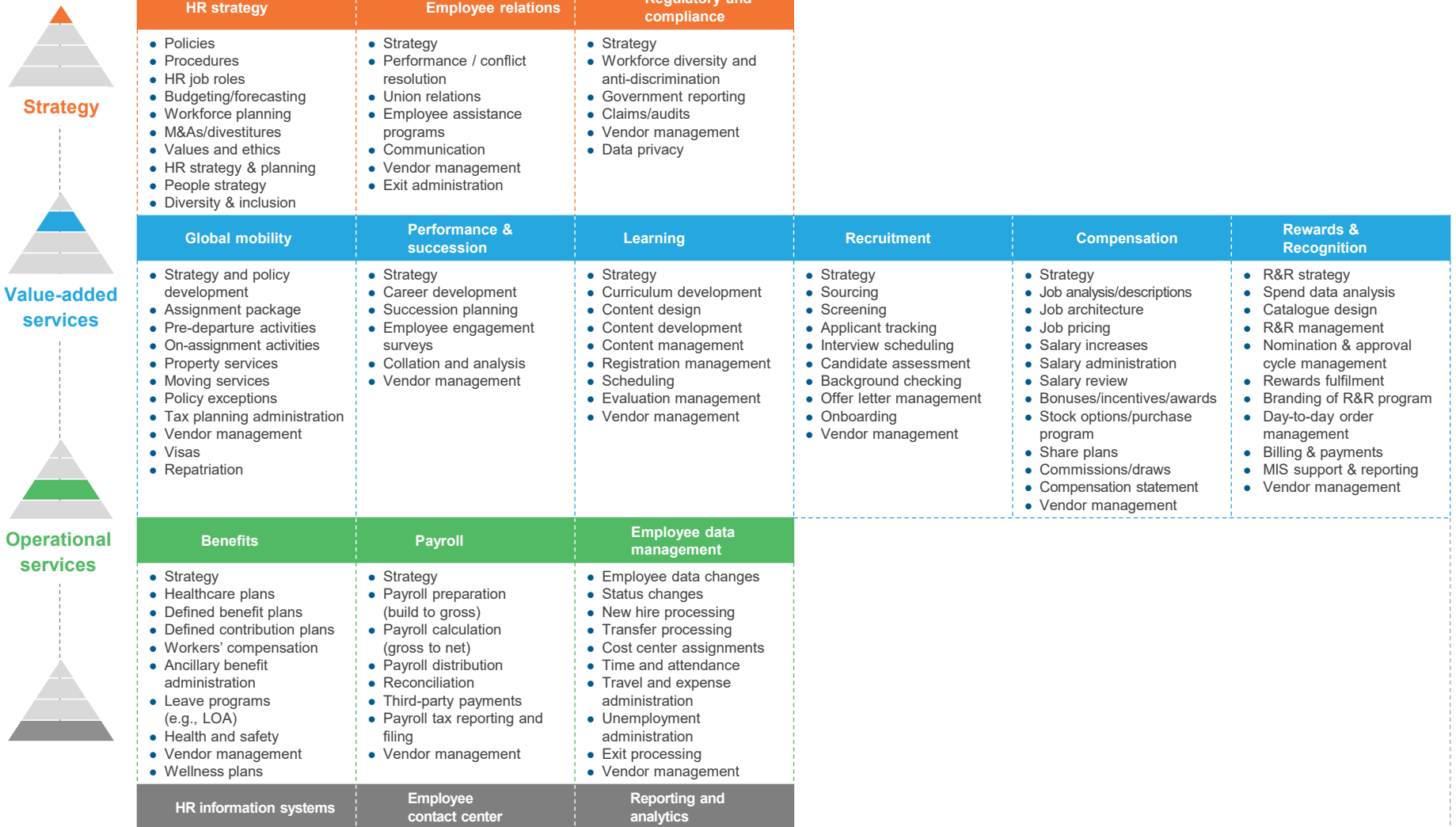
### Areas of improvement

- Over the period of 2017-2018, Accenture’s growth in terms of buyer employees covered has declined. As its core market – primarily the large-market in North America & Europe – matures, Accenture should try to diversify its portfolio and develop tailored offerings for the mid-market (<15,000 buyer employees) to revive its growth
- Even though Accenture is fairly spread out across multiple domains and sub segments, it can look to expand its presence in sectors such as telecom, healthcare services etc. where other players have significant presence
- Referenced buyers have opined that they would like Accenture to become more proactive and provide access to its senior leadership to ensure a more strategic alignment with the clients’ goals

# Appendix

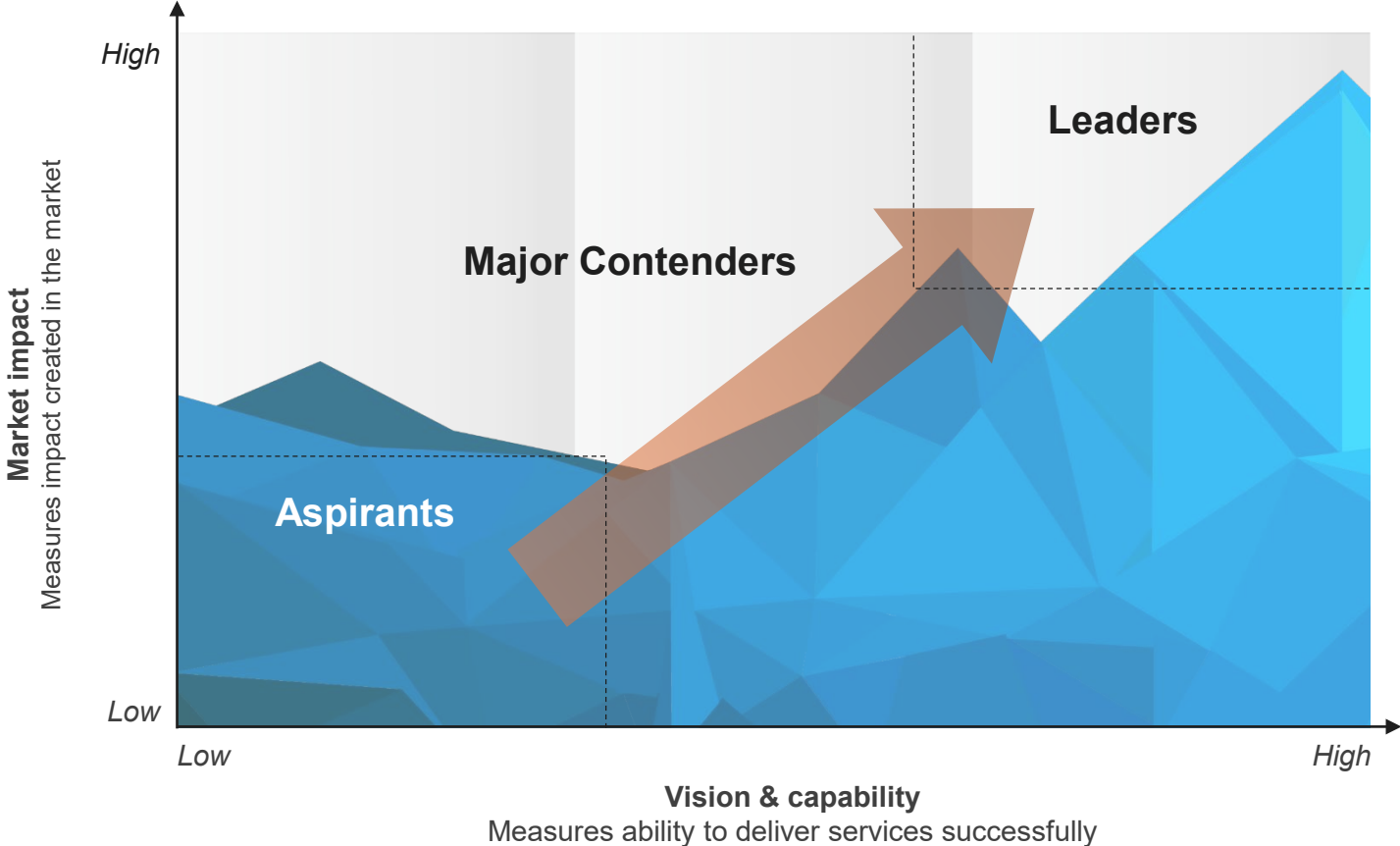


# Everest Group HRO process map



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

Everest Group PEAK Matrix



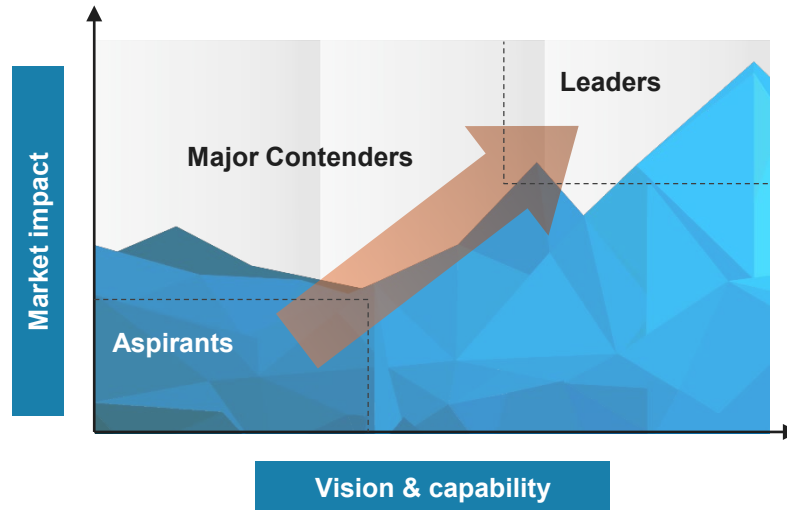
# Services PEAK Matrix™ evaluation dimensions

Measures impact created in the market – captured through three subdimensions

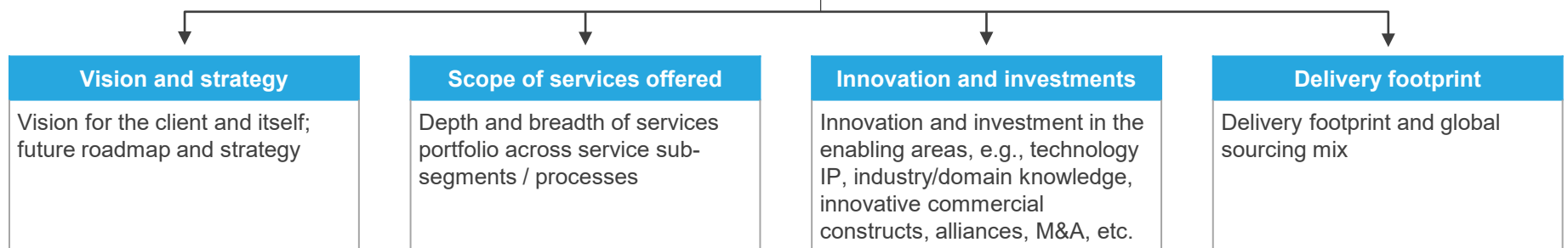
**Market adoption**  
No. of clients, revenue base, and YOY growth, deal value/volume

**Portfolio mix**  
Diversity of client/revenue base across geos and type of engagements

**Value delivered**  
Value delivered to the client based on customer feedback and transformational impact



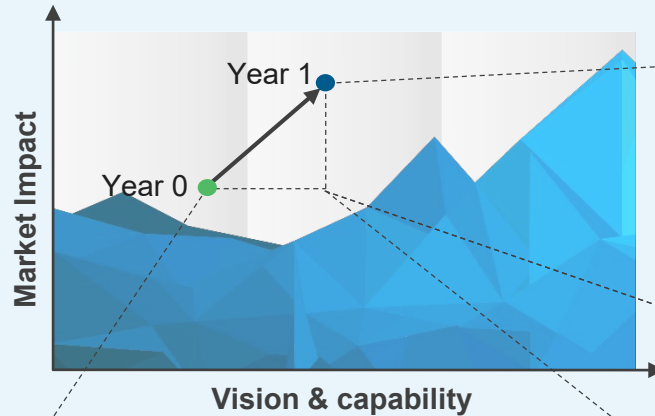
Measures ability to deliver services successfully. This is captured through four subdimensions



# 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 service 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 service 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 service providers with the highest improvement rankings and award the Star Performer rating to those service providers with:

- The maximum number of performance improvements across all of the above parameters AND
- At least one area of top-quartile improvement performance in both market impact 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.*

## **Does the PEAK Matrix™ assessment incorporate any subjective criteria?**

Everest Group's PEAK Matrix assessment adopts an unbiased and fact-based approach (leveraging service 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 service 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 service 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



## About Everest Group

Everest Group is a consulting and research firm focused on strategic IT, business services, and sourcing. We are trusted advisors to senior executives of leading enterprises, providers, and investors. Our firm helps clients improve operational and financial performance through a hands-on process that supports them in making well-informed decisions that deliver high-impact results and achieve sustained value. Our insight and guidance empower clients to improve organizational efficiency, effectiveness, agility, and responsiveness. What sets Everest Group apart is the integration of deep sourcing knowledge, problem-solving skills and original research. Details and in-depth content are available at [www.everestgrp.com](http://www.everestgrp.com).

### 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

### New York

info@everestgrp.com  
+1-646-805-4000

### Toronto

canada@everestgrp.com  
+1-416-388-6765

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