



Everest Group Multi-Process Human Resources Outsourcing (MPHRO) Services PEAK Matrix® Assessment 2023

Focus on Wipro
August 2023



Introduction

Background of the research

In today's Volatile, Uncertain, Complex, and Ambiguous (VUCA) world, organizations are constantly seeking ways to optimize their operations and enhance their overall efficiency. Ongoing talent shortage, surging inflation, recessionary environment, and geopolitical instability, coupled with the volatility that the pandemic left the enterprises in, has increased enterprises' openness to leverage third-party provider support for their HR function. The drive for digital transformation, increasing number of first-time outsourcers, and increasing demand for next-generation technology and high-end HRO work from mature outsourcers is expected to continue driving market growth in 2023.

To meet these evolving demands and be an orchestrator for their clients, providers are continuously enhancing their capabilities by cultivating domain-specific expertise, taking a design thinking approach, developing transformation frameworks and next-generation innovative offerings leveraging automation and analytics, and forging strategic technological and consulting partnerships. The providers have also invested on proprietary Employee Experience (EX) solutions to engage the workforce, along with investing in adding an experience layer to their products and are striving to provide a seamless, integrated experience to its users. The purpose of this research is to understand and assess MPHRO providers based on their vision and capabilities and impact on the market, and to position them on the Everest Group PEAK Matrix®.

In the full report, we analyze the global MPHRO provider landscape and its impact on the MPHRO market. In particular, we focus on:

- [Multi-Process Human Resources Outsourcing \(MPHRO\) Services PEAK Matrix® Assessment 2023](#) including provider capability assessment and Star Performer analysis
- Provider landscape
- Remarks on key strengths and limitations for each MPHRO provider

Scope of this report



Geography
Global



Providers

This research covers the following 17 HRO providers with multi-process capability: Accenture, ADP, Alight Solutions, Ascent HR, Capgemini, CGI, Conduent, IBM, Infosys, MHR, OneSource Virtual, SD Worx, Sopra HR, TCS, Wipro, WNS, and Zalaris



Services
MPHRO services

MPHRO PEAK Matrix® characteristics

Leaders:

Accenture, ADP, Alight Solutions, IBM, and TCS

- Leaders have established themselves as front-runners and continue to consistently deliver end-to-end HRO services to their clients. They have brought in innovative solutions to cater to current economic conditions along with talent shortages and cost pressures
- They leverage deep domain expertise, superior technology capabilities (augmented by heavy investments in next-generation technologies), innovative engagement models, end-to-end digital transformation, and consulting experience to differentiate themselves in the market

Major Contenders:

Capgemini, Conduent, Infosys, OneSource Virtual, SD Worx, Sopra HR, Wipro, WNS, and Zalaris

- Major Contenders' coverage of the HR value chain is not as comprehensive as that of Leaders, although they have consolidated their capabilities in specific areas of the value chain through investments in people, process, and technology
- These providers focus on developing digital and next-generation capabilities to serve their clients better. While they have been building strong capabilities for both transactional and judgment-intensive HR processes, some of the providers' expertise in the latter is still relatively untested

Aspirants:

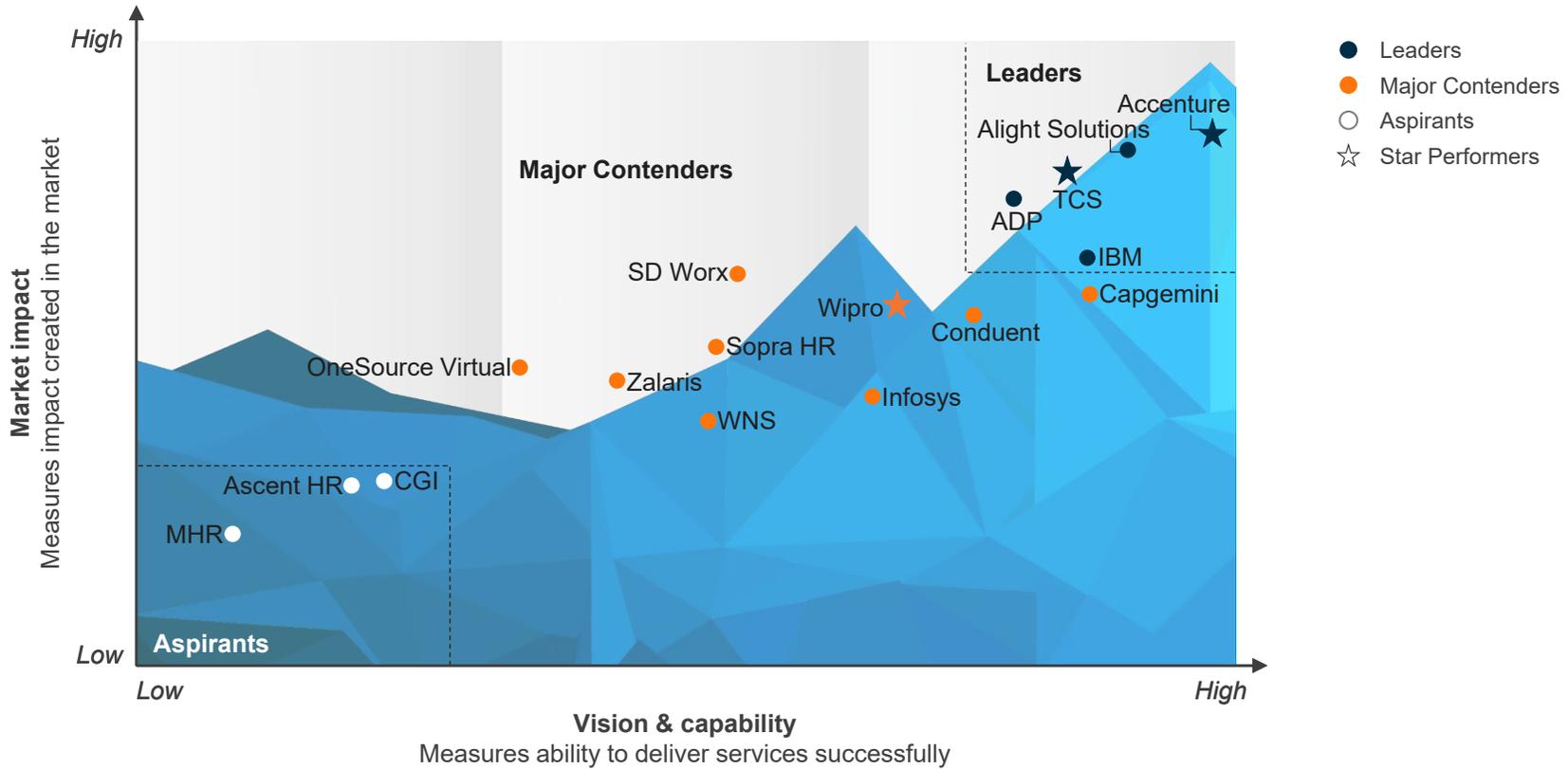
Ascent HR, CGI, and MHR

- Aspirants focus primarily on transactional HR processes. While they continue to strengthen digital capabilities, their current set of capabilities, and limited scale may not be best suited to handle end-to-end requirements for large organizations
- Their current emphasis is on differentiating themselves through developing innovative technology solutions and partnerships with other global providers to win more clients

Everest Group PEAK Matrix®

Multi-Process Human Resources Outsourcing (MPHRO) Services PEAK Matrix® Assessment 2023 | Wipro is positioned as a Major Contender and a Star Performer

Everest Group Multi-Process Human Resources Outsourcing (MPHRO) Services PEAK Matrix® Assessment 2023¹



¹ Assessments for CGI, MHR, and OneSource Virtual exclude service provider inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with MPHRO buyers
Source: Everest Group (2023)

Wipro profile (page 1 of 4)

MPHRO service capability and strategy

SERVICE SUITE

Company mission/vision statement

Wipro is a global information technology, consulting, and business process services company. It offers cognitive computing, hyper-automation, robotics, cloud, analytics, open innovation, and emerging technologies to help clients adapt to the digital world. It has over 2,000,000 employees serving clients across six continents.

Headquarters: Bangalore, India

Website: www.wipro.com

Key leaders

- **Nagendra P. Bandaru**, Global Head, iCore
- **Jasjit Singh Kang**, Global Head, DOP

Key partners

- Alight
- Page

Current MPHRO market segment focus

- **Buyer segment²** : targets all market segments interested in transforming their organization through people and in enhancing human experience through digitization
- **Geography:** North America, LATAM, UK&I, Europe, ANZ, APAC, and the Middle East & Africa

Current MPHRO technology strategy

Wipro is a technology-agnostic service provider and augments its services with proprietary, cloud, and point solutions.

Total HRO delivery FTEs = 13,500+		
Offshore ¹	Nearshore ¹	Onshore
12,500+	400+	600+

1 FTEs located in offshore (India), nearshore locations (countries in Europe and China), and onshore for North America
 2 Midsize market includes 3,000 to 15,000 employees managed. Large-market includes over 15,000 employees managed
 3 Others include ADP, Ramco, and JD Edwards

Suite of HR services offered					
	Not offered	Offered on a stand-alone basis	Offered as an MPHRO solution		
Benefits	Not offered	Offered on a stand-alone basis	Offered as an MPHRO solution	Compensation	Offered on a stand-alone basis
Employee data management	Not offered	Offered on a stand-alone basis	Offered as an MPHRO solution	Contact center	Offered on a stand-alone basis
HR strategy	Not offered	Offered on a stand-alone basis	Offered as an MPHRO solution	Employee relations	Offered on a stand-alone basis
Performance and succession	Not offered	Offered on a stand-alone basis	Offered as an MPHRO solution	Global mobility	Offered on a stand-alone basis
Rewards and recognition	Not offered	Offered on a stand-alone basis	Offered as an MPHRO solution	Learning	Offered on a stand-alone basis
				Payroll	Offered on a stand-alone basis
				Recruitment	Offered on a stand-alone basis
				Regulatory and compliance	Offered as an MPHRO solution

Recent HRO-related developments/investments	
Development	Developments/Investments
M&A/ Partnership	<ul style="list-style-type: none"> • Multi-country SAP provider • Business and HR consulting services • Multi-country payroll services provider • Multi-country global mobility services provider • Multi-country RPO services provider • Multi-lingual language solutions provider
Digital HR-related	<ul style="list-style-type: none"> • Employee experience solutions • HR analytics • Recruitment technology for candidate data enrichment; enhanced AI/ML sourcing and screening capability to attract larger and diverse talent pool • Multi language, machine translation solution for shorter turnaround on document needs and projects • Workforce management solution • Process maturity assessments

Technology supported						
Workday	SAP SuccessFactors	Oracle Cloud HCM	SAP On-premise	Oracle/Peoplesoft On-premise	Proprietary solution	Others ³
✓	✓	✓	✓	✓	✓	✓

Wipro profile (page 2 of 4)

MPHRO client portfolio

MPHRO experience

Total number of current MPHRO clients as of Q4 2022 – **not disclosed**

Recent MPHRO transactions

- Signed contracts across various organizations from BFSI, energy and utilities, manufacturing, and technology sectors
- Total signed contracts – 30+ across various organizations from technology, BFSI, energy and utilities, and manufacturing

Major MPHRO clients

- A leading multinational technology and internet-based company in the US
- A leading provider of benefits administration and cloud-based HR and financial solutions in the US
- A leading semiconductor manufacturing company in the Netherlands
- The largest offshore well drilling company in the US and the UK
- Facility management & professional services
- A leading global energy provider based out of Germany

■ Low (<10%)
 ■ Medium (10-20%)
 ■ High (>20%)

MPHRO industry mix		
BFSI	■	Energy and utilities ■
Healthcare	■	Media ■
Public sector	■	Manufacturing ■
Others ¹	■	Services ■
		CPG and retail ■
		Hi-tech and telecom ■

MPHRO geography mix by signing region		
North America	■	Europe ■
Australia	■	New Zealand ■
MEA	■	Rest of APAC ■
		United Kingdom ■
		Latin America ■

MPHRO buyer size mix ²		
Small market	■	Medium market ■
		Large market ■

¹ The others segment include construction and real estate

² Small-market segment includes 1,000 to 3,000 employees managed. Midsize market includes 3,000 to 15,000 employees managed. Large-market includes over 15,000 employees managed

Wipro profile (page 3 of 4)

Key MPHRO delivery locations



Wipro profile (page 4 of 4)

Everest Group assessment – Major Contender and Star Performer

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

- Wipro, an HR services provider with headquarters in India, is a Major Contender on the MPHRO PEAK Matrix®. Buyers looking for multi-tower deals that combine FAO/ITO/PO with HRO may find its offerings appealing
- It adopts a unified One-Wipro approach for all its BPS (Business Process Services) and IT engagements, placing a strong emphasis on client accounts rather than employing a siloed, vertical, or function-specific approach. This allows Wipro to have a seamless collaboration across domains and ensures a holistic understanding of client needs
- Wipro has an aggressive cost savings approach which is complemented by:
 - Substantial enhancement of service capabilities through the acquisition of Alight's back-office operations in India
 - Its investments in RPA, AI, proprietary hyper-automation solutions, and multi-language machine translation
- Its extensive delivery footprint enables the provider to effectively serve a wide range of geographies including North America, Europe, Middle East, Africa, and Asia Pacific
- Wipro excels in adhering to SLAs and SOPs, as also highlighted by referenced buyers. It demonstrates flexibility and maintains continuous client engagement
- It has strengthened its employee care services and has invested in its proprietary EX platform, HR Digital Hub, for employee self-service solutions to enhance the experience
- Wipro is committed to a platform-agnostic approach to offer its clients HR services on multiple HCMs and is making continuous efforts to deepen its expertise on different platforms. Its recent acquisition of Rizing, an SAP consulting firm, is a strategic investment that aligns with its overarching goals
- Referenced clients have highlighted Wipro's relationship management ability, leadership capability, and flexibility as its key strengths

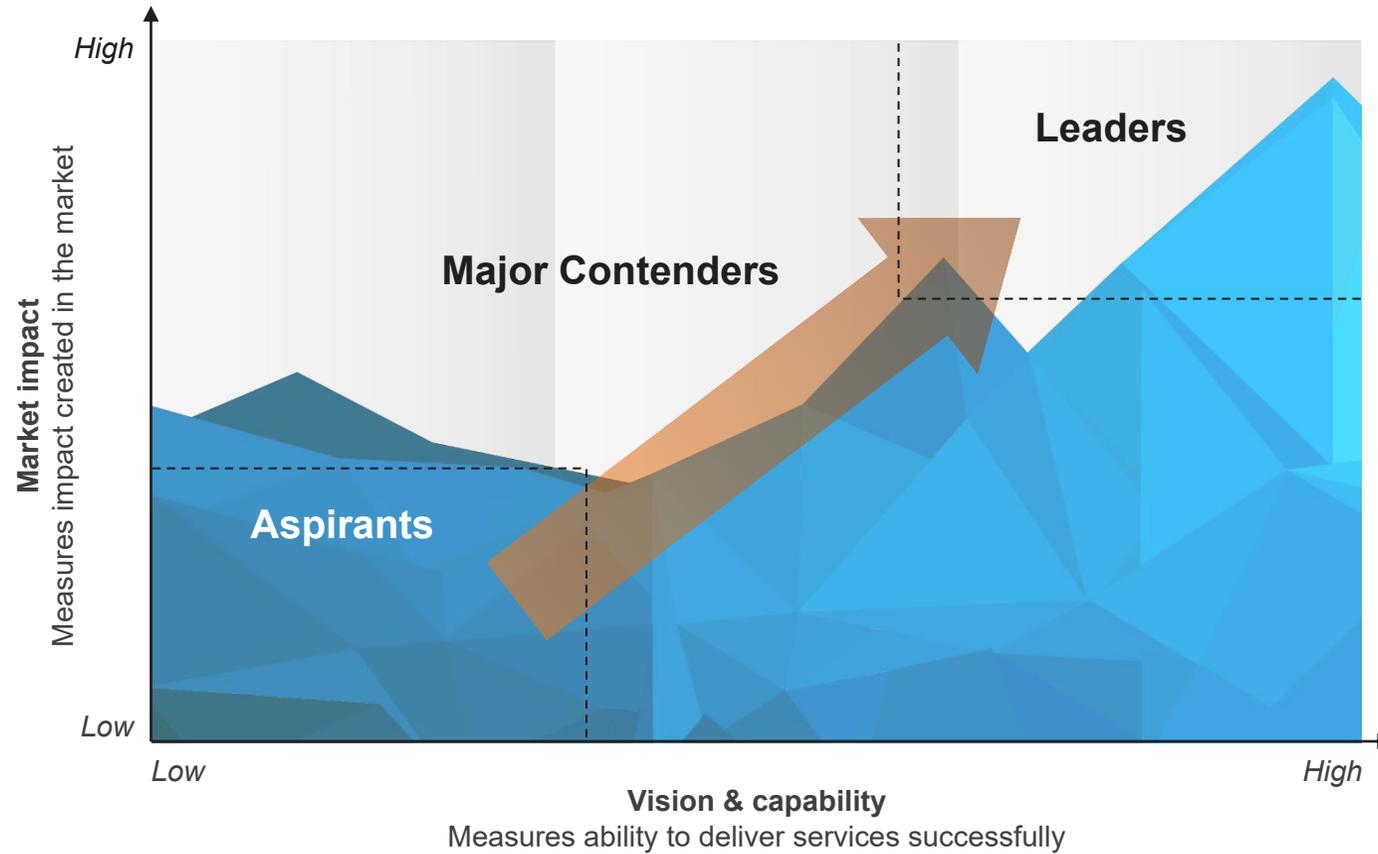
Limitations

- Most of Wipro's deals have a focus on payroll, employee data administration, and traditional benefits administration
 - While it has partnered with an RPO provider in Europe, its experience in these areas is relatively limited
 - Buyers looking to get support on judgment-intensive processes, such as compensation, prescriptive HR analytics, employee benefits decisions, or HR transformation, can accordingly evaluate its capabilities
- Though Wipro has a few MPHRO deals with learning content curation services, it does not bring in a learning platform or skill mapping tools. Buyers looking for these tools as part of an engagement with Wipro can assess its capabilities
- Wipro's deals are largely in the US, UK, and select regions in Europe. It has the potential to enhance its presence in APAC geographies such as Japan and Singapore to capture more market share
- Referenced clients need Wipro to be more prescriptive while recommending solutions, bring in more analytics and dashboards, and technology to enhance the client experience

Appendix

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

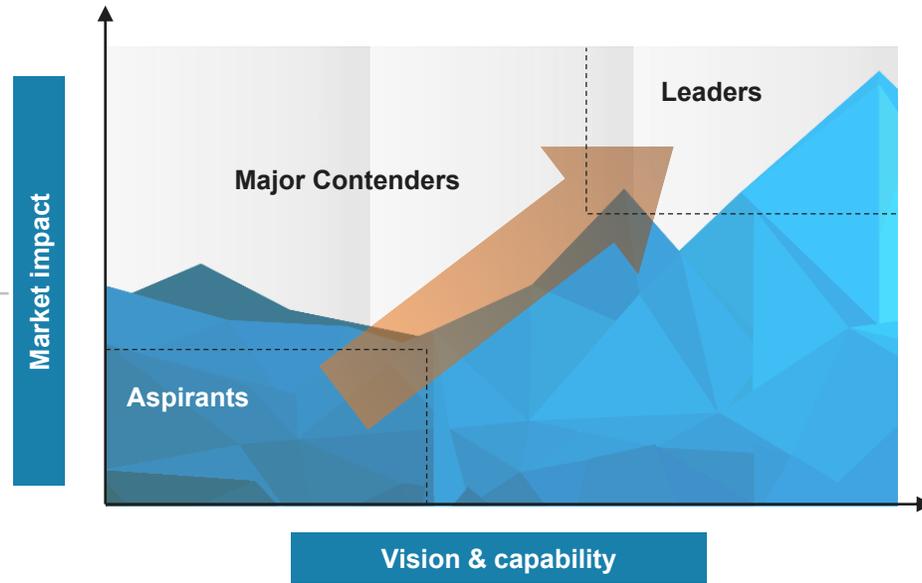
Everest Group PEAK Matrix



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



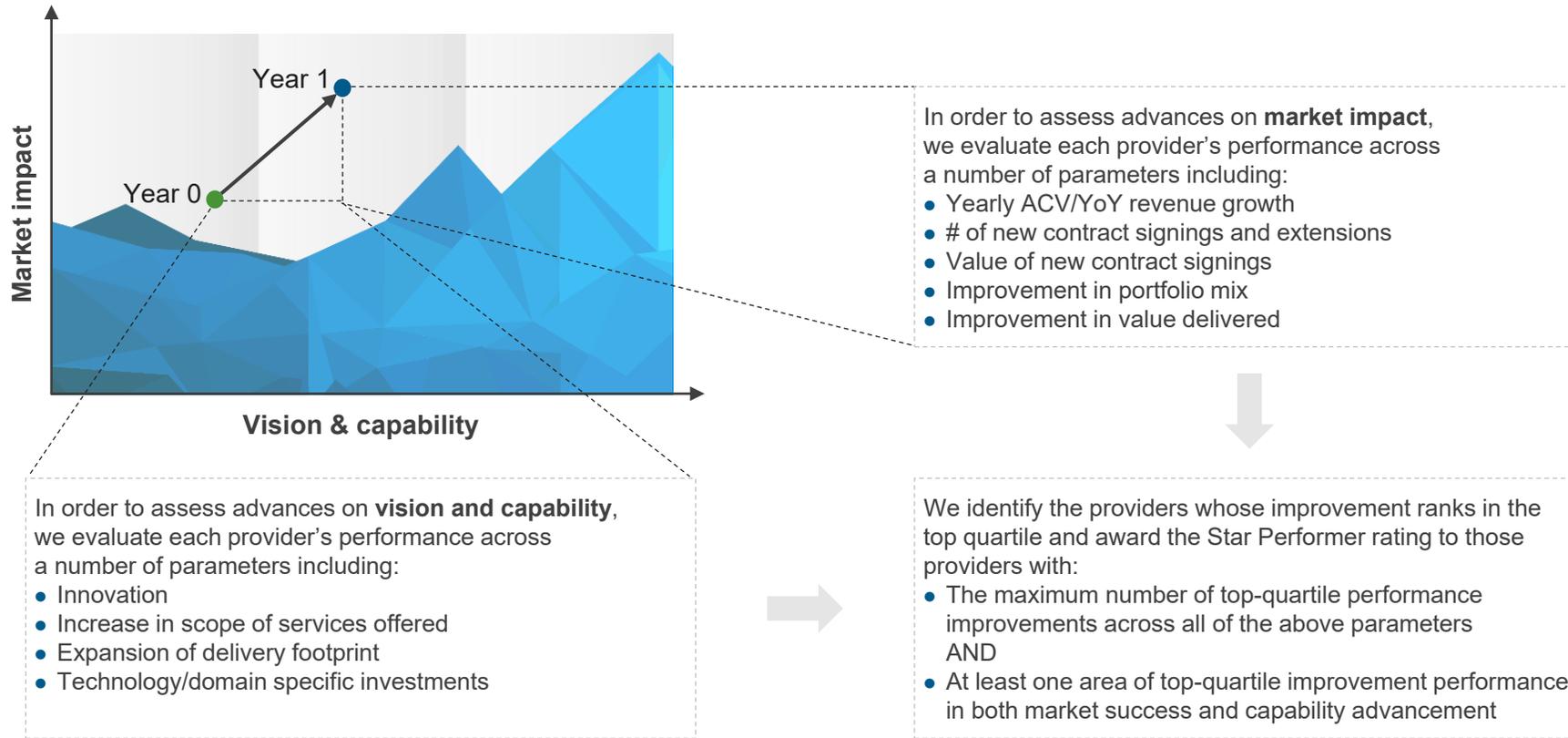
Measures ability to deliver services successfully. This is captured through four subdimensions

- 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 takes an unbiased and fact-based approach that leverages provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information. In addition, we validate/fine-tune these results 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 the PEAK Matrix assessment are relevant to buyers and providers other than the PEAK Matrix positioning?

A PEAK Matrix positioning is only one aspect of Everest Group's overall assessment. In addition to assigning a Leader, Major Contender, or Aspirant label, Everest Group highlights the distinctive capabilities and unique attributes of all the providers assessed on the PEAK Matrix. The detailed metric-level assessment and associated commentary are helpful for buyers in selecting providers/vendors for their specific requirements. They also help providers/vendors demonstrate their strengths in specific areas.

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

- Enterprise participants receive summary of key findings from the PEAK Matrix assessment
- For providers
 - The RFI process is a vital way to help us keep current on capabilities; it forms the basis for our database – without participation, it is difficult to effectively match capabilities to buyer inquiries
 - In addition, it helps the provider/vendor organization gain brand visibility through being included in our research reports

What is the process for a provider / technology vendor to leverage its PEAK Matrix positioning?

- Providers/vendors can use their PEAK Matrix positioning or Star Performer rating in multiple ways including:
 - Issue a press release declaring positioning; see our [citation policies](#)
 - Purchase a customized PEAK Matrix profile for circulation with clients, prospects, etc. The package includes the profile as well as quotes from Everest Group analysts, which can be used in PR
 - Use PEAK Matrix badges for 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 Everest Group; please contact your CD or [contact us](#)

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

PEAK Matrix assessments are designed to serve enterprises' current and future needs. 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 and to serve enterprises' future expectations.



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

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