



Wealth Management Operations – Service Provider Landscape with Services PEAK Matrix® Assessment 2020

Banking and Financial Services - Business Process Services (BFS-BPS)
Market Report – March 2020

Our research offerings for global services

▶ Market Vista™ Global services tracking across functions, sourcing models, locations, and service providers – industry tracking reports also available	
▶ Application Services	▶ Human Resources
▶ BPS Banking & Financial Services	▶ ITS Banking & Financial Services
▶ BPS Healthcare & Life Sciences	▶ ITS Healthcare
▶ BPS Insurance	▶ ITS Insurance
▶ Catalyst™	▶ IT Services Executive Insights™
▶ Cloud & Infrastructure	▶ ITS Life Sciences
▶ Customer Experience Management Services	▶ Locations Insider™
▶ Data & Analytics	▶ PricePoint™
▶ Digital Services	▶ Procurement
▶ Engineering Services	▶ Recruitment & Talent Acquisition
▶ Enterprise Platform Services	▶ Service Optimization Technologies
▶ Finance & Accounting	

Membership information

- This report is included in the following research program(s)
 - [Banking & Financial Services – Business Process Services \(BFS BPS\)](#)
- If you want to learn whether your organization has a membership agreement or request information on pricing and membership options, please contact us at info@everestgrp.com

More about membership

In addition to a suite of published research, a membership may include

- Accelerators™
- Analyst access
- Data cuts
- Pinnacle Model® reports
- PriceBook
- Virtual Roundtables
- Workshops

Custom research capabilities

- Benchmarking | Pricing, delivery model, skill portfolio
- Peer analysis | Scope, sourcing models, locations
- Locations | Cost, skills, sustainability, portfolio – plus a tracking tool
- Tracking services | Service providers, locations, risk
- Other | Market intelligence, service provider capabilities, technologies, contract assessment

Table of contents

Topic	Page no.
Background and methodology	04
Summary of key messages	10
Section I: Everest Group PEAK Matrix® for wealth management operations	12
• Summary	13
• Wealth management operations PEAK Matrix®	14
• Assessment of service providers	17
Section II: Analysis of service providers' market shares	22
• Summary	23
• Market success (revenue, clients, and service line growth)	24
• Market share by lines of businesses	25
• Market share by geography	26
Section III: Service provider comments	27
• Everest Group remarks on service providers	28
Appendix	38
• Glossary of terms	39
• Research calendar	40
• References	41

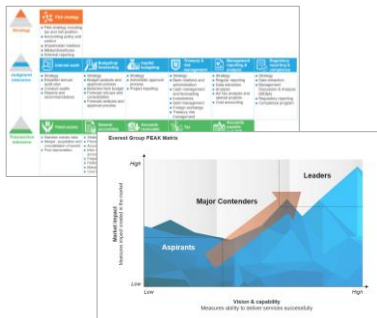
Contents

- **Background and methodology**
- Executive summary
- Everest Group PEAK Matrix® for wealth management operations
- Analysis of service providers' market shares
- Service provider comments
- Appendix

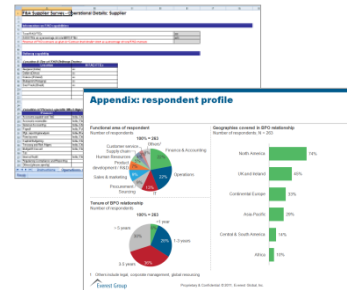
Our research methodology is based on four pillars of strength to produce actionable and insightful research for the industry

- Market thought leadership
- Actionable and insightful research
- Syndicated and custom research deliverables

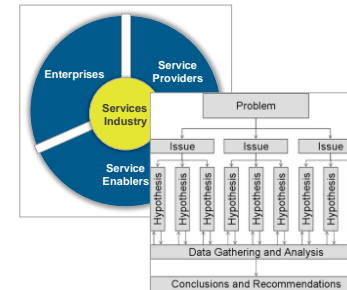
1 Robust definitions and frameworks
 BFS segmentation, third-party BPS market definition, PEAK Matrix, and market maturity



2 Primary sources of information
 Annual contractual and operational RFIs, service provider briefings and buyer interviews, and web-based surveys



3 Diverse set of market touchpoints
 Ongoing interactions across key stakeholders, inputs from a mix of perspectives and interests, supports both data analysis and thought leadership



4 Fact-based research
 Data-driven analysis with expert perspectives, trend-analysis across market adoption, contracting, and service providers



- Proprietary contractual database of ~300 wealth management operations contracts (updated annually)
- Year-round tracking of 20 wealth management operations service providers
- Large repository of existing research in wealth management operations
- Dedicated team for wealth management operations research, spread over two continents
- Over 20 years of experience in advising clients on wealth management operations-related decisions
- Executive-level relationships with buyers, service providers, technology providers, and industry associations

This report is based on two key sources of proprietary information

- Proprietary database of ~300 wealth management operations contracts (updated annually)
- The database tracks the following elements of each contract:
 - Buyer details including size and signing region
 - Contract details including service provider, contract type, TCV & ACV, service provider FTEs, start and renewal dates, duration, and delivery locations
 - Scope details including the share of individual buyer locations being served in each contract, Line of Business (LoB) served, and the pricing model employed

- Proprietary database of 20 wealth management operations service providers (updated annually)
- The database tracks the following for each service provider:
 - Revenue and number of FTEs
 - Number of clients
 - FTE split by different LoBs
 - Revenue split by region
 - Location and size of delivery centers
 - Technology solutions developed

- **Service provider briefings**
 - Vision and strategy
 - Annual performance and future outlook
 - Key strengths and improvement areas
 - Emerging areas of investment

- **Buyer reference interviews, ongoing buyer surveys, and interactions**
 - Drivers and challenges for adopting wealth management services
 - Assessment of service provider performance
 - Emerging priorities
 - Lessons learnt and best practices

Service providers assessed¹



1 Assessment for Atos Syntel, Capgemini, eClerx, EXL, FIS, Genpact, Hexaware, NIIT Technologies, Tech Mahindra, and WNS excludes service provider inputs on this particular study, and is based on Everest Group's estimates that leverage Everest Group's proprietary Transaction Intelligence (TI) database, ongoing coverage, service provider public disclosures, and interaction with buyers

Note: Service provider assessments are based on data collected through June 30, 2019. Any changes in capabilities due to M&A activity after this date are not reflected in the current analysis. We continually monitor the market and update the above list to include emerging service providers

The source of all content is Everest Group unless otherwise specified

Confidentiality: Everest Group takes its confidentiality pledge very seriously. Any information we collect that is contract specific will only be presented back to the industry in an aggregated fashion

Background of the research

As more and more millennials join the client pool for wealth managers, it is becoming imperative to overhaul the traditional methods of managing wealth. Online presence, digital onboarding, omnichannel communication, and overall turnaround time for investments are some of the differentiators prevalent in the industry now. Wealth management organizations are becoming more open to technology and digital intervention in operations to compete with the new-digital-first wealth managers to sustain growth and maintain market share.

Service providers have started focusing on providing more end-to-end solutions for their clients and are working more like partners than service providers. There is an increased prevalence of including a wealth management platform in capabilities among service providers to provide Business Process-as-a-Service (BPaaS) solutions. Several partnerships, alliances, and acquisitions have been observed in the market, with regards to FinTechs and niche technology providers. Buyers are increasingly looking to partner with their service providers in solving business challenges, gaining process efficiencies, and embarking on a journey to transform operations to achieve a superior customer experience as the end goal.

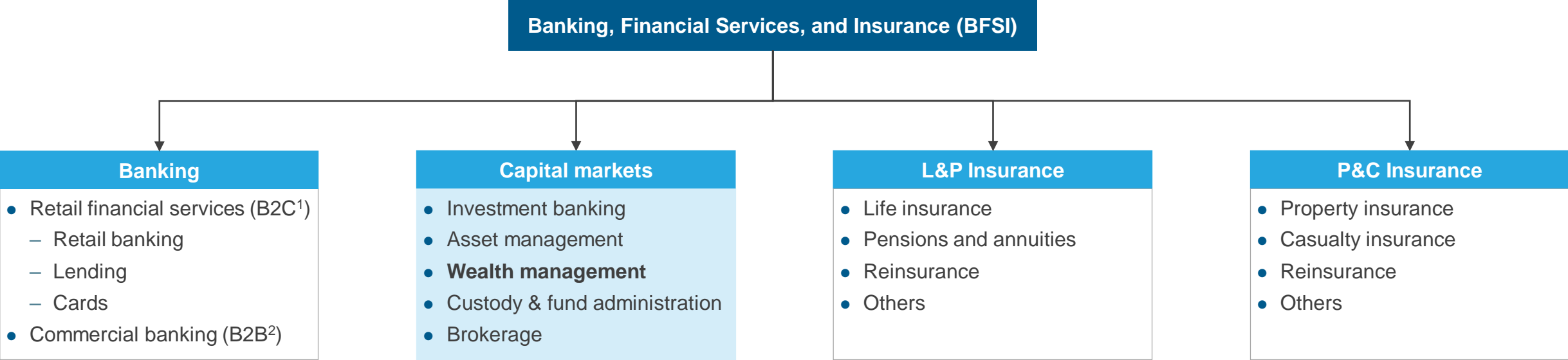
Scope of this report

- **Services:** Wealth management operations
- **Geography:** North America, Latin America, the United Kingdom, Continental Europe, Asia Pacific, Middle East, and Africa
- **Service providers:** 20 leading wealth management operations service providers

This report provides an insight into wealth management operations

NOT EXHAUSTIVE

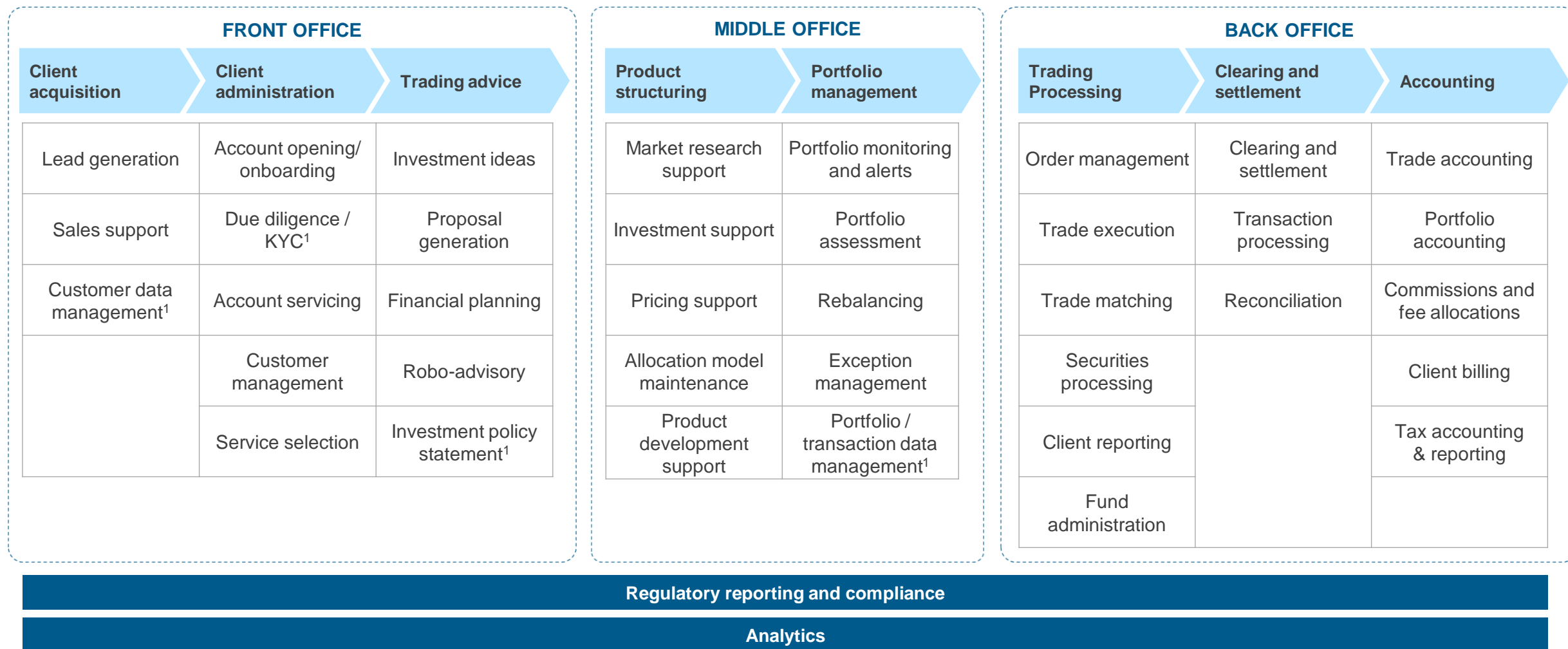
Focus of report



Note: This report covers vertical-specific BPS within the wealth management space. It does not include coverage of horizontal business processes such as F&A, HR, procurement, and contact centers

1 Business to consumer
2 Business to business

Everest Group's view of wealth management operations



¹ Involves back-office support

Contents

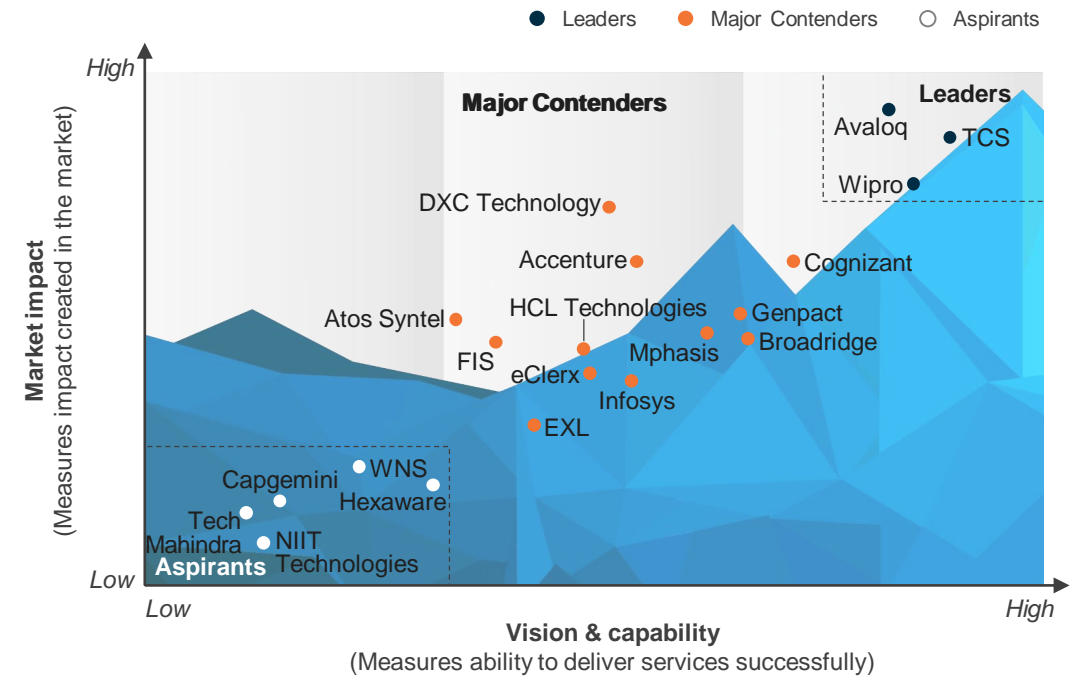
- Background and methodology
- **Executive summary**
- Everest Group PEAK Matrix® for wealth management operations
- Analysis of service providers' market shares
- Service provider comments
- Appendix

Summary of key messages

Everest Group PEAK Matrix® for wealth management operations

- Everest Group classified 20 wealth management operations service providers on the Everest Group PEAK Matrix into three categories of Leaders, Major Contenders, and Aspirants
- Avaloq, TCS, and Wipro are Leaders
- Major Contenders include Accenture, Atos Syntel, Broadridge, Cognizant, DXC Technology, eClerx, EXL, FIS, Genpact, HCL Technologies, Infosys, and Mphasis
- Capgemini, Hexaware, NIIT Technologies, Tech Mahindra, and WNS are Aspirants on the PEAK Matrix for wealth management operations
- The landscape for wealth management operations is evolving with leading providers taking on a more BPaaS oriented approach to operations and investing heavily in digital transformation capabilities
- Avaloq is the largest wealth management operations provider by revenue, while DXC Technology has the highest number of clients
- Accenture, Cognizant, Mphasis, and TCS, together, accounted for more than 60% of the YOY growth (2018-2019) in wealth management operations by revenue
- Accenture, Cognizant, and Mphasis witnessed a service line growth of over 10% by revenue
- Maximum number of FTEs are engaged in back-office operations, whereas front office is the one that shows the least presence
- Continental Europe is the largest buyer geography for wealth management operations by revenue followed closely by North America
 - While “Leaders” have a presence across most geographies, the market in Continental Europe is largely dominated by Avaloq

Everest Group Wealth Management Operations Services PEAK Matrix® Assessment 2020^{1,2}



1 PEAK Matrix specific to wealth management operations
 2 Assessments for **Atos Syntel, Capgemini, eClerx, EXL, FIS, Genpact, Hexaware, NIIT Technologies, Tech Mahindra, and WNS** excludes 10 of 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 wealth managers

Source: Inputs from market players, recruitment firms, and investment agencies

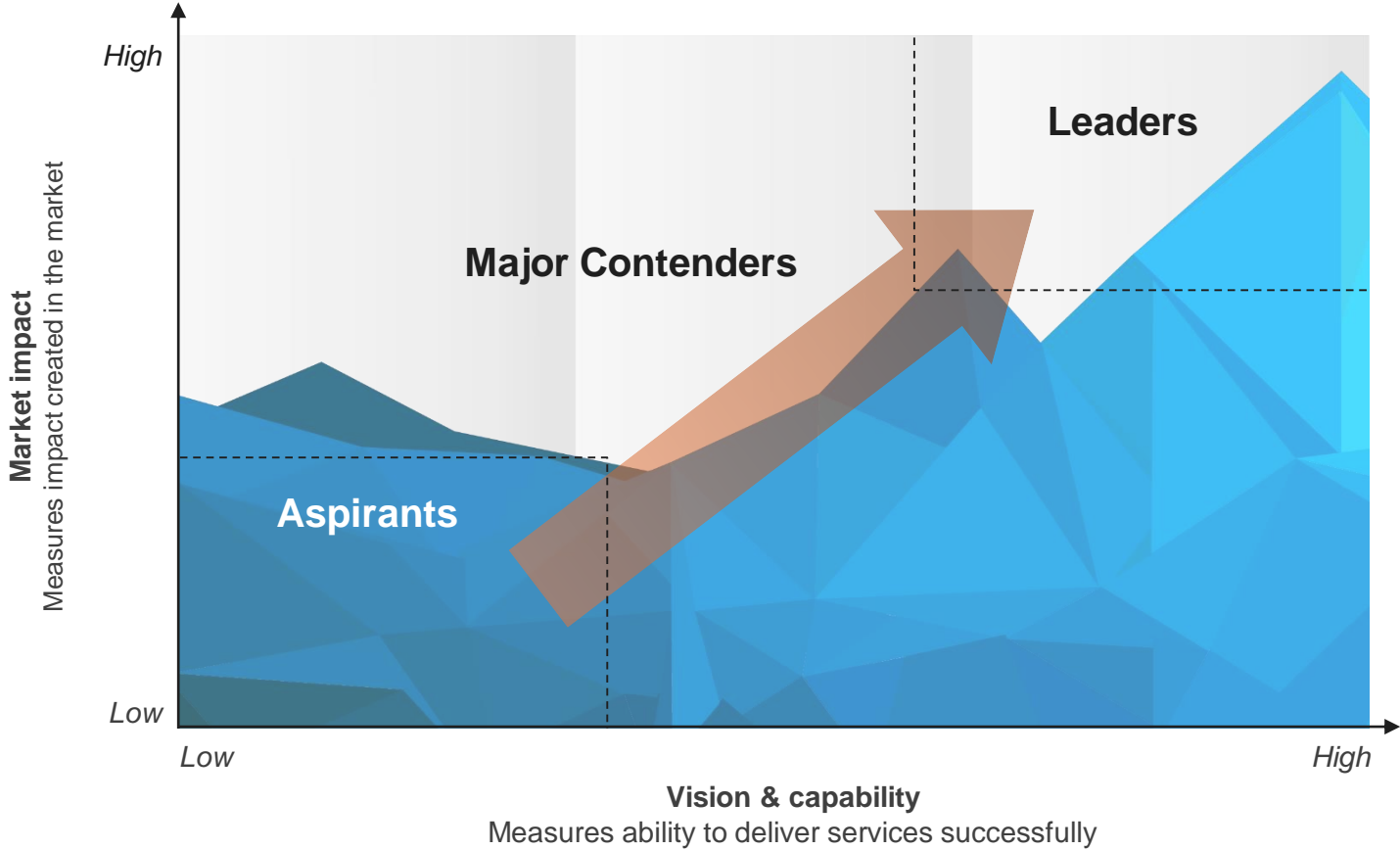
Contents

- Background and methodology
- Executive summary
- **Everest Group PEAK Matrix® for wealth management operations**
- Analysis of service providers' market shares
- Service provider comments
- Appendix

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



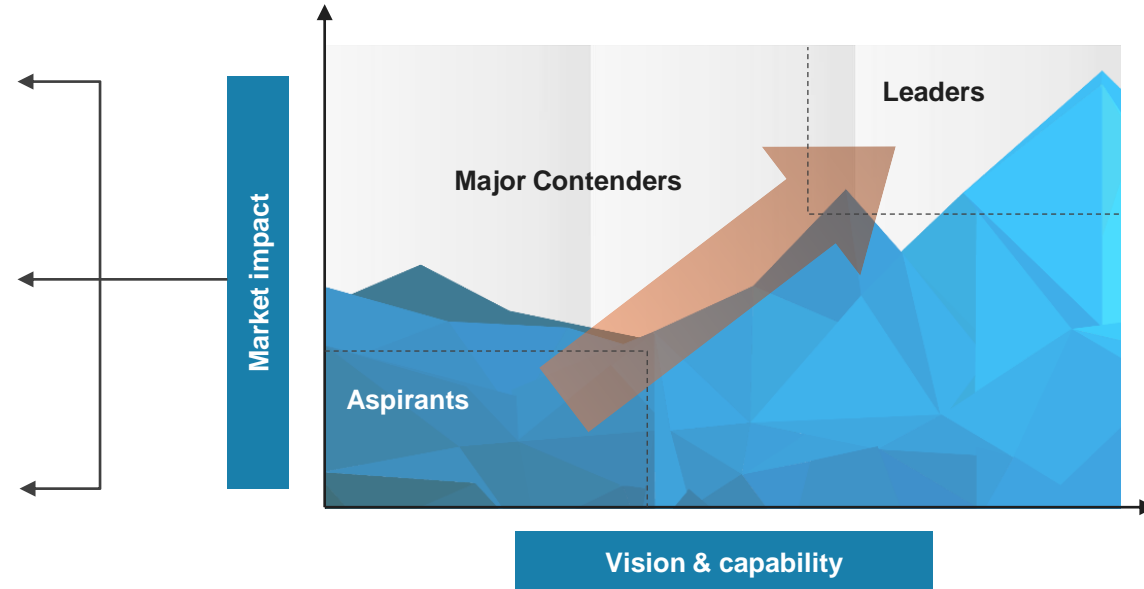
Everest Group PEAK Matrix



Services PEAK Matrix® evaluation dimensions

Measures impact created in the market – captured through three subdimensions

- Market adoption**
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



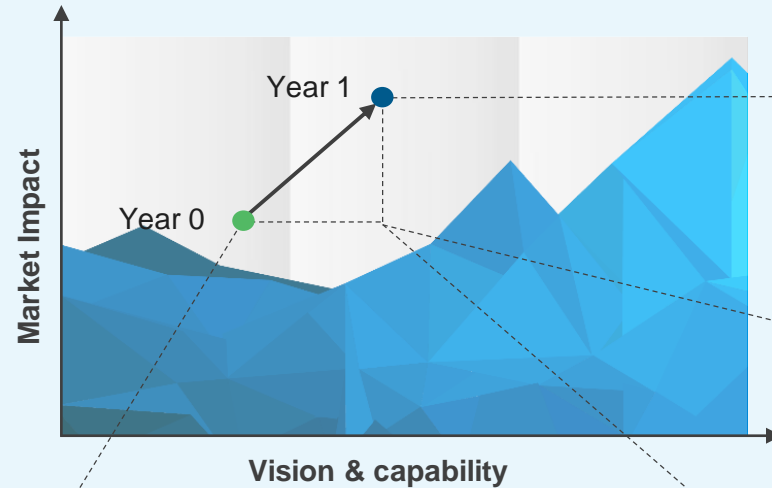
Measures ability to deliver services successfully. This is captured through four subdimensions

- 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 sub-segments / 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



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:

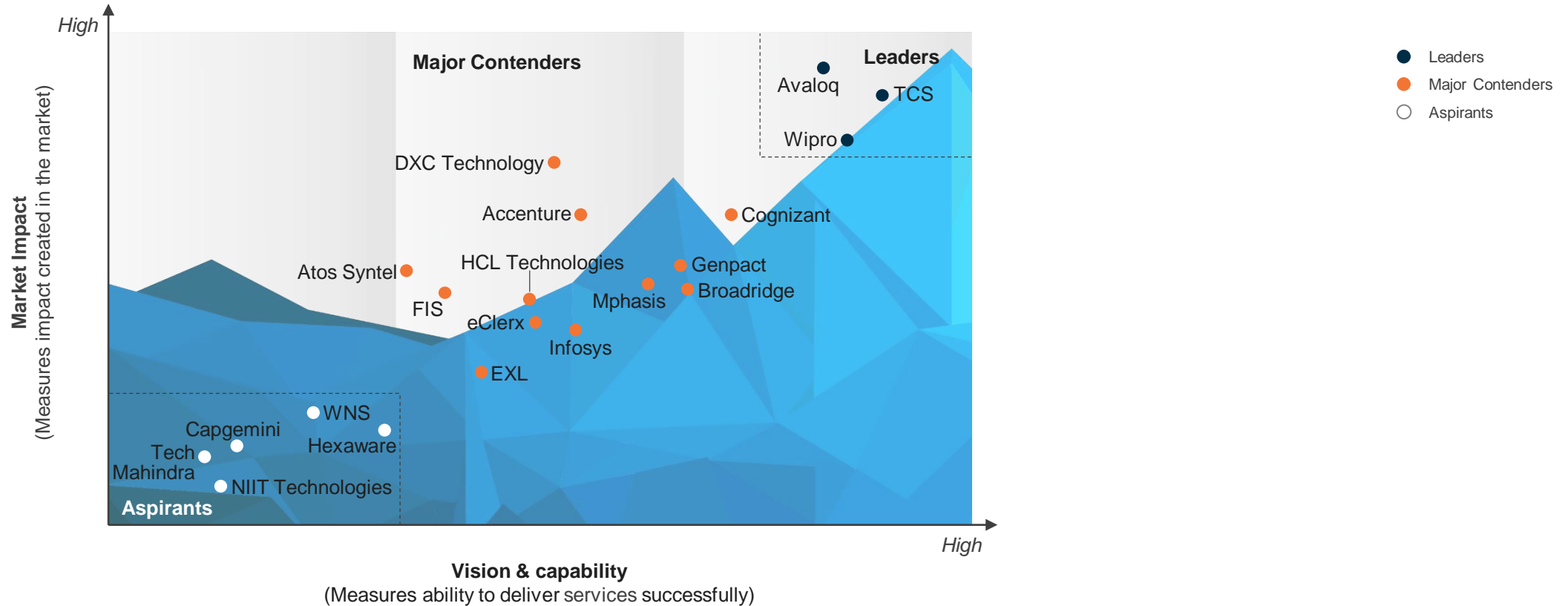
- Innovation
- Increase in scope of services offered
- Expansion of delivery footprint
- Technology/domain specific investments

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

Everest Group Wealth Management Operations Services PEAK Matrix® Assessment 2020^{1,2}



1 PEAK Matrix specific to wealth management operations

2 Assessments for Atos Syntel, Capgemini, eClerx, EXL, FIS, Genpact, Hexaware, NIIT Technologies, Tech Mahindra, and WNS excludes 9 of 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 wealth managers

Source: Inputs from market players, recruitment firms, and investment agencies

Wealth management operations PEAK Matrix® key messages

Everest Group classified 20 wealth management operations service providers on the Everest Group PEAK Matrix into the three categories of Leaders, Major Contenders, and Aspirants. The PEAK Matrix is a framework to assess the absolute market success and overall capability of service providers:

Leaders:

There are three service providers in the Leaders category – Avaloq, TCS, and Wipro

Major Contenders:

The Major Contenders category has twelve service providers – Accenture, Atos Syntel, Cognizant, Broadridge, DXC Technology, eClerx, EXL, FIS, Genpact, HCL Technologies, Infosys, and Mphasis




























Aspirants:

Capgemini, Hexaware, NIIT Technologies, Tech Mahindra, and WNS are Aspirants on the PEAK Matrix for wealth management operations

Summary dashboard | Market impact and vision & capability assessment of providers for wealth management operations 2020

Leaders

Measure of capability:  High  Low

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

Summary dashboard | Market impact and vision & capability assessment of providers for wealth management operations 2020

Major Contenders




























Measure of capability:  High  Low

Service provider	Market impact				Vision & capability				
	Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
Accenture									
Atos Syntel									
Broadridge									
Cognizant									
DXC Technology									
eClerx									
EXL									
FIS									
Genpact									

Summary dashboard | Market impact and vision & capability assessment of providers for wealth management operations 2020

Major Contenders














































Measure of capability:  High  Low

Service provider	Market impact				Vision & capability				
	Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
HCL Technologies									
Infosys									
Mphasis									

Summary dashboard | Market impact and vision & capability assessment of providers for operations 2020

Aspirants

Measure of capability:  High  Low

Service provider	Market impact				Vision & capability				
	Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
Capgemini									
Hexaware									
NIIT Technologies									
Tech Mahindra									
WNS									

Contents

- Background and methodology
- Executive summary
- Everest Group PEAK Matrix® for wealth management operations
- **Analysis of service providers' market shares**
- Service provider comments
- Appendix

Analysis of service providers' market shares – summary

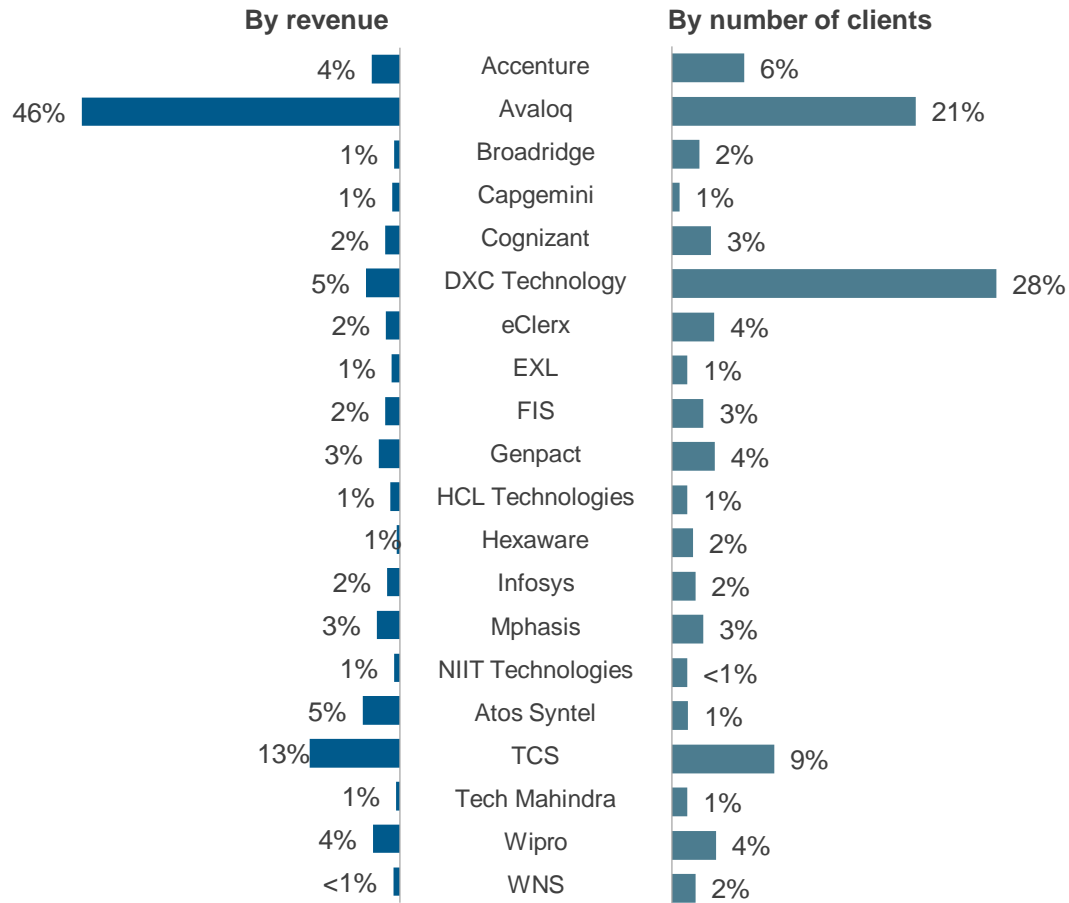
We analyzed the overall wealth management operations market shares of the service providers along various parameters¹

- **Wealth management operations revenue:** Avaloq has the highest wealth management operations revenue
- **Number of clients:** DXC Technology has the highest number of wealth management operations clients
- **YOY growth:** Accenture, Cognizant, and Mphasis witnessed a service line growth of over 10% by revenue
- **Wealth management operations market growth contribution:** Accenture, Cognizant, Mphasis, and TCS, together, accounted for more than 60% of the YOY growth (2018-2019) in wealth management operations by revenue
- **Buyer geography:** Continental Europe is the largest buyer geography for wealth management operations by revenue followed closely by North America
 - While “Leaders” have a presence across most geographies, the market in Continental Europe is largely dominated by Avaloq and DXC Technology

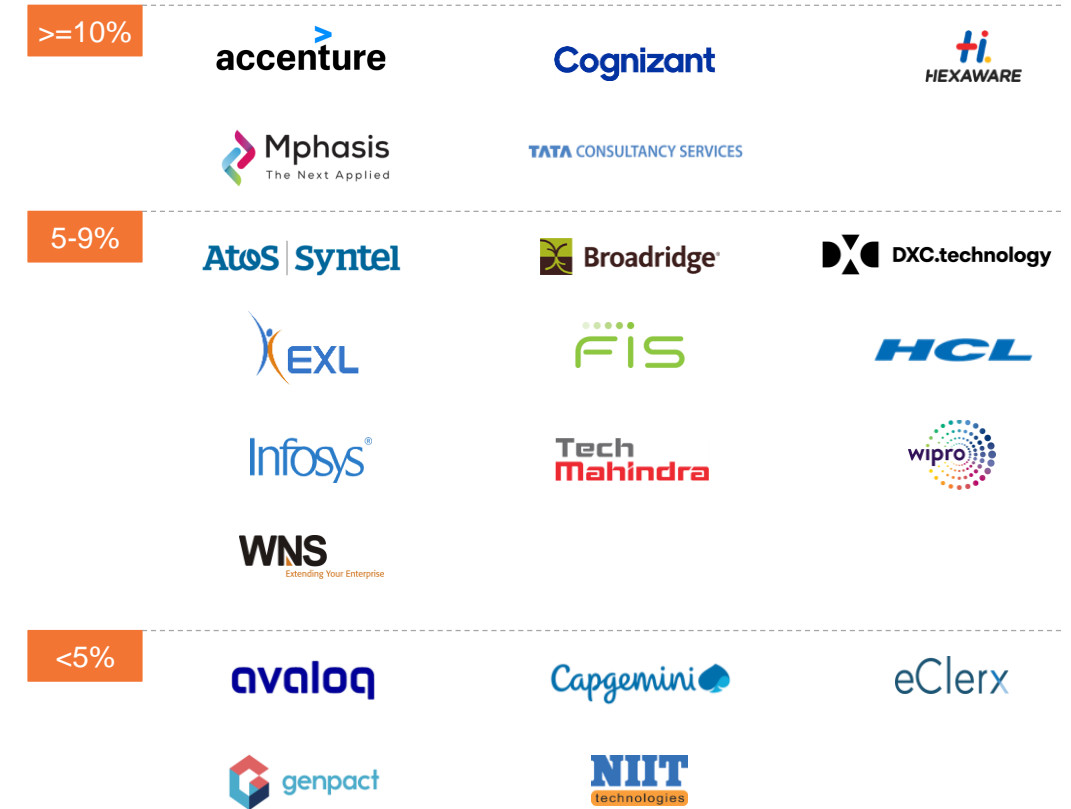
¹ Based on 20 wealth management operations service providers featured on the PEAK Matrix

Avaloq is the largest wealth management operations provider by revenue, while DXC Technology has the highest number of clients

Global wealth management operations provider market share



Growth of wealth management operations revenue
YOY growth in percentage

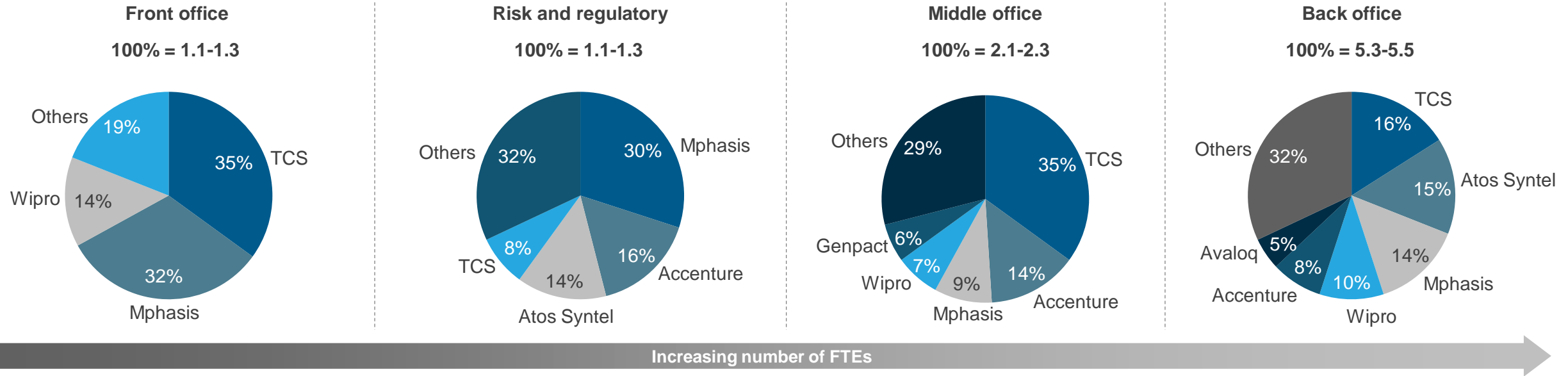


Sample size: 20 service providers featured on the wealth management operations PEAK Matrix

Note: Assessment for Atos Syntel, Capgemini, eClerx, EXL, FIS, Genpact, Hexaware, NIIT Technologies, TechMahindra, and WNS excludes service provider inputs and is based on Everest Group's proprietary TI database, service provider public disclosures, and Everest Group's interactions with buyers

Leaders, in terms of market share, vary across different LoBs in wealth management operations; however, TCS dominates most of the LoBs

Market share in wealth management operations LoBs
Number of FTEs in '000s



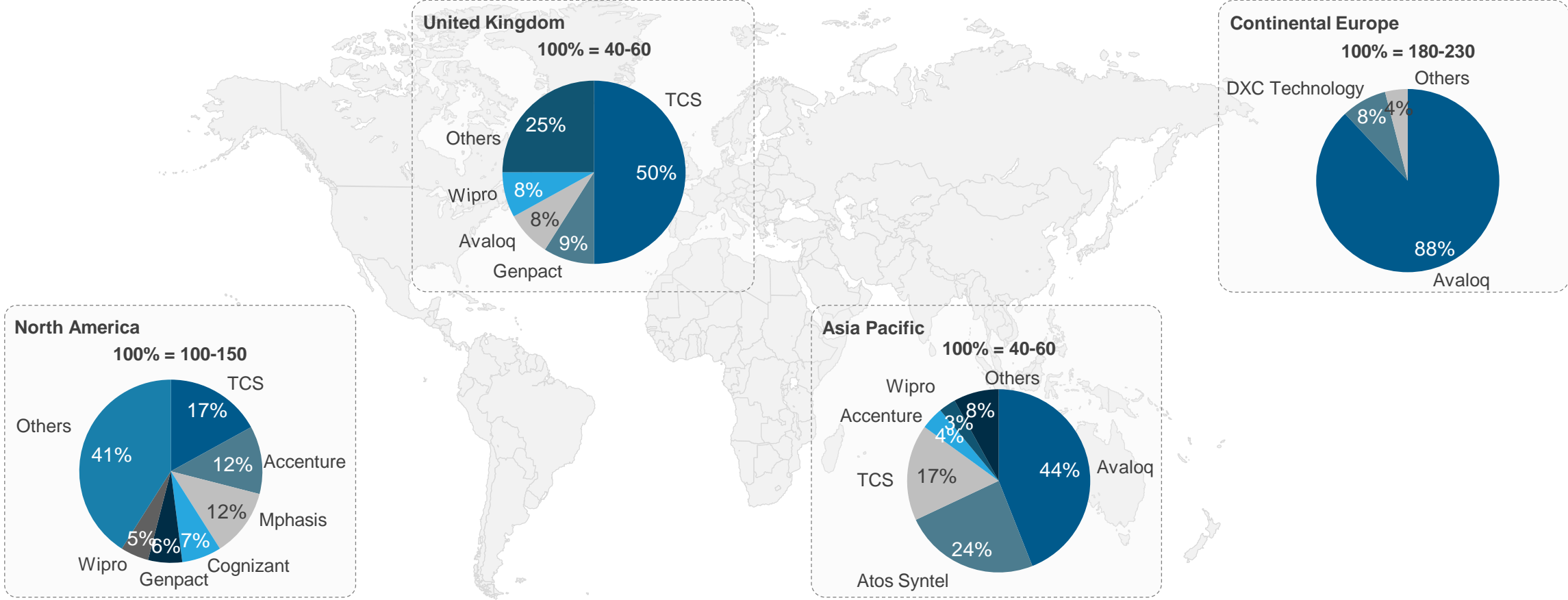
- Maximum number of service provider FTEs are engaged in back-office operations, with limited scale of operations in front- and mid-office, and risk & regulatory operations
- The provider landscape is very different across though TCS dominates most of the LoBs
 - Mphasis, TCS, and Wipro have a major presence in back office
 - Mid-office operations are dominated by TCS and Accenture
 - Accenture and Mphasis dominate the risk and regulatory services
 - Mphasis, TCS, and Wipro dominate front-office operations

Sample size: 20 service providers featured on the wealth management operations PEAK Matrix

Note: Assessment for Atos Syntel, Capgemini, eClerx, EXL, FIS, Genpact, Hexaware, NIIT Technologies, TechMahindra, and WNS excludes service provider inputs and is based on Everest Group's proprietary TI database, service provider public disclosures, and Everest Group's interactions with buyers

While “Leaders” have a presence across most geographies, TCS clearly dominates the UK and Avaloq dominates Continental Europe and Asia Pacific

Wealth management operations market share by signing regions
Revenue in US\$ million



Sample size: 20 service providers featured on the wealth management operations PEAK Matrix

Note: Assessment for Atos Syntel, Capgemini, eClerx, EXL, FIS, Genpact, Hexaware, NIIT Technologies, TechMahindra, and WNS excludes service provider inputs and is based on Everest Group’s proprietary TI database, service provider public disclosures, and Everest Group’s interactions with buyers

Contents

- Background and methodology
- Executive summary
- Everest Group PEAK Matrix® for wealth management operations
- Analysis of service providers' market shares
- **Service provider comments**
- Appendix

Everest Group's remarks on service providers

Provider

Strengths

Areas of improvement



- Accenture has adopted a transformation-led approach to its wealth management engagements and, recently, acquired Orbium, a management consultancy and technology services provider that specializes in core software for wealth management enterprises
- Wealth management operations are significant for Accenture in its capital markets portfolio. It has leveraged its consulting lineage well to include advisory services in its wealth management engagements
- It has developed a holistic set of technology capabilities ranging from platforms such as Accenture Post Trade Processing (APTP) for enabling higher efficiencies to solutions focused at Ultra High Net Worth (UHNW) clients and advisor success

- Accenture has a strong focus on North America and the large buyer segment in that region. Its capabilities for buyers from other geographies and handling operations of small and mid-size buyers remain relatively untested
- It has not invested in its wealth management operations at the same scale as its other offerings. This points toward a weakening focus on wealth management
- Buyers feel Accenture can proactively pitch more services and solutions to enhance processes and increase the overall value addition in engagements





- Avaloq is one of the most successful players in wealth management, with its BPaaS approach to services leveraging its banking suite, digital platform, and business network platform
- It has developed a unique ecosystem for digital transformation with the launch of "avalog.one", wherein FinTechs can self-onboard to the platform, self-integrate with Open APIs, journeys, and the avalog.one sandbox capabilities
- It is working at differentiating its offerings by complementing current capabilities with technology in other asset classes. The recent acquisition of "Derivative Partners AG" gives Avaloq the opportunity to utilize differentiating data for structured product and Exchange-Traded Fund (ETF) markets on its platform

- Avaloq can bring in cost savings by balancing its delivery footprint by opening more nearshore and offshore locations. The onshore-centric delivery model may prevent its clients from capturing labor arbitrage opportunities –abundant talent pools exist in offshore locations
- It has a strong focus on Europe for its wealth management segment. Its extensive capabilities remain primarily untried in the largest buyer geography, i.e., North America
- It may face hurdles in independently engaging with buyers initially looking for access to additional hands for their operations in their service provider as Avaloq has a smaller FTE strength

Everest Group's remarks on service providers

Provider	Strengths	Areas of improvement
 Atos Syntel	<ul style="list-style-type: none">• Atos Syntel offers the traditional back-office services such as pre-trade analytics, reconciliation, clearing and settlement, accounting, and trade execution. It has also added regulatory compliance-related services and solutions to its offerings to add more value to its engagements• It has developed significant technology and digital solutions as well as invested continuously in enhancing them. It further improved the Straight Through Processing (STP) rates of SyntBots for trade settlements• Atos Syntel, the new entity, can now expand its delivery footprint to more onshore and nearshore locations achieving a more balanced shoring mix	<ul style="list-style-type: none">• Atos Syntel has not been able to leverage credentials built from being a part of some of the largest engagements in this segment to grow its portfolio further• It, currently, does not have many domain-intensive services in wealth management and needs to invest in domain-building activities to compete with other leading players• It needs to find synergies between the two entities; leverage Atos' digital consulting capabilities along with Syntel's operational offerings to create a more holistic portfolio in wealth management
 Broadridge®	<ul style="list-style-type: none">• Broadridge, traditionally a niche brokerage service provider, has now infused resources in developing its wealth management capabilities. It recently acquired RPM Technologies, a Canadian wealth management software solutions provider• It is now looking to grow its presence in Asia Pacific, with leadership appointments and sales team expansion to spearhead growth in asset and wealth management operations as well as to strengthen its overall presence in Japan• Broadridge has an array of solutions including reconciliation, billing and expense management, trade settlement and clearing, and portfolio management that can be leveraged well in wealth management operations	<ul style="list-style-type: none">• Broadridge has built significant credentials in the brokerage segment with multiple engagements. However, its market success and credentials in wealth management operations are relatively limited• It primarily focuses on North American buyers and has minimal experience with engagements for buyers from other geographies• Its leverage of in-house technologies has been on the lower side in its engagements. Clients would be able to leverage multiple investments made in the areas of AI and analytics by Broadridge for efficient operations and overall value-addition, once such opportunities are pitched proactively

Everest Group's remarks on service providers

Provider	Strengths	Areas of improvement
	<ul style="list-style-type: none">• Capgemini has a strong focus on wealth management as a business segment and has developed services and built domain expertise over the years. It is rightly focusing on customer experience, advisor productivity, and digital transformation of operations• It has developed capabilities in risk management and regulatory compliance services with tools and frameworks for Foreign Account Tax Compliance Act (FATCA), data management, Cash-on-Cash Return (CCR) and Master Data Management (MDM) reference architectures, and Sigma Map™• It has created a partnership ecosystem to get niche solution providers onboard, and embed those solutions within its overall services	<ul style="list-style-type: none">• With a focus on large buyer segments, Capgemini is leaving a huge room for propelling its growth in the small and mid-sized buyer segment. The demand for capital markets services from these buyer segments is fairly high and should not be ignored• While it has achieved market success in IT services and transformation of operations, the capability to handle operations for a larger client base remains largely unproven• It should work at integrating its consulting heritage, IT expertise, and operations capabilities more efficiently to position itself as an end-to-end partner for transformation in wealth management and gain more market traction
	<ul style="list-style-type: none">• Cognizant has developed quite a few wealth management-focused solutions and is investing in enhancing its solutions with investments targeted at the end customer experience• With offerings developed across the board from front, mid, and back office to risk and regulatory services for its wealth management clients, Cognizant is working toward creating an end-to-end offering that would help it gain more traction in future• Acquisition of the trade processing platform “FINBOS” will help it gain access to a broader set of potential clientele plus add a platform to its portfolio for moving toward a BPaaS approach in wealth management	<ul style="list-style-type: none">• Though Cognizant has a large share in overall capital markets operations, when we look at wealth management operations it lacks the scale that some of its peers have achieved• Cognizant may face hurdles in catering to clients looking for a more balanced delivery footprint as it currently follows an offshore-heavy model for its wealth management operations• It has a rich experience in serving clients in North America; however, its experience in serving clients from other geographies, such as the UK and Asia Pacific is limited

Everest Group's remarks on service providers

Provider	Strengths	Areas of improvement
	<ul style="list-style-type: none"> • DXC Technology has successfully leveraged its legacy of capital markets engagements in the European region to create a portfolio in wealth management operations • It has developed a diverse range of services for risk management and regulatory compliance to add more value to its existing engagements. It has also started to take on a more holistic digital partner role with the addition of digital strategy and consulting capabilities by acquiring Luxoft • It is one of the few service providers to have successfully catered to all three buyer segments – large, mid-sized, and small – and capture a decent market share in Continental Europe 	<ul style="list-style-type: none"> • It has made large-scale investments in other industry verticals such as healthcare and insurance to enhance capabilities, but similar endeavors in wealth management are missing • Though DXC Technology has a strong portfolio of technology solutions for cross-industry digital transformation, it has limited wealth management-specific solutions portfolio • Though it has developed a balanced delivery footprint, it has not been able to leverage this to gain access to potential clients in geographies where it has a significant presence for other business segments
	<ul style="list-style-type: none"> • eClerx offers broader financial markets services such as trade support, document management, cash securities operations, and analytics. It also provides regulatory compliance services and solutions to its clients • It has multiple point solutions catering to different processes such as document digitization and extraction, RPA, KYC, reconciliation, and data remediation • It is working toward creating a more transformation-based approach for clients leveraging its tools and operational expertise and combining it with the consulting capabilities acquired from TwoFour Consulting 	<ul style="list-style-type: none"> • eClerx has not been able to leverage FinTechs and digital solution providers well to augment its offerings and offer its clients an end-to-end solution. It has not been able to create a robust ecosystem of technology partners in wealth management yet • Though it has multiple solutions, domain expertise, and consulting capabilities, it has not been able to convert this holistic set of capabilities into continued market success in recent years • It has not tested its capabilities with small and mid-size buyers yet and has been focused on the large buyers to fuel its growth

Everest Group's remarks on service providers

Provider

Strengths

Areas of improvement



- EXL's analytics-led approach, backed by its capabilities in risk management and regulatory support, has helped it grow its wealth management operations
- It focuses mainly on digital operations and customer experience-related services, an area witnessing increasing importance in the industry. With a presence across North America and the UK, the largest buyer geographies, EXL has a good opportunity to translate these services into market success for itself
- It has recently launched a digital KYC solution with automation, AI, and Natural Language Processing (NLP) in collaboration with HSBC to help the bank with efficiency, compliance, and customer experience. The solution can be utilized well in wealth management as well



- EXL needs to make some strategic changes to be able to add more logos to its existing portfolio. It made several investments and partnerships recently, aimed at its healthcare and insurance services; however, a similar focus is lacking in wealth management operations
- It has developed a broad range of offerings within financial services, but it has not yet projected these capabilities customized for wealth managers
- It has mainly engaged with North American wealth managers, while engagements in other buyer geographies such as Europe and Asia Pacific are limited



- FIS has developed a host of solutions for wealth management advisors such as Apex, Intellimatch, and Valdi that help in trade management and monitoring of positions. It has also developed a suite of services especially catering to the risk and regulatory compliance needs of wealth managers
- It has developed multiple modes of engagements such as advisory, managed services, and practice management to provide its clients the flexibility to choose a mode that suits them the best
- It has a significant client base and is present in several geographies including North America, the United Kingdom, and Continental Europe, which it serves through multiple delivery centers spanning the globe

- FIS has seen good market success with its solutions getting adopted in the industry; however, it has not proven its mettle for handling traditional back-office wealth management operations yet
- Its wealth management clientele mainly comprises smaller regional wealth and retirement fund management companies. It has not yet demonstrated its capabilities in larger engagements
- It has not made any major investments for wealth management capabilities and solutions recently

Everest Group's remarks on service providers

Provider	Strengths	Areas of improvement
	<ul style="list-style-type: none"> • Genpact has developed a broad set of capabilities around wealth management operations, customer experience, and risk and regulatory compliance as well as technology solutions such as its Cora platform • It has invested to incorporate AI- and ML-enabled functionalities to its CoraLiveWealth platform. It has also made investments to develop end-to-end capabilities in wealth management operations with its Open Wealth platform • It entered into a strategic partnership with Bridgewater Associates, a leading portfolio management firm, to help them digitally transform its business as well as manage its shared service functions 	<ul style="list-style-type: none"> • FinTech partnerships, industry collaborations, and large-scale investments for either technology or domain building are lacking in wealth management operations • Clients can leverage its extensive onshore presence in major locations to drive their operations with desired proximity; however, it has not been observed as of now in its current engagements • Genpact will find it difficult to engage with buyers looking for value-add services with core operations as Genpact's current set of additional offerings (robo-advisory and solutions aimed at traders/advisors) are limited
	<ul style="list-style-type: none"> • HCL has developed an array of services across front-, mid-, and back-office operations complimented with deep domain expertise and FinTech partnerships such as with NorthStar and SAGE to include more technology products in its portfolio of wealth management • It has been able to leverage its risk management and regulatory compliance capabilities along with process optimization services well in wealth management • It has developed a platform-agnostic onboarding solution, Embark, especially aimed at wealth management clients to reduce the overall onboarding time 	<ul style="list-style-type: none"> • Though HCL has developed multiple point solutions as well as products from FinTech firms to deliver efficient solutions to its clients, there is a lack of an end-to-end platform based-offering in its portfolio • An offshore-heavy delivery model restricts its reach to wealth managers in North America and Europe who are increasingly looking for a more balanced delivery footprint • While it has successfully delivered wealth management-related services as part of its overall engagement with existing clients, its clientele has a limited number of wealth managers

Everest Group's remarks on service providers

Provider

Strengths

Areas of improvement



- Hexaware has worked on creating a broad set of capabilities combining consulting, strategy, operations, risk and regulatory compliance, and technology for its overall asset management services that can be leveraged by wealth managers as well
- It has invested heavily in creating front-end technology offerings across the board for wealth management operations. It has developed solutions for digital client onboarding, CRM for advisors and relationship managers, and customer portals

- Though Hexaware has started investing in modernizing its technology offerings and taking a transformation-led approach, it has not yet seen a growth spurt in its market success with buyers
- Having a limited onshore and nearshore presence, Hexaware's potential to cater to wealth managers that prefer proximity becomes limited
- While several partnerships and investments on automation and broader capital markets processes are observed, a similar momentum, specific to developing domain expertise wealth management core processes, is lacking



- Infosys has developed capabilities in different wealth management processes such as reconciliations, trade management, account administration, fund administration and management, and risk and compliance services
- It also offers technology solutions such as the new Finacle wealth management solution, which will help advisors in financial planning as well as customizing products for different customer segments and its trade reconciliations solution
- It has made multiple investments in its overall capital markets operations, some of these investments, such as enhancing its platform, "NIA" with digital elements, will help it enhance its wealth management operations as well

- Infosys has developed capabilities in wealth management operations but has not been able to translate it to market success to a large extent. Strategic partnerships, complemented with initiatives to educate the existing clients of the capabilities, will help it gain the needed momentum in the portfolio
- Infosys' wealth management clientele is concentrated in North America, unlike the broader capital markets portfolio that has clients from most of the buyer geographies. A similar concentration is present in the buyer segment as well with most of the revenue coming from small and mid-sized buyers

Everest Group's remarks on service providers

Provider

Strengths

Areas of improvement



- Mphasis is a significant player in wealth management operations, which is a key focus area under the company's capital markets portfolio. It covers the full spectrum of capabilities to support front-, mid-, and back-office operations
- It has invested in creating products such as maturity models, trading desk, and digital advisory, over and above core operations for its wealth management clients
- It launched an innovation lab recently aimed at developing use cases for capital markets and help it further develop digital tools such as RoboAdvisory and Trader Lens



- Mphasis primarily caters to North American clients and capabilities to service clients from other geographies are largely untested
- Having an offshore-heavy delivery model restricts its potential to cater to wealth managers that desire greater proximity in their engagements with service providers
- While it has invested in multiple point solutions for its wealth management and other value-added services, a platform that caters to the end-to-end wealth management operations for its clients is missing



- NIIT Technologies has developed capabilities in the areas of advisor productivity, client onboarding, and investor experience complemented by capabilities to automate front-, mid-, and back-office operations for its clients
- It has partnered with leading technology providers such as Microsoft and R3, to further its technology capabilities. The partnerships will help NIIT get its clients' access to cloud-based solutions as well as develop blockchain-based use cases

- While it has multiple broad-based solutions that help in triggering conversations with potential clients, it has not invested as much in building domain expertise and services customized for wealth managers
- With an offshore-heavy delivery model, it has a good opportunity to work with wealth managers in Asia-Pacific and Middle East
- It currently offers limited services in risk management and regulatory compliance, an area that has helped clients get more value out of their engagements in the industry

Everest Group's remarks on service providers

Provider	Strengths	Areas of improvement
	<ul style="list-style-type: none"> • TCS has developed a holistic set of offerings in wealth management operations with services covering front-, mid- and back-office operations backed by strong domain expertise. It is also looking at new geographies such as the Middle East and Africa to expand its presence in wealth management operations • TCS has invested heavily in its BaNCS platform for wealth management-specific functionalities such as robo-advisory and instant messaging functionalities for end users. It recently launched BaNCS Cloud for asset servicing that automates servicing of multiple asset classes • It has also worked on creating solutions targeted at the advisors to help them make investment decisions based on factors such as client's existing portfolio, historic transactions and other key deterministic, stochastic, and judgmental factors among others 	<ul style="list-style-type: none"> • It has developed the necessary capabilities to take on a BPaaS approach to its wealth management offering. However, it has not been able to tap that segment on a large scale yet • TCS' wealth management clientele predominantly comprises small and mid-size buyers. While it has rich experience in serving large investment banks, its clientele of large wealth managers is limited • Clients expect TCS to bring more innovation to the table and include more value-add services to its wealth management offering
	<ul style="list-style-type: none"> • Wealth management operations form a major chunk of Tech Mahindra's capital markets portfolio. It has developed services around client onboarding, financial planning, portfolio management, and contact centers for its clients • It also has multiple solutions such as real-time assistance on investments to advisors, RPA solutions for trade processing and operations, and reference data management • It is leveraging the synergies of its acquisition of SOFGEN and partnership with CitiSoft to create a full suite of services from consulting to managed services to running operations for its wealth management clients 	<ul style="list-style-type: none"> • Tech Mahindra has a small presence onshore, and the delivery capabilities overall are not scaled enough to cater to larger engagements that could trigger a growth spurt • While it has been able to drive market success in its other segments with the transformation-based approach and design thinking inclusion, similar success in wealth management operations is yet to be witnessed

Everest Group's remarks on service providers

Provider

Strengths

Areas of improvement



- Wipro has leveraged its presence across geographies well to establish its wealth management operations in regions such as North America and the UK
- It is making continuous investments in digital elements such as blockchain and AI for its solutions. It is also exploring the use cases of blockchain within wealth management to enhance processes such as onboarding and portfolio/client book management
- It has worked on creating offerings for both the traditional wealth managers and new age online wealth managers. Also, its partnership with FINARTIS (earlier known as SAGE) gives Wipro access to a range of wealth management solutions including customer experience solutions

- Wipro has a strong set of offerings in the risk and regulatory segment overall; however, it has not been able to leverage these to a large extent in its wealth management services to add more value to its engagements
- It has developed multiple point solutions that can solve several client problems individually. However, Wipro can not serve buyers looking for a BPaaS solution to their wealth management operations as it does not have a dedicated wealth management platform in its portfolio
- Clients would like to see Wipro taking on a more proactive approach to solving challenges, improving tools, and bringing in process enhancements



- WNS has developed services such as investment research, portfolio research, portfolio evaluation, market insights, and pitch books in addition to front- and back-office operations support for its wealth management clients
- It has a presence in all the major buyer geographies, this gives it easy access to potential clients within these geographies and allows it to utilize its local engagement experiences to its benefit
- It has been able to leverage its analytics-led capabilities well for its wealth management operations engagements. It also undertakes continuous investments to enhance them further embedding AI and ML elements

- WNS has been working with small and mid-size wealth managers and its capabilities to provide seamless operational support to large wealth managers remain untested
- Its technology offerings are lacking in breadth and depth when compared to its peers in the industry
- Currently, most of WNS' capabilities revolve around research and analytics in wealth management. Its back-office operations support services lack the breadth and depth that some of its peers offer

Contents

- Background and methodology
- Executive summary
- Everest Group PEAK Matrix® for wealth management operations
- Analysis of service providers' market shares
- Service provider comments
- **Appendix**
 - **Glossary of terms**
 - **Research calendar**
 - **References**

Glossary of key terms used in this report

Term	Definition
ACV	Annualized Contract Value is calculated by dividing the Total Contract Value (TCV) by the term of the contract
BPO	Business Process Outsourcing refers to the purchase of one or more processes or functions from a company in the business of providing such services at large or as a third-party provider
Buyer	The company/entity that purchases outsourcing services from a service provider of such services
Contract term	The duration of the outsourcing contract. It drives the schedule over which the buyer or service provider amortizes capitalized costs or the period over which Net Present Value (NPV) / Internal Rate of Return (IRR) is calculated
FAO	Finance and Accounting Outsourcing is the transfer of ownership of some, or all finance and accounting processes or functions to a service provider. This could include administrative, delivery, or management-related processes or functions
FTEs	Full-Time Employees on the rolls of the company
GIC	Global In-house Centers are service delivery operations in low-cost geographies, which are owned and operated by the same company receiving the services (i.e., not third-party outsourcing)
HRO	Human Resources Outsourcing is the transfer of ownership of some, or all human resource processes or functions to a service provider. This could include administrative, delivery, or management-related processes or functions
ITO	Information Technology Outsourcing is the transfer of ownership of some, or all information technology processes or functions to a service provider. This could include administrative, delivery, or management-related processes or functions
Nearshore	Nearshoring is the sourcing of service activities to a foreign, lower-wage country that is close in some dimension of distance
KYC/AML	Know Your Customer / Anti Money Laundering operations in BFS industry
RPA	Robotic Process Automation
TCV	Total Contract Value is the potential revenue associated with the contract and estimated at the commencement of the contract (e.g., sum total of revenue accrued to the service provider from the contract over the entire contract term, usually measured in millions of dollars)

Research calendar – BFS BPS

Published
 Planned
 Current release

Flagship <<program name>> reports

Release date

Banking BPO Digital Capability Platform (DCP) – Service Provider Landscape with Solutions PEAK Matrix™ Assessment 2019	March 2019
Mortgage BPO Annual Report 2019	May 2019
Banking BPS – Service Provider Landscape with Services PEAK Matrix® Assessment 2019	July 2019
Financial Crime and Compliance (FCC) Operations Services PEAK Matrix® Assessment and Service Provider Landscape 2020	October 2019
Capital Markets Operations – Service Provider Landscape with Services PEAK Matrix® Assessment 2020	November 2019
Capital Markets Operations – Service Provider Profile Compendium 2020	December 2019
Wealth Management Operations – Service Provider Landscape with Services PEAK Matrix® Assessment 2020	March 2020
Banking BPS – Service Provider Landscape with Services PEAK Matrix® Assessment 2020	Q1 2020

Thematic <<program name>> reports

Trade Finance of the Future – A Blockchain Story	July 2017
Blockchain: Is it the Silver Bullet?	April 2018
Think Banks Have Gotten the Most Out of Automation – Think Again	February 2019
Buyer Satisfaction In BFS – What Makes the Banks Frown?	August 2019
Makings of a Successful Sourcing Relationship – Deal Trends in Banking	August 2019
Business-Process-as-a-Service (BPaaS) Adoption Debunked – Current and Future Direction	September 2019
Achieve the Most Out of Our Analytics Spend – Analytics Success Stories in BFS	Q2 2020

Note: For a list of all of our published BFS BPS reports, please refer to our [website page](#)

Additional BFS BPS research references

The following documents are recommended for additional insight into the topic covered in this report. The recommended documents either provide additional details or complementary content that may be of interest

1. **Capital Markets Operations – Service Provider Landscape with Solutions PEAK Matrix™ Assessment 2020** ([EGR-2019-27-R-3452](#)); 2019. This report assists key stakeholders (buyers, service providers, and technology providers) in understanding the changing dynamics of the capital markets space and helps them identify the recent trends and future outlook. In this backdrop, the report provides comprehensive coverage of the global capital market space including detailed analysis of the state of the market, market trends and solution characteristics, service provider landscape, and the future outlook
2. **Banking BPO Digital Capability Platform (DCP) – Service Provider Landscape with Solutions PEAK Matrix™ Assessment 2019** ([EGR-2018-27-R-3115](#)); 2019. With almost every banking BPO service provider in the market trying to ride on the “digital” wave, it is a difficult proposition to evaluate and assess their digital capabilities against each other. The report seeks to accomplish this objective by examining the next-generation digital capabilities of these service providers, their ability to integrate different technology levers, and their impact on the banking BPO processes
3. **Financial Crime and Compliance (FCC) Operations Services PEAK Matrix™ Assessment and Service Provider Landscape 2020** ([EGR-2019-27-R-3355](#)); 2019. This report assists key stakeholders (buyers, service providers, and technology providers) in understanding the landscape of the FCC operations market and identifying recent trends and the future outlook. The report seeks to accomplish this objective by examining the FCC capabilities of service providers, their ability to handle different processes, and their technology offerings for FCC operations

For more information on this and other research published by Everest Group, please contact us:

Manu Aggarwal, Vice President: manu.aggarwal@everestgrp.com

Robin Jain, Practice Director: robin.jain@everestgrp.com

Akanksha Pathak, Senior Analyst: akanksha.pathak@everestgrp.com

Website: www.everestgrp.com | Phone: +1-214-451-3000 | Email: info@everestgrp.com



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.

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

Stay connected

Website



www.everestgrp.com

Social Media



@EverestGroup



@Everest Group

Blog



www.everestgrp.com/blog/

This document is for informational purposes only, and it is being provided "as is" and "as available" without any warranty of any kind, including any warranties of completeness, adequacy, or fitness for a particular purpose. Everest Group is not a legal or investment adviser; the contents of this document should not be construed as legal, tax, or investment advice. This document should not be used as a substitute for consultation with professional advisors, and Everest Group disclaims liability for any actions or decisions not to act that are taken as a result of any material in this publication.