



# **Health Care Business Process Outsourcing Handbook**

**Service Provider PEAK Matrix™ Assessments &  
Key Global Services Market Insights™ for Enterprises**

**For more information  
contact**

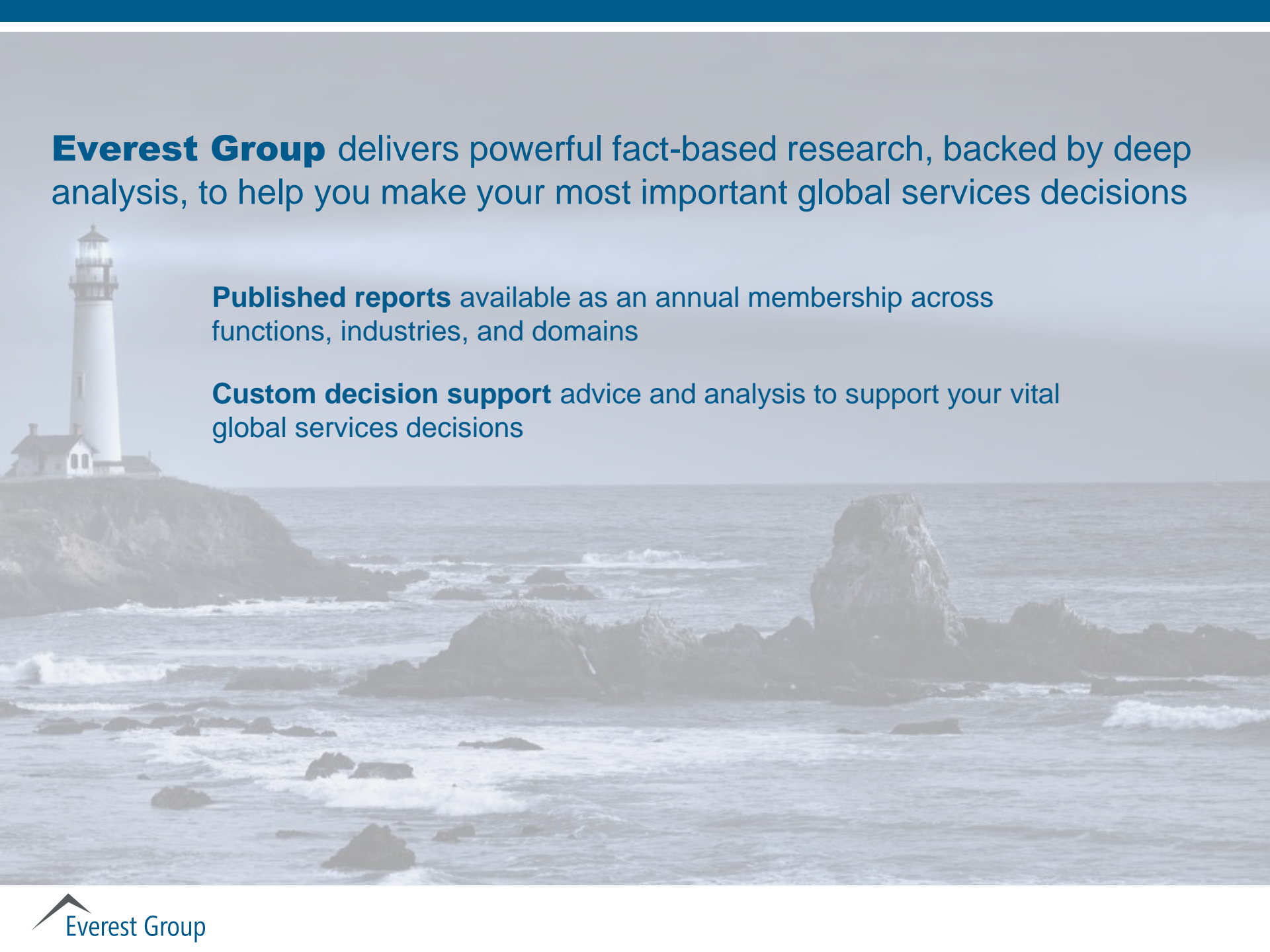
**Asia Pacific: +91 124 496 1000**

**Europe: +44 207 129 1318**

**Americas: +1 214 451 3000**

**[info@everestgrp.com](mailto:info@everestgrp.com)**

**[www.everestgrp.com](http://www.everestgrp.com)**



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# What you will find in this handbook

The following pages provide key representative insights collected from across our research.

Insights are presented in a variety of formats:

- **PEAK Matrix™ assessments**

Everest Group's PEAK Matrix assessments provide the analysis and insights enterprise organizations need to make critical selection decisions about providers, locations, and products and solutions within different market segments. Likewise, providers of these services, products, and solutions, look to the PEAK Matrix to gauge and calibrate their offerings against others in the market

Leading organizations around the globe trust these comparative assessments because of their unbiased evaluation of factors such as vision, capabilities/functionality, talent availability, market success/impact, and cost

- **Market Insights™ infographics**

Culled directly from our research, Everest Group's Market Insights™ reveal actionable intelligence from across the full spectrum of our research in concise, easily accessible infographics. Click [here](#) to see our full collection of Market Insights

We update the handbooks several times each year to ensure they include the most current insights from our recent work. Click [here](#) to find the latest versions.

# How to use this handbook

## Decision-making insights

Our Outsourcing Handbooks keep you up to date on the latest, most important issues in global service delivery, enabling you to gain knowledge on key topics to build your expertise and help you to make decisions based on best-practice information.

For example, topics might address:

- Structuring best-in-class SLAs
- Mitigating risk in the Philippines
- How to use benchmarks to control pricing

## Innovative concepts

The Handbooks offer content related to emerging and future trends that will facilitate your ability to serve as a true sourcing “consultant” within your organization, helping you to identify strategic insights and implications.

For example, topics might address:

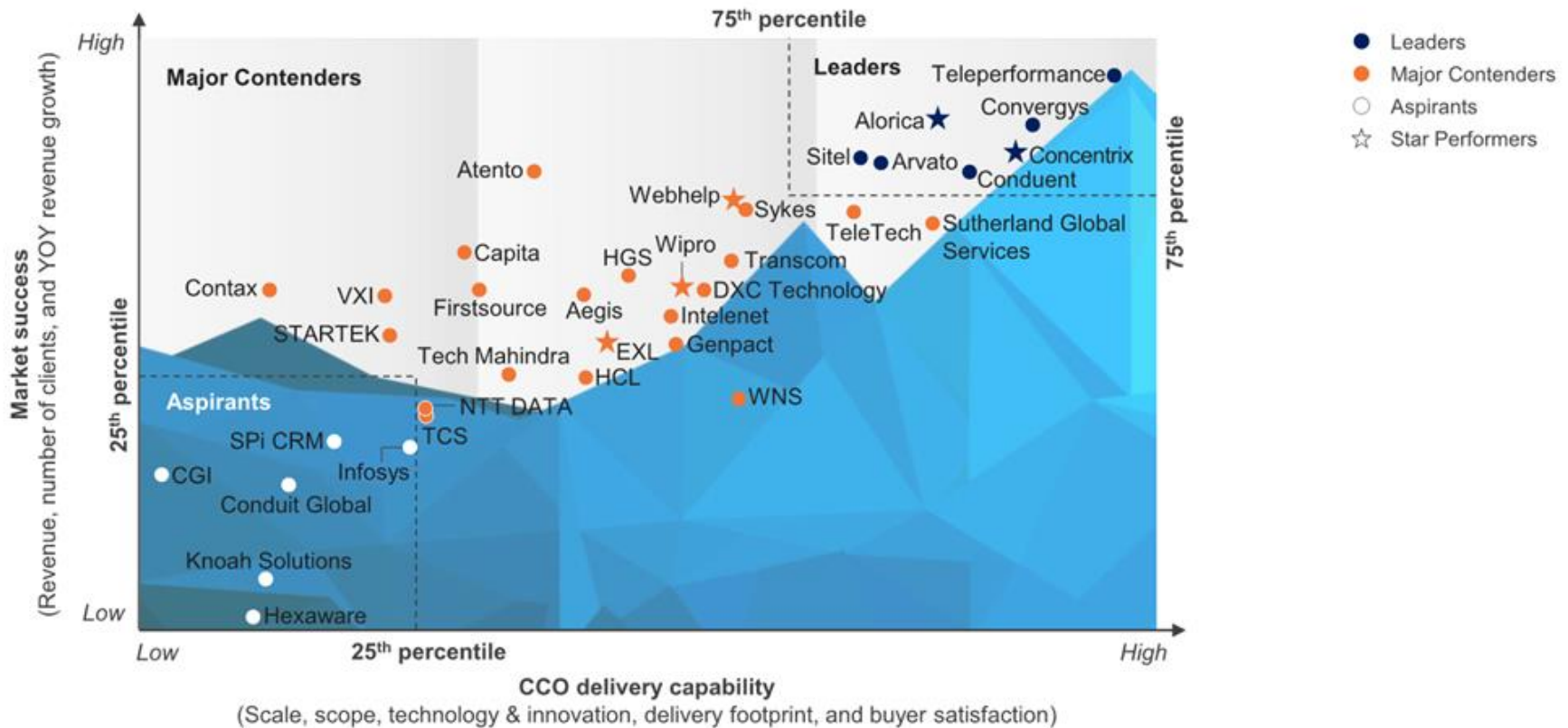
- The changing marketplace and its impact on service provider contracts
- Best locations for digital talent
- How organizations are rapidly implementing new technologies

# Service Provider PEAK Matrix™ Assessments & Key Global Services Market Insights™

## CXM Services

# PEAK Matrix™: CCO service providers

Everest Group PEAK Matrix™ for CCO<sup>1</sup>



<sup>1</sup> Service providers scored using Everest Group's proprietary scoring methodology given on page 19

Note Assessment for **Atento, Capita, Contax, DXC Technology, Intelenet, Sykes, and TCS** excludes service provider inputs on this particular study, and are based on Everest Group estimates, which leverages our proprietary Transaction Intelligence (TI) database, service providers' ongoing coverage, public disclosures, and buyer interactions

Source: Everest Group (2017)

# 4 top tips for implementing SDA in contact centers

## ENTERPRISES

Evaluate the business processes for potential and suitability for automating with SDA solutions

Partner with service providers / technology vendors with innovative offerings

Start by implementing RDA and RPA in transactional processes to achieve quick wins

Adopt chatbots and cognitive automation solutions to realize incremental long-term benefits

## SERVICE PROVIDERS

Invest in building differentiated RDA, RPA and chatbots capabilities in contact centers

Develop partnerships with technology and cloud vendors in the ecosystem

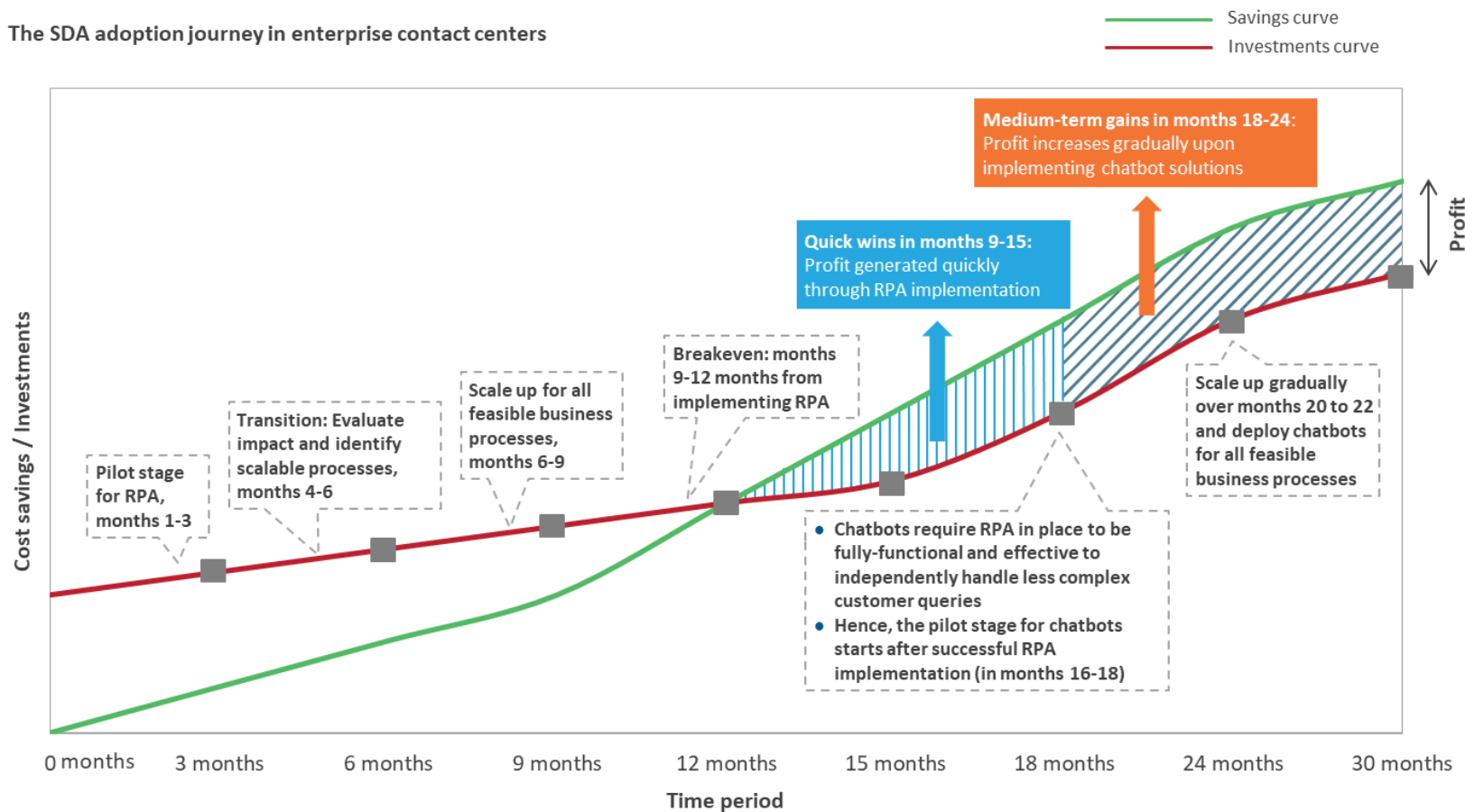
Design pre-built enterprise-grade automation offerings

Plan for building cognitive automation capabilities in two to three years

# Quick wins for SDA adoption in contact centers

Service Delivery Automation (SDA) adoption can see positive results as quickly as 9-15 months for RDA and RPA and 18-24 months for chatbots

The SDA adoption journey in enterprise contact centers



# Are CCO providers meeting enterprises' digital CX expectations?

Enterprises' expectations of their service providers are shifting from traditional arbitrage-based drivers to next-generation digital-based drivers

**1**

**Traditional drivers**

- Cost reduction
- Improving agility
- Process improvement
- Improving agent performance

**Digital drivers**

- Access to a variety of analytics tools
- Access to technology
- Gaining specific expertise
- Implementing omnichannel solutions

**2**

**And digitally oriented outsourcing drivers are becoming more important to enterprise buyers**

Importance of outsourcing drivers  
Average rating on a scale of 1 (low) to 5 (high)

Traditional drivers

Digital drivers

**3**

**But satisfaction with digitally oriented KPIs is lagging**

Service provider KPIs  
Average rating on a scale of 1 (low) to 5 (high)

KPI	Traditional KPIs (2015)	Digital KPIs (2017)
Relationship management	4.5	4.5
Implementation	4.2	4.2
Responsiveness	4.0	4.0
Better insights	3.8	3.8
Innovation	3.5	3.5
Proactiveness	3.2	3.2

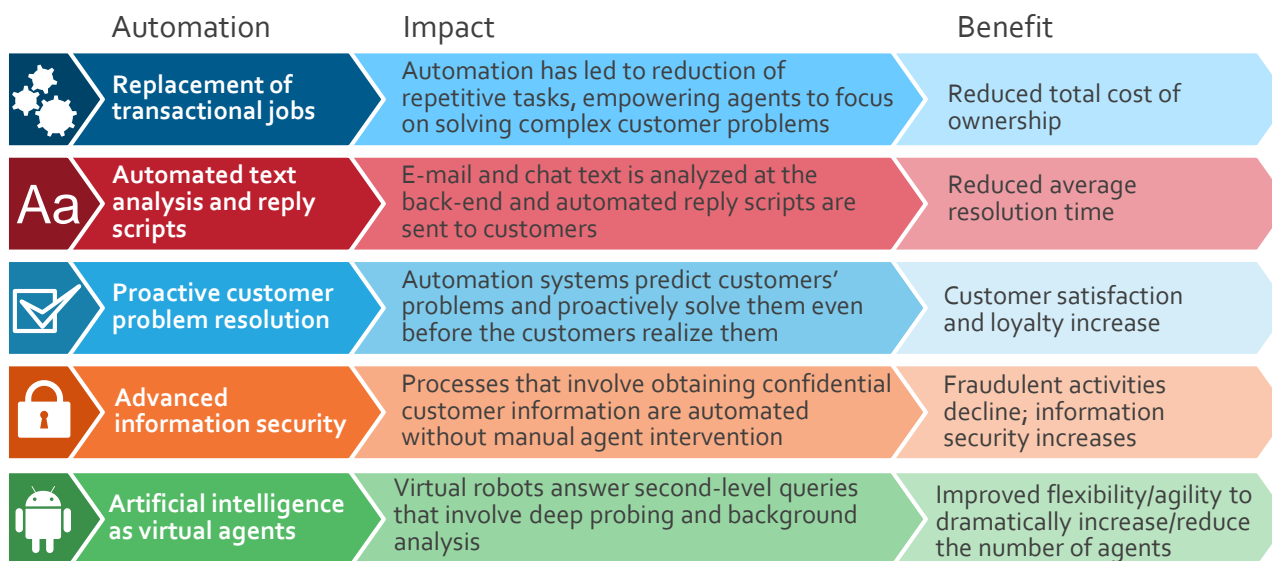
**4**

**To address this challenge, service providers will have to**





- Invest in new technologies
- Be proactive in solutioning
- Adopt consultative approach

# The benefits of automation in CCO

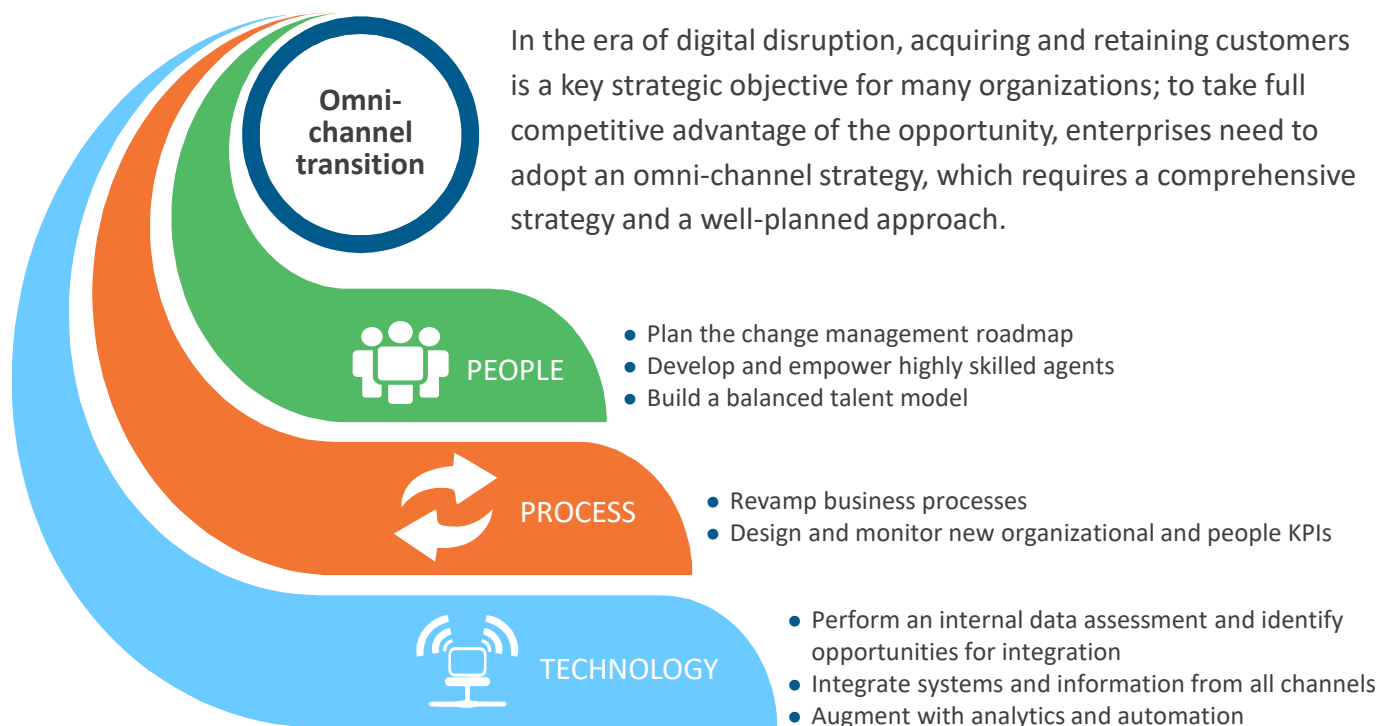
The increased adoption of automation in CCO enables service providers to achieve balance cost and customer satisfaction



# Multi- and omni-channel customer experience

Solution characteristics	Multi-channel	Omni-channel
Goals/incentives 	Each channel has its own goals and incentives to maximize its performance	Incentives designed to drive collaborations across channels
Consumer information/data 	Stored and managed separately for each channel	Integrated view of customer-related information
Analytics 	Tends to be channel-specific	360-degree view of all customer touchpoints
Agent alignment 	Tends to be channel-specific	Able to support multiple channels, either directly or in collaboration with other agents

# Key elements of an omni-channel transition



# Future impact of Brexit on the UK Contact Center market remains uncertain

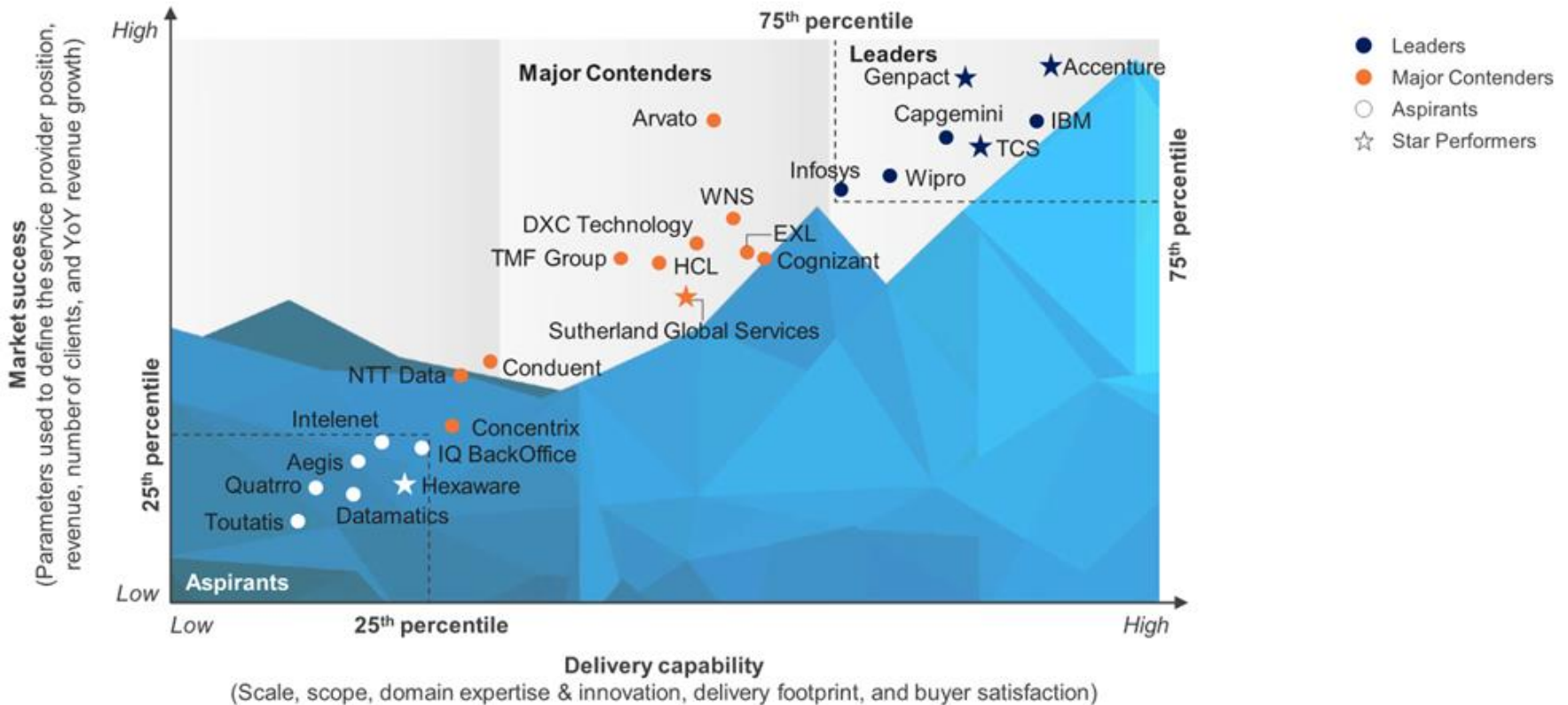
Possible Brexit outcomes and their potential impact on the contact center industry	Possible scenarios		
	Soft Brexit	Moderate Brexit	Hard Brexit
	UK continues to be a part of the single market such as Norway, Iceland, and Liechtenstein	Nominal visa restrictions with rules around skill-based wages, allowing foreign talent to work on permit	Firm restrictions by the UK government with no free talent movement across borders
<b>Probability of occurrence</b>	Low  High	Low  High	Low  High
<b>Overall impact on the UK CC industry</b>	<p>The most favorable scenario with limited impact on the CC industry</p>	<p>Moderately favorable scenario for the CC industry</p>	<p>The most harmful scenario for the CC industry</p>
<b>Impact on talent availability</b>	Limited impact; no restrictions on access to EU talent	<ul style="list-style-type: none"> <li>Some impact as talent movement is restricted</li> <li>Possible increase in adoption of Work at Home Agents (WAHA)</li> </ul>	<ul style="list-style-type: none"> <li>Significant impact due to unavailability of multilingual talent in the local market</li> <li>Possible increase in adoption of WAHA</li> </ul>
<b>Impact on cost of operations</b>	Negligible impact; operational costs will continue largely unchanged	Operating costs rise moderately given the additional costs related to visas / work permits for European talent with multilingual skills	Operating costs increase steeply as players are forced either to hire UK-based multilingual resources at higher salaries or set up new centers in CEE locations
<b>Impact on sourcing model/strategy</b>	Limited change in nearshoring/offshoring strategy	<ul style="list-style-type: none"> <li><b>Existing players in CEE</b> – likely to move all multilingual work from the UK to CEE</li> <li><b>Players with no existing CEE presence</b> – likely to minimize existing multilingual onshore footprint or push adoption of remote working for agents</li> </ul>	<ul style="list-style-type: none"> <li>Players are likely to operate different centers to cater to their UK and European businesses separately</li> <li>Players might consider moving multilingual work entirely to existing/new centers in nearshore CEE locations to realize cost benefits</li> </ul>
<b>Impact on technology adoption (e.g., RPA, AI)</b>	<ul style="list-style-type: none"> <li>Players likely to continue with existing pace of investment/ adoption of emerging technologies such as RPA and AI</li> <li>Trend is expected to be uniformly applicable across both service providers and enterprises</li> </ul>		Players likely to drive accelerated investment in RPA and AI given stronger pressures on cost cutting and sourcing digital talent

## Service Provider PEAK Matrix™ Assessments & Key Global Services Market Insights™

# Finance and Accounting Outsourcing (FAO)

# PEAK Matrix™: FAO service providers

Everest Group PEAK Matrix™ for FAO<sup>1</sup>



1 PEAK Matrix specific to Finance & Accounting services

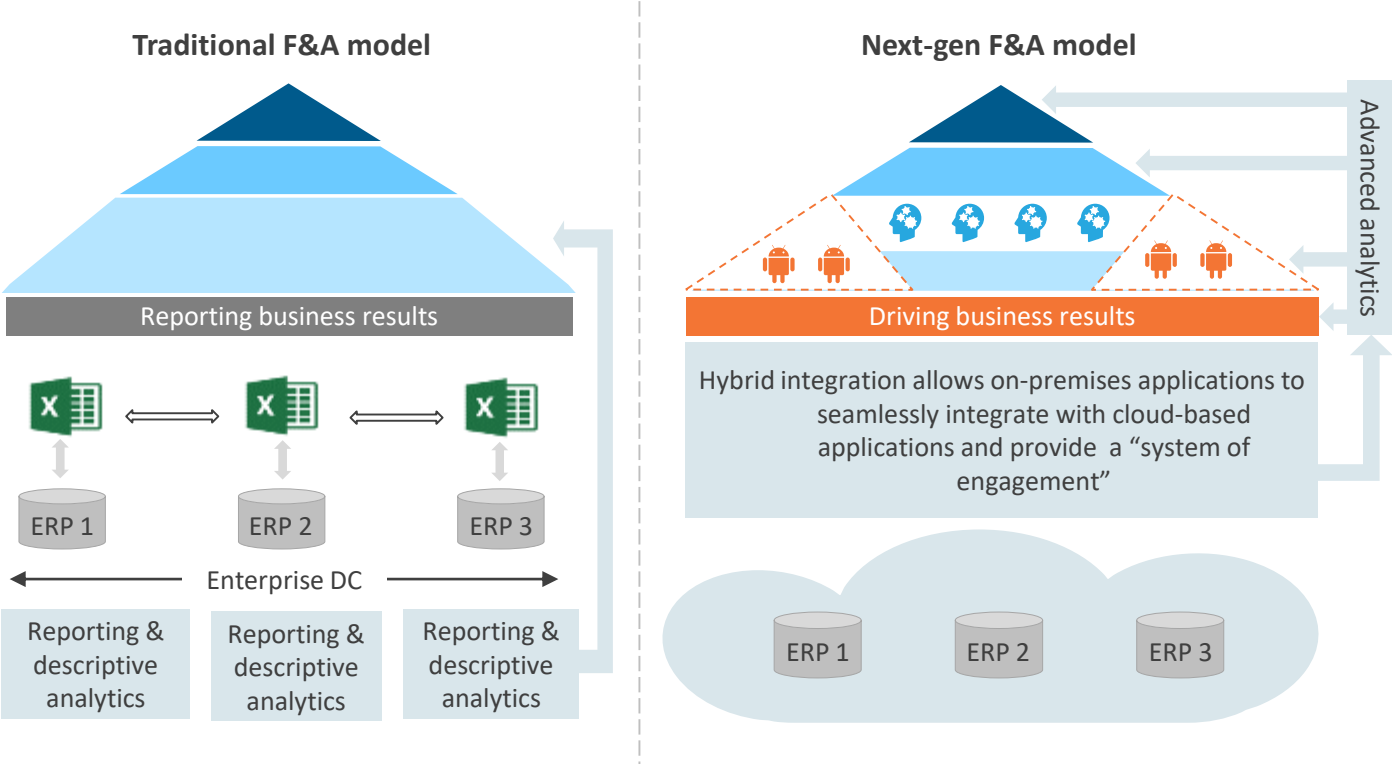
2 Assessment for DXC Technology excludes service provider inputs and is based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with industry participants

Source: Everest Group (2017)

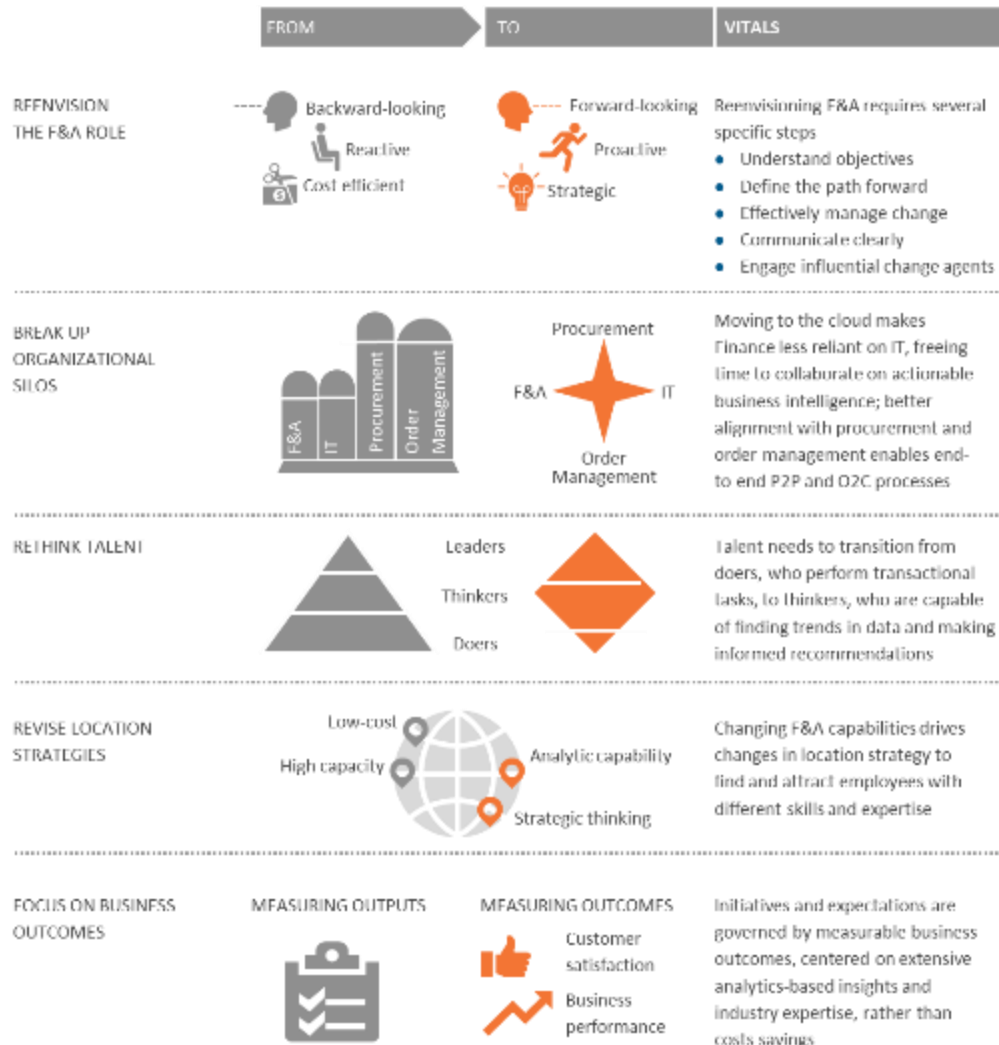
# The next-gen F&A model

## The next-gen F&A model

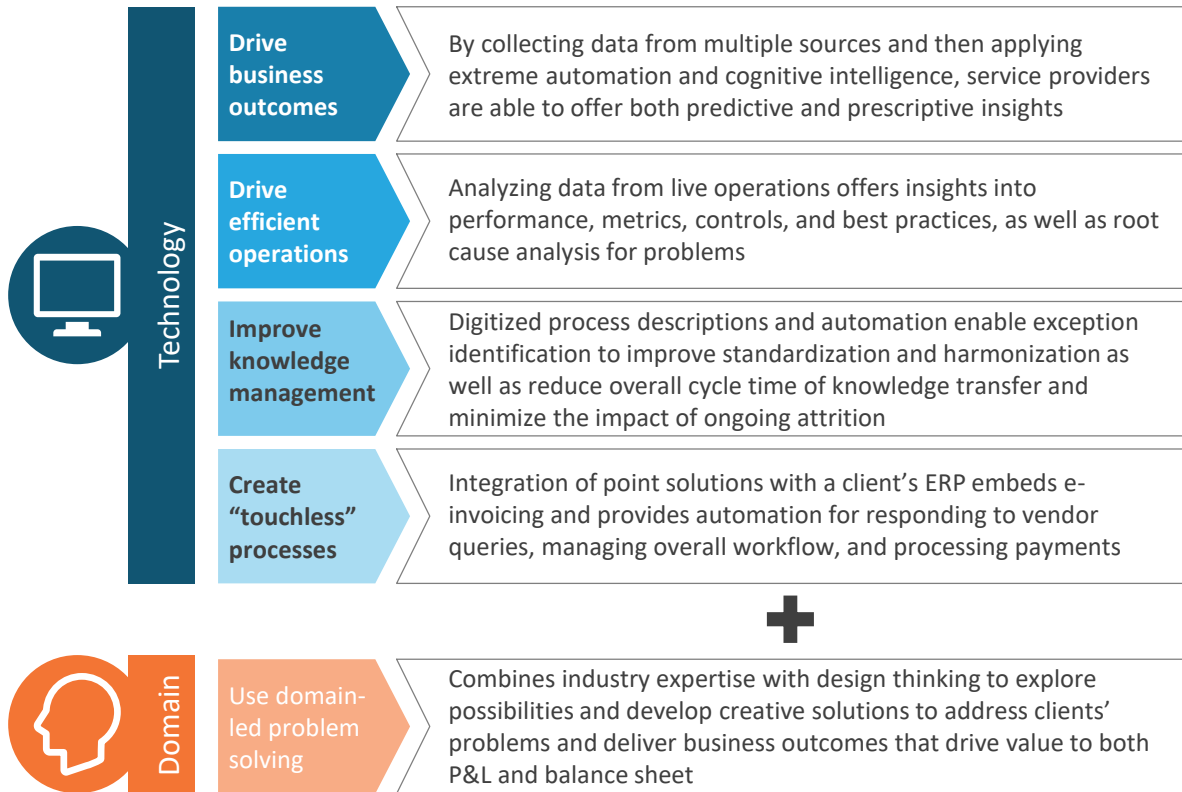
■ Strategic process 
 ■ Judgmental process 
 ■ Transactional process 
 RPA bot 
 Cognitive



# Revitalizing F&A

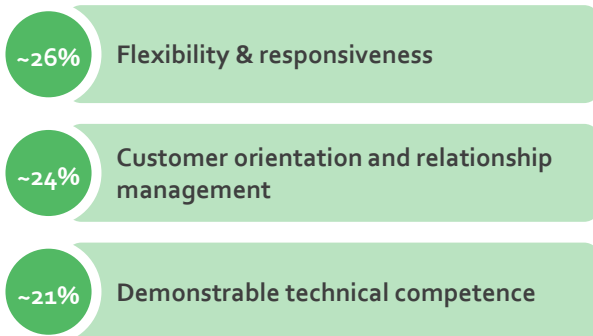


# Technology + domain expertise = best-in-class FAO

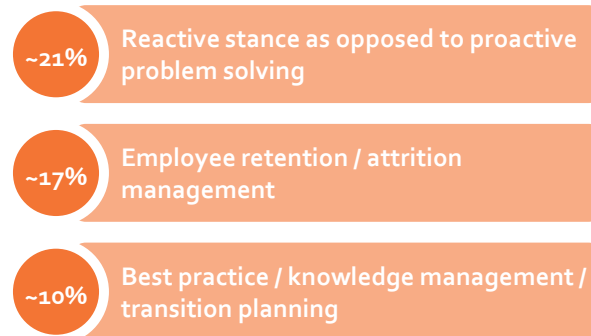


# FAO buyers' take on their service providers

## Top three strengths\*



## Top three areas of improvement\*



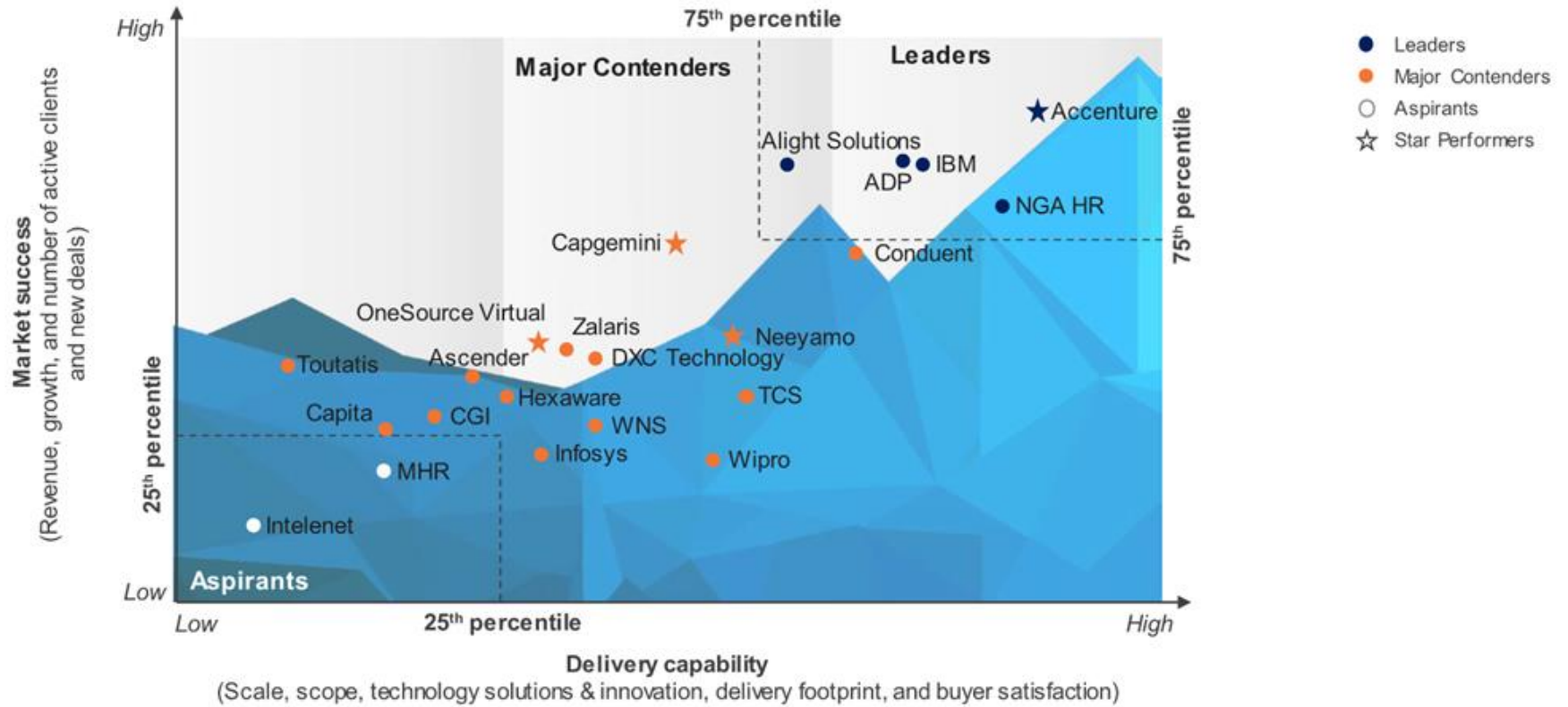
\* % of respondents who chose this option; respondents were allowed to select multiple options

## Service Provider PEAK Matrix™ Assessments & Key Global Services Market Insights™

# Multi Process Human Resource Outsourcing (MPHRO)

# PEAK Matrix™: MPHRO service providers

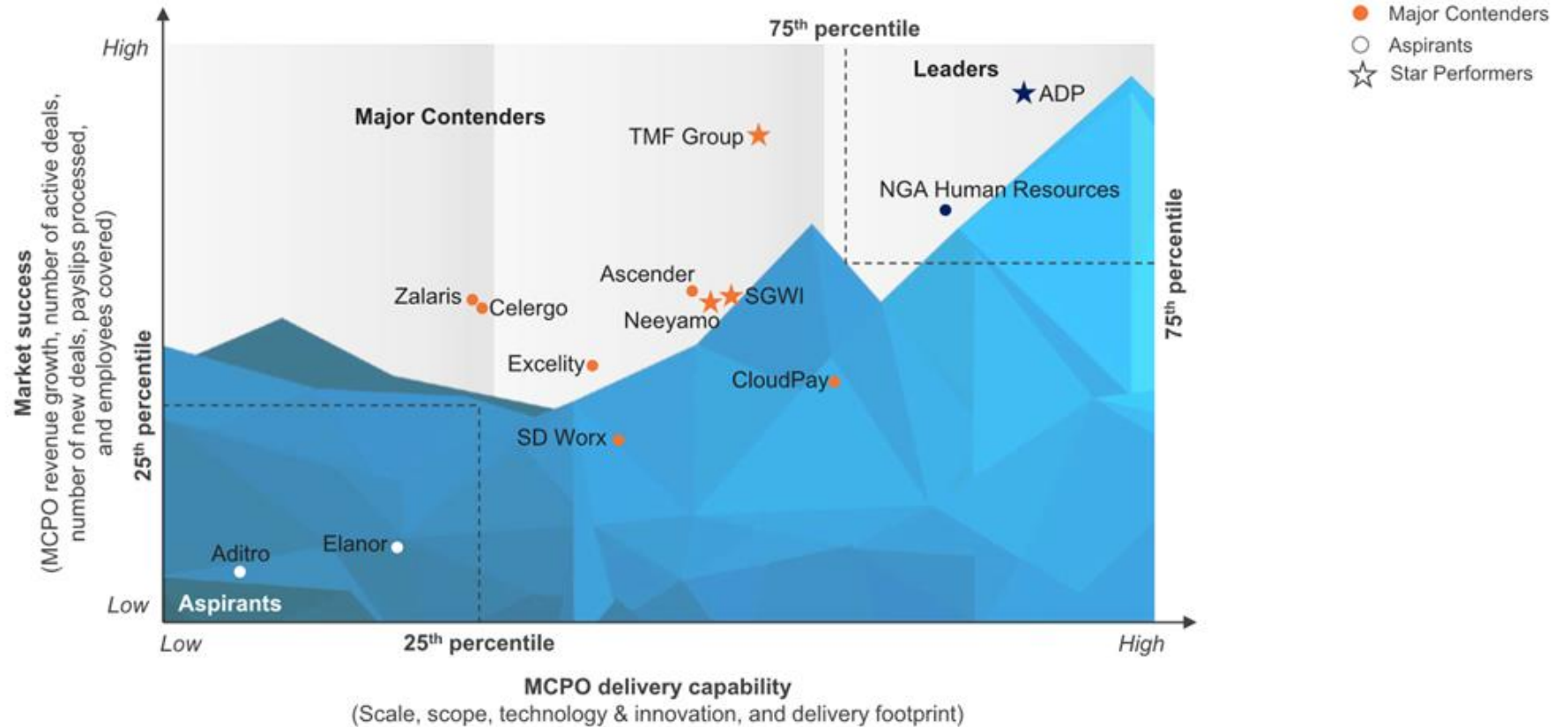
Everest Group PEAK Matrix™ for MPHRO



Source: Everest Group (2017)

# PEAK Matrix™: MCPO service providers

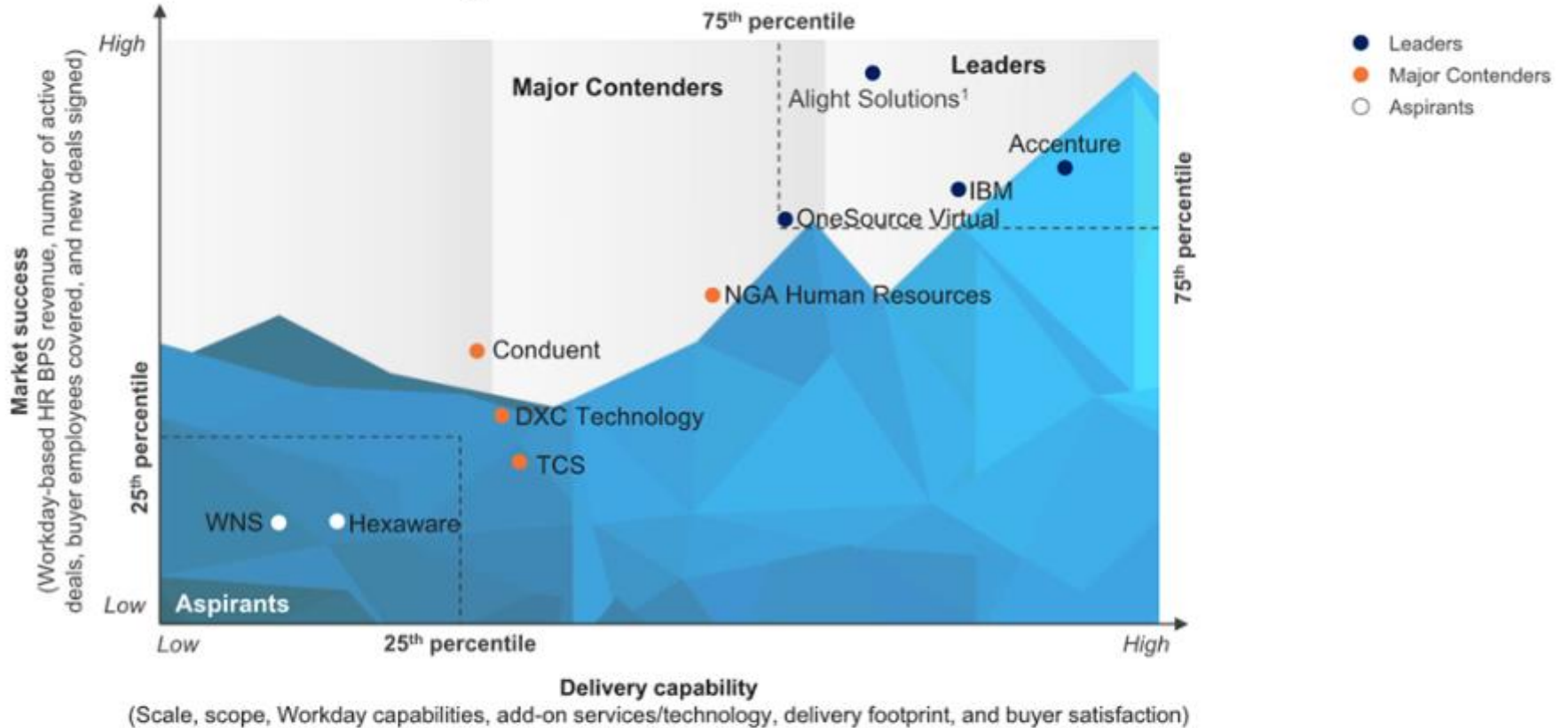
Everest Group PEAK Matrix™ for MCPO



1 Service providers scored using Everest Group's proprietary scoring methodology given on page 11 and 12  
Source: Everest Group (2017)

# PEAK Matrix™: Workday-based HR BPS service providers

Everest Group PEAK Matrix for Workday-based HR BPS Market



<sup>1</sup> Alight Solutions was formerly known as Aon Hewitt. Aon sold most of Aon Hewitt business to Blackstone Group in February 2017

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

Source: Everest Group (2017)

# Differentiators for MPHRO service providers

The must-haves and differentiators for service providers according to Multi-process HR Outsourcing (MPHRO) buyers

## Service provider must-haves



Building strong partnerships and fostering cultural ties to meet enterprise demands



Having robust building blocks for payroll and employee data management to ensure accuracy in data processing, thus building enterprise confidence to expand the portfolio offering



Offering flexible solutions and responding favorably to enterprises' unique needs

## Service provider differentiators



Using next-generation technology and tools, such as automation and analytics, to drive efficiency and innovation



Identifying and leveraging best practices and proactively providing quality insights



Ensuring efficient employee utilization by having appropriate talent with the requisite skill sets

# HR services are shifting from process- to employee-centric ...

Powerful trends are transforming enterprises' Human Resources functions



Advanced economies are experiencing a talent deficit



Emerging economies are challenged to skill and retain niche talent



Large-scale entry of millennials with distinctly different preferences than earlier generations



Technological advances, especially in the areas of Social, Mobility, Analytics, and Cloud (SMAC), are creating new opportunities and challenges

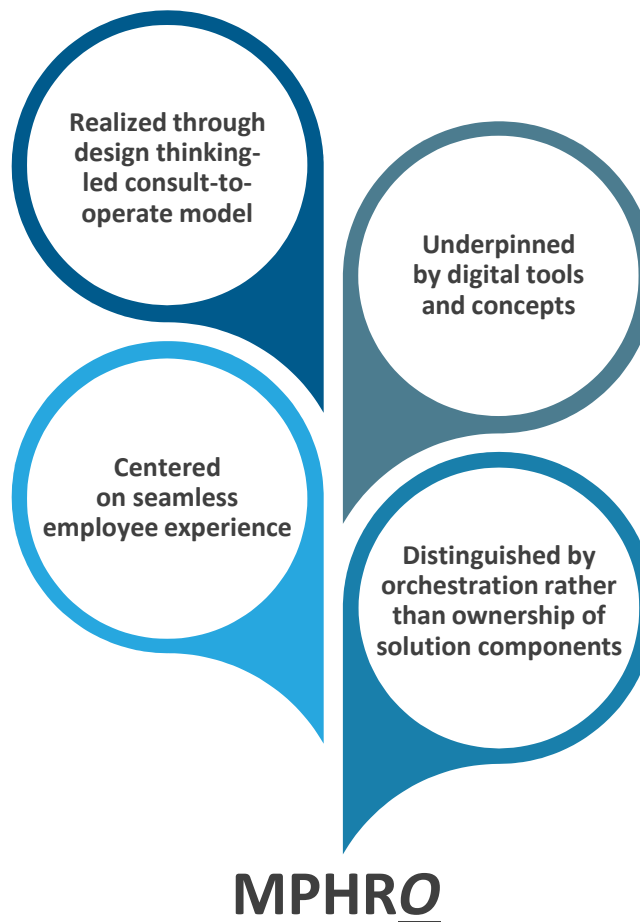
The traditional HR model is no match for these forces; to meet the challenge, the enterprise HR services paradigm needs to shift from process-centric to employee-centric solutions



# ... resulting in a pivot to HR services orchestration

As enterprise HR increasingly shifts from a process-centric to an employee-centric approach to address recruitment and retention challenges and technology advances, HR services also need to pivot from HR outsourcing to HR orchestration, the focus of which is building capability to orchestrate the technology, process, and people components rather than necessarily owning all of them

## Key characteristics of Multi-process HR Orchestration

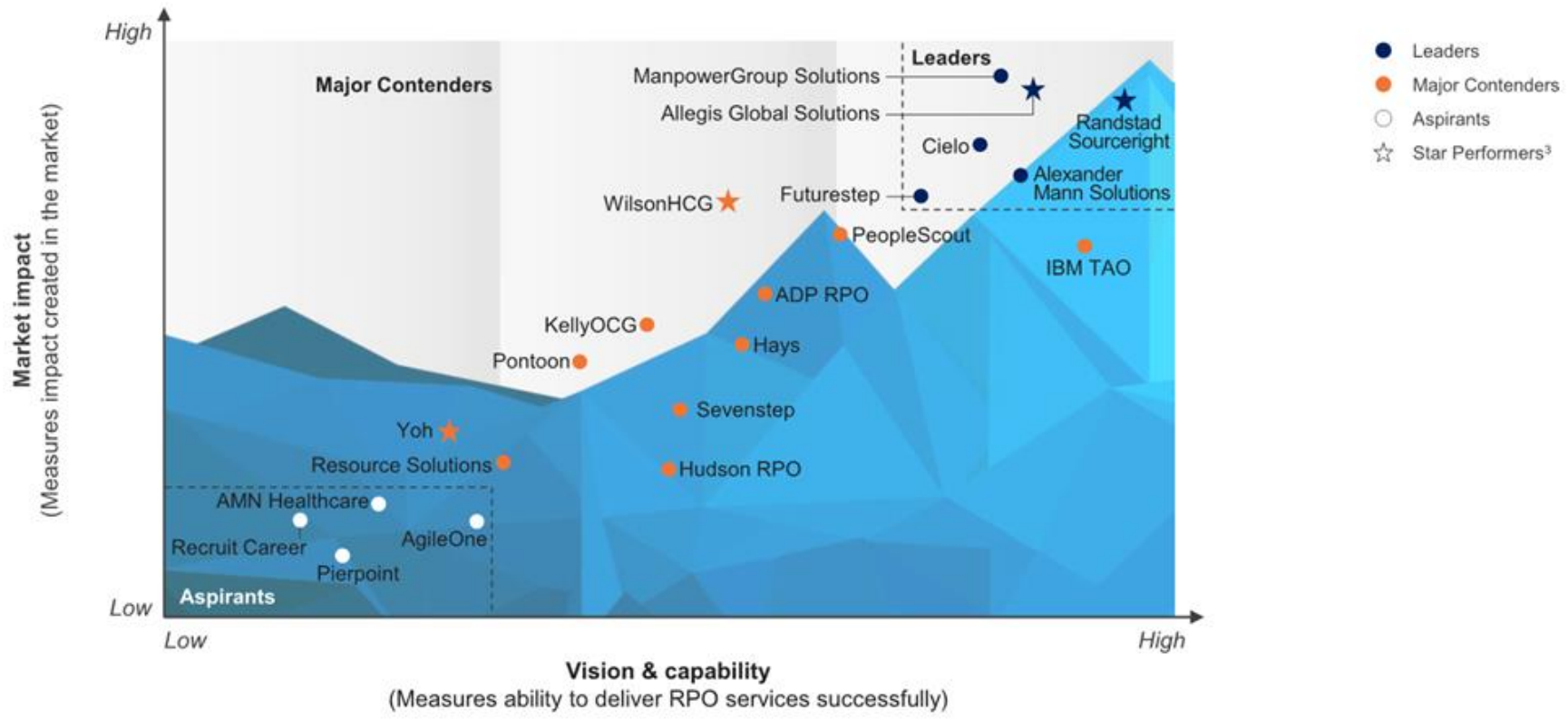


## Service Provider PEAK Matrix™ Assessments & Key Global Services Market Insights™

# Recruitment Process Outsourcing (RPO) Managed Service Provider (MSP)

# PEAK Matrix™: RPO service providers

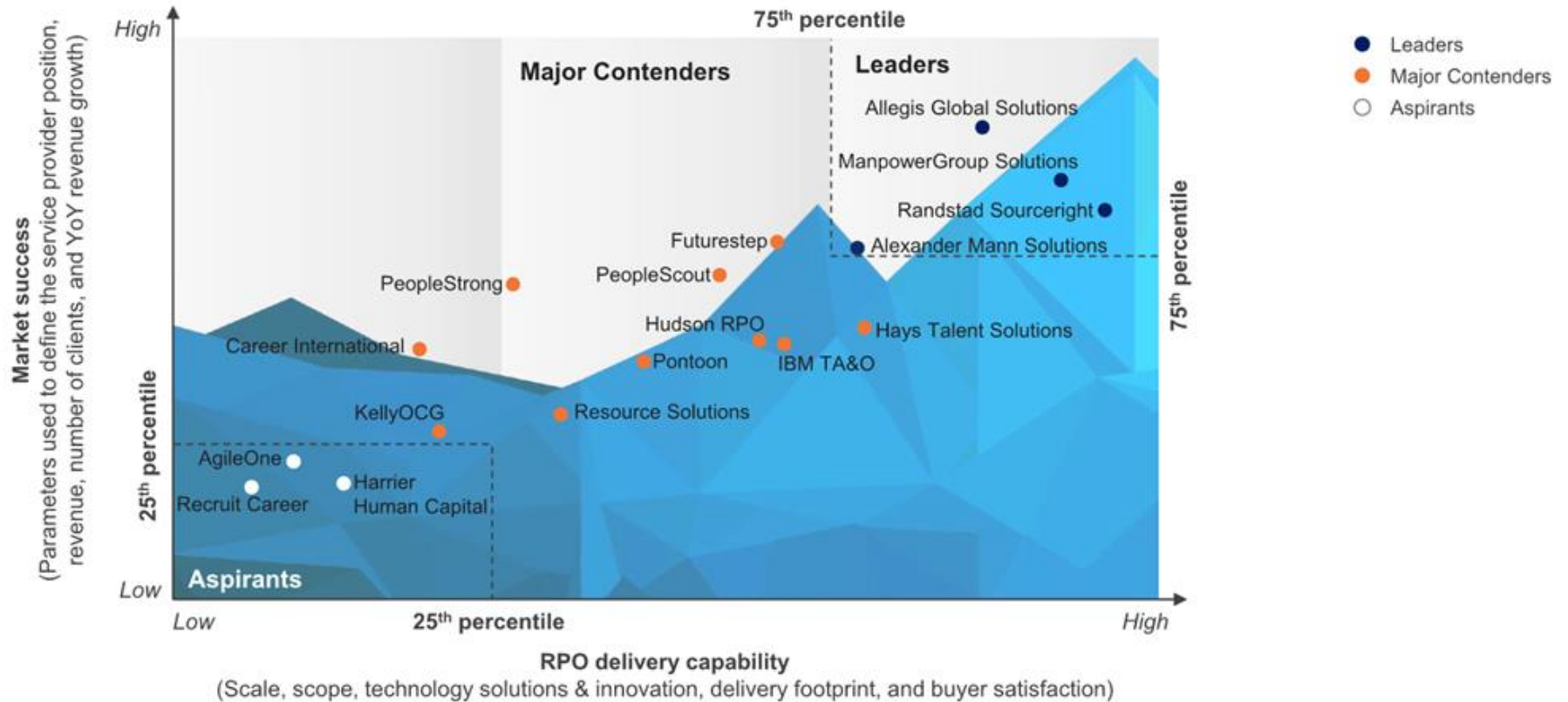
Everest Group Recruitment Process Outsourcing (RPO) – Service Provider Landscape with Services PEAK Matrix™ Assessment 2018<sup>1,2</sup>



1 Service providers scored using Everest Group's proprietary scoring methodology given on page 14  
 2 Assessment for AgileOne, Hudson RPO, Resource Solutions, and Recruit Career excludes service provider inputs on this particular study, and is based on Everest Group's estimates which leverages Everest Group's proprietary Transaction Intelligence (TI) database, service providers' ongoing coverage & public disclosures, and interaction with buyers  
 3 Pierpoint was not evaluated as part of the Star Performer analysis due to their first participation in the PEAK Matrix analysis

# PEAK Matrix™: RPO service providers Asia Pacific

Everest Group PEAK Matrix™ for RPO 2017 – Asia Pacific

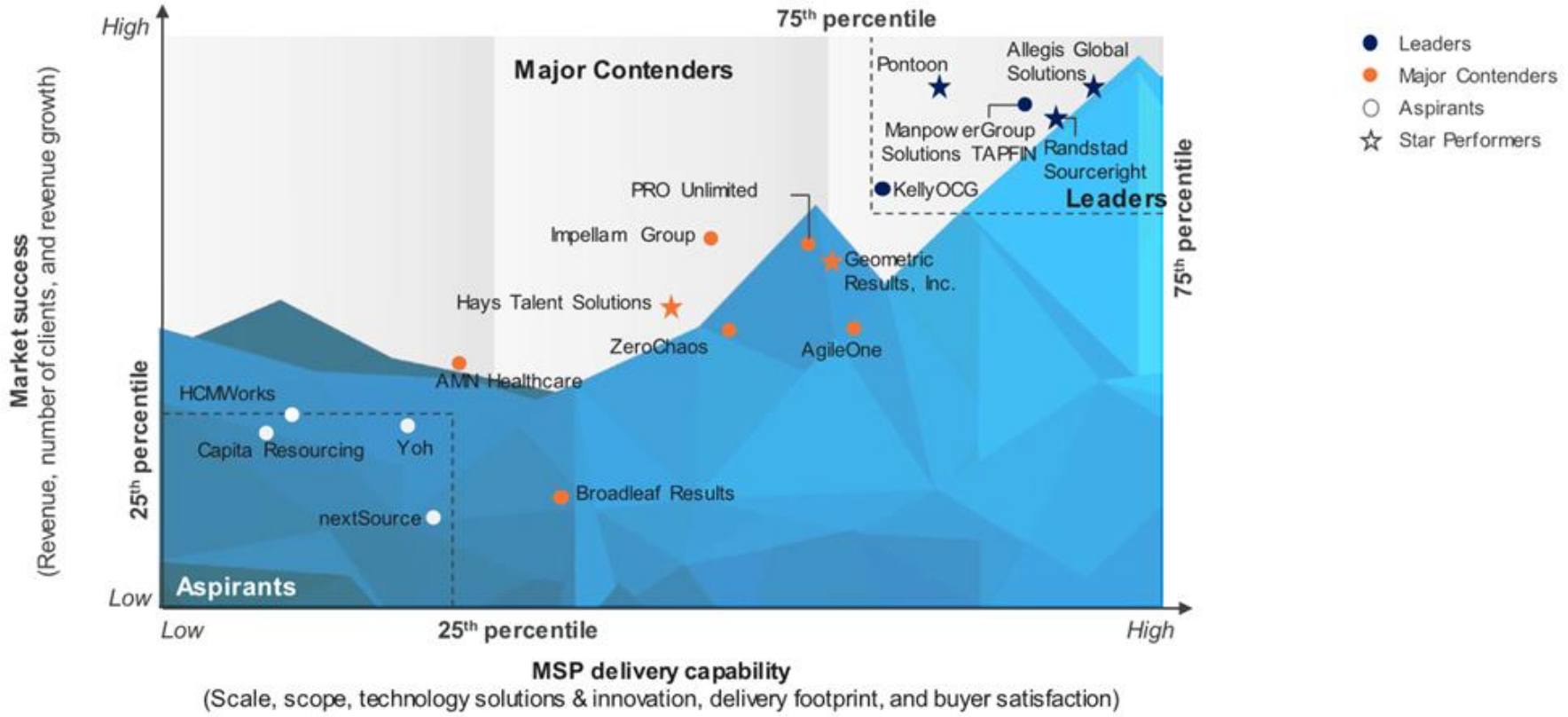


1 Assessment for Harrier Human Capital, Career International, Futurestep, PeopleStrong, Recruit Career, and Resource Solutions excludes service provider inputs and is based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with insurance buyers

Source: Everest Group (2017)

# PEAK Matrix™: MSP service providers

Everest Group PEAK Matrix™ for MSP

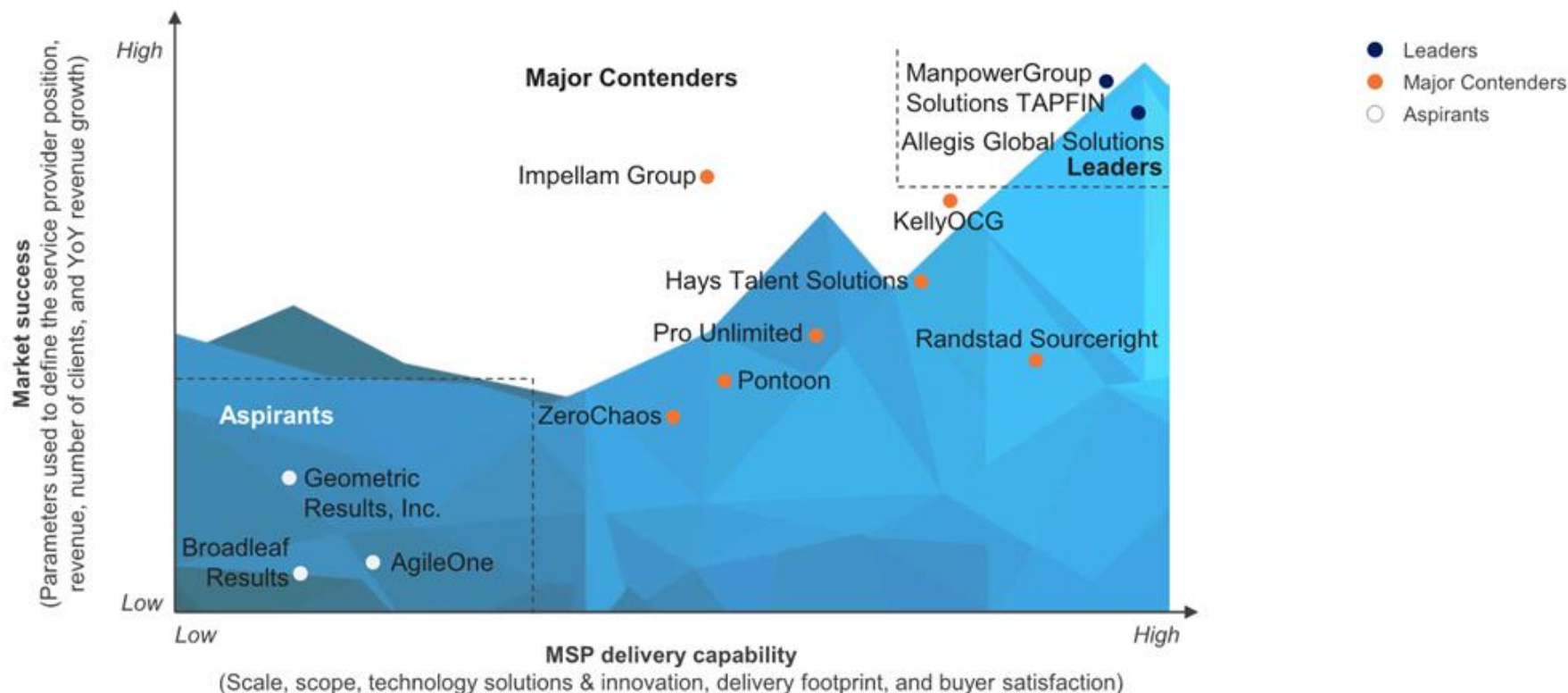


1 Service providers scored using Everest Group's proprietary scoring methodology given on page 15  
 2 Assessment for Capita Resourcing, Geometric Results, Inc., HCMWorks, PRO Unlimited, Broadleaf Results, Yoh, and ZeroChaos excludes service provider inputs on this particular study, and is based on Everest Group's estimates that leverage Everest Group's proprietary Transaction Intelligence (TI) database, service providers' ongoing coverage & public disclosures, and interaction with buyers

Note: For a detailed service provider profile, please refer to the forthcoming MSP – Service Provider Profile Compendium 2017 report.  
 Source: Everest Group (2017)

# PEAK Matrix™: MSP service providers Asia Pacific

Everest Group Managed Service Provider (MSP) – Service Provider Landscape with PEAK Matrix Assessment 2018 – Asia Pacific



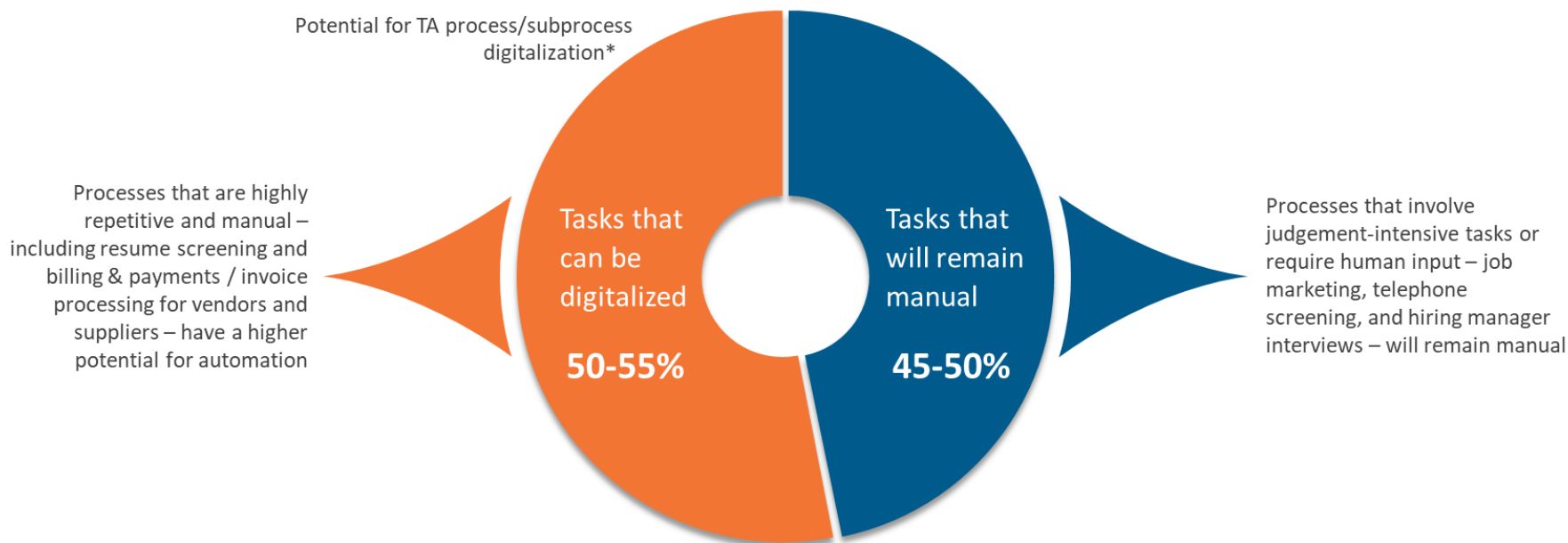
1 Service providers scored using Everest Group's proprietary scoring methodology given on page 13

2 Assessment for **Geometric Results, Inc.**, **PRO Unlimited**, **Broadleaf Results**, and **ZeroChaos** 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, service providers' ongoing coverage & public disclosures, and interaction with buyers

Source: Everest Group (2017)

# Next-gen technologies have huge potential in talent acquisition

In the next five years, over half of all talent acquisition tasks can be automated using a variety of technologies including RPA, cognitive & AI, and analytics, among others, either on their own or in combination with one another



\* The graphic represents the automation potential beyond TA automation that has already been achieved

# Leveraging next-gen technology in talent acquisition

Recruiting process	Digitalization potential*
Requisition management	●●●●●●●●
Demand rationalization and workforce planning	●●●●●●●●
Employer branding	●●●●●●●●
Talent community management	●●●●●●●●
Sourcing	●●●●●●●●
Job marketing	●●●●●●●●
Resume-based screening	●●●●●●●●
Telephonic screening / video-based screening	●●●●●●●●
Applicant tracking	●●●●●●●●
Candidate correspondence	●●●●●●●●
Interview scheduling	●●●●●●●●
Basic skill and fit assessments	●●●●●●●●
Hiring manager interviews	●●●●●●●●
Background checking	●●●●●●●●
Offer management	●●●●●●●●
Onboarding	●●●●●●●●
Vendor sourcing	●●●●●●●●
Vendor management	●●●●●●●●
Billing & payments / invoice processing	●●●●●●●●

These processes are mostly repetitive and manual, with high opportunity to improve through fast developing next-generation technologies.

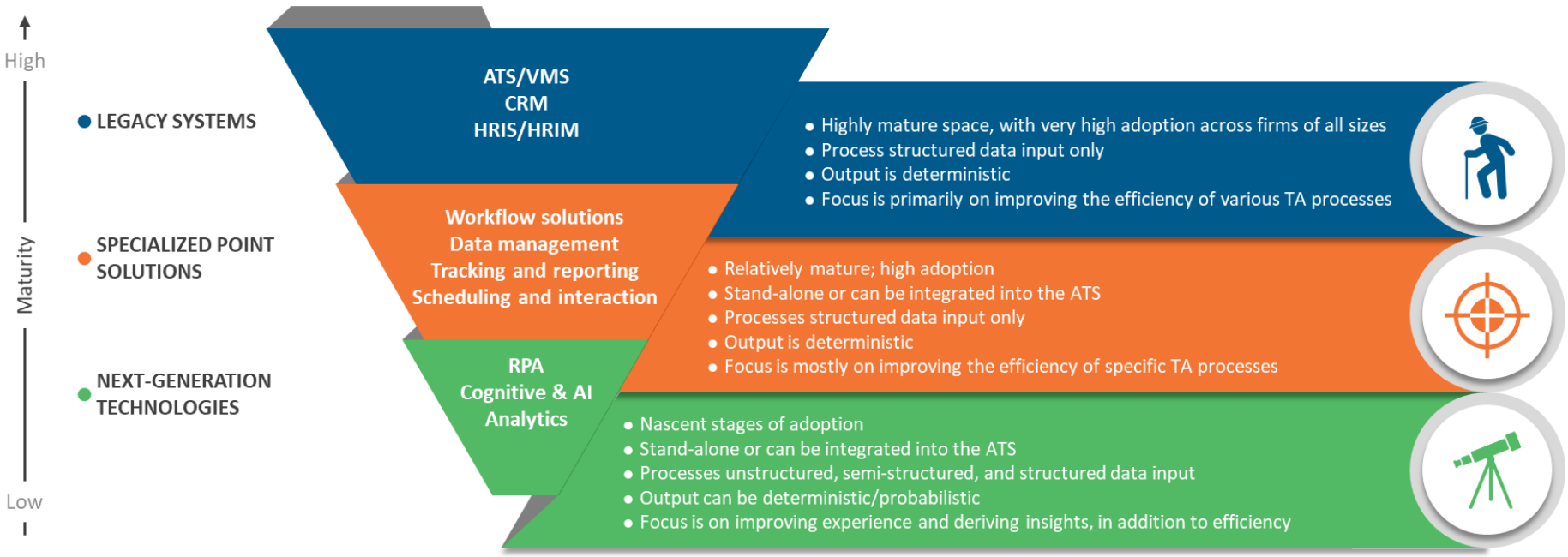
These processes are a mix of repetitive tasks and judgment-intensive tasks; there is significant opportunity to digitalize the repetitive and manual aspects of these processes.

These processes are either judgment-intensive or largely already automated, so there is little scope for next-generation technologies.

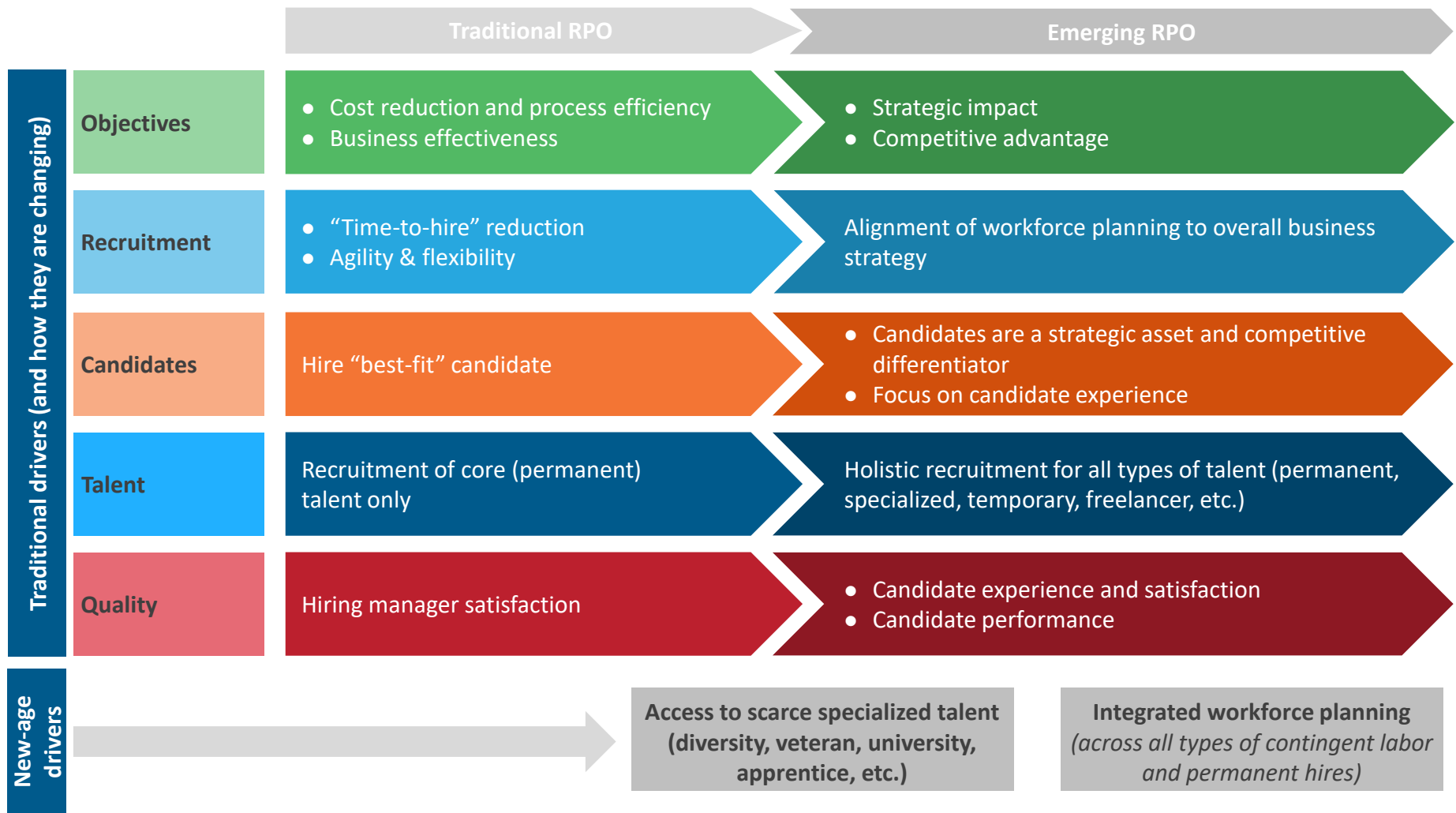
\* The graphic represents the automation potential beyond TA automation that has already been achieved

# Digital/Technology Evolution in Talent Acquisition

Although talent acquisition has traditionally lagged other areas in terms of digital adoption, evolution in the landscape is accelerating, with next-generation technologies having increasing impact



# Changing buyer dynamics are accelerating a shift to the next generation of RPO services

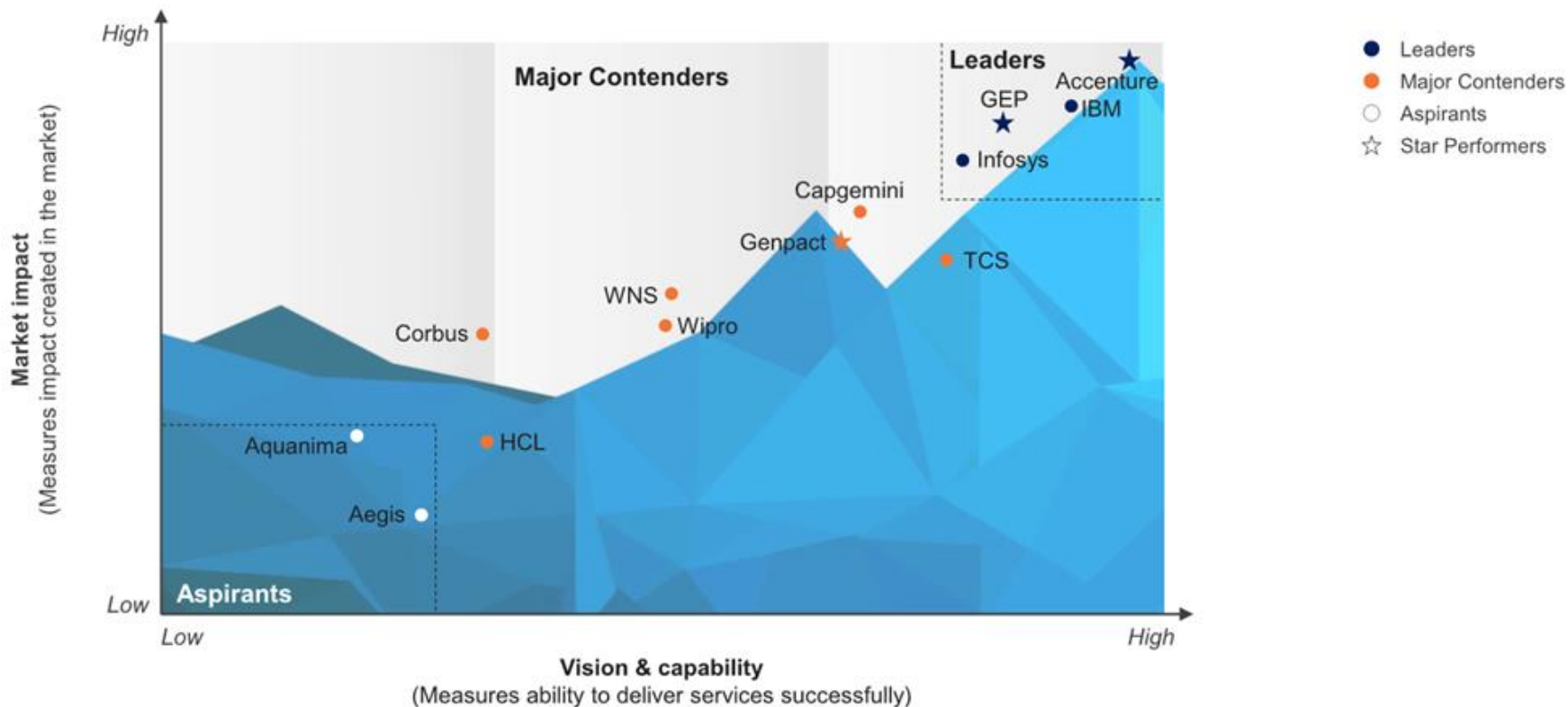


## Service Provider PEAK Matrix™ Assessments & Key Global Services Market Insights™

# Procurement Outsourcing (PO)

# PEAK Matrix™: PO service providers

Everest Group Procurement Outsourcing (PO) BPO – Service Provider Landscape with Services PEAK Matrix™ Assessment 2018

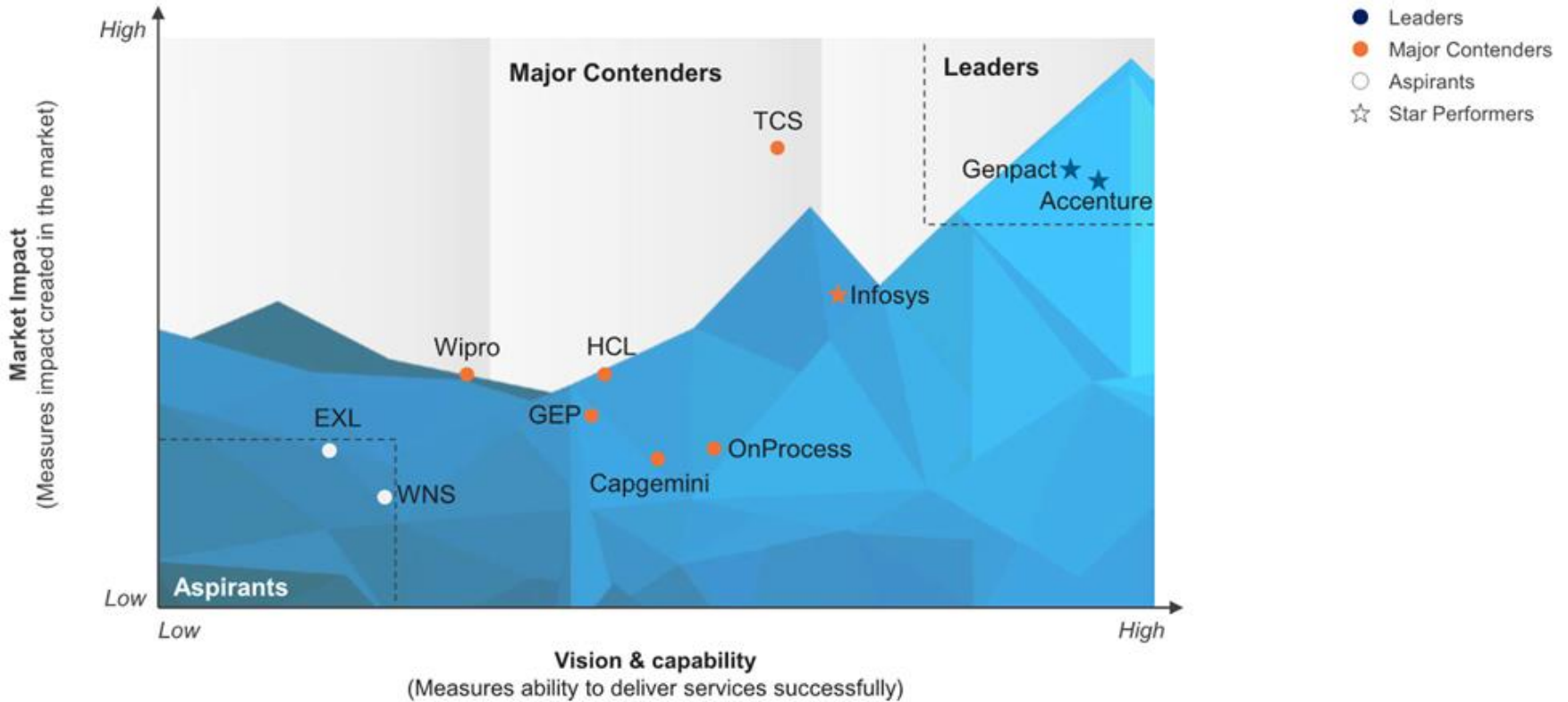


<sup>1</sup> Service providers scored using Everest Group's proprietary scoring methodology given on page 17

Source: Everest Group (2018)

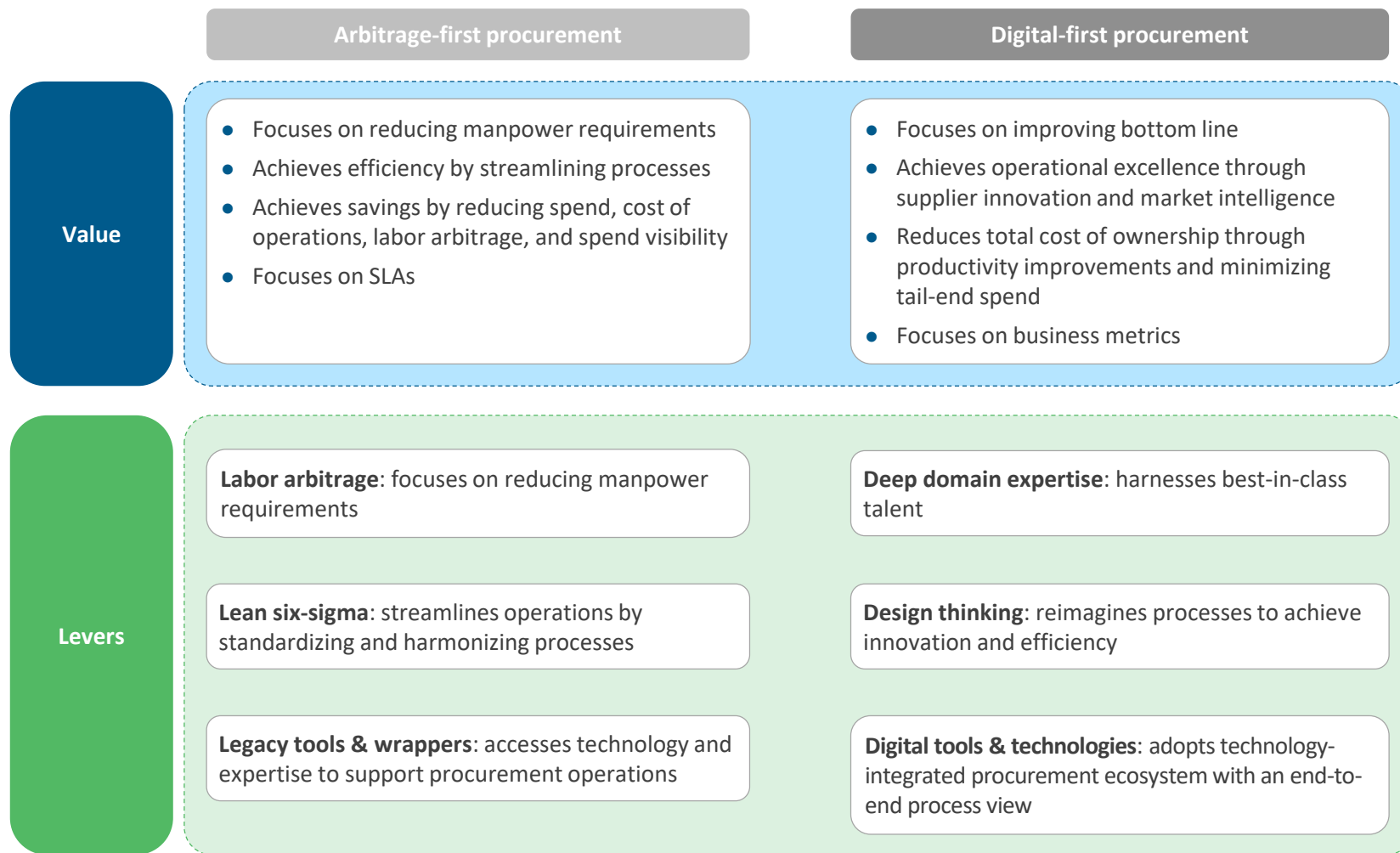
# PEAK Matrix™: Supply chain management service providers

Everest Group Supply Chain Management (SCM) BPO – Service Provider Landscape with Services PEAK Matrix™ Assessment 2018

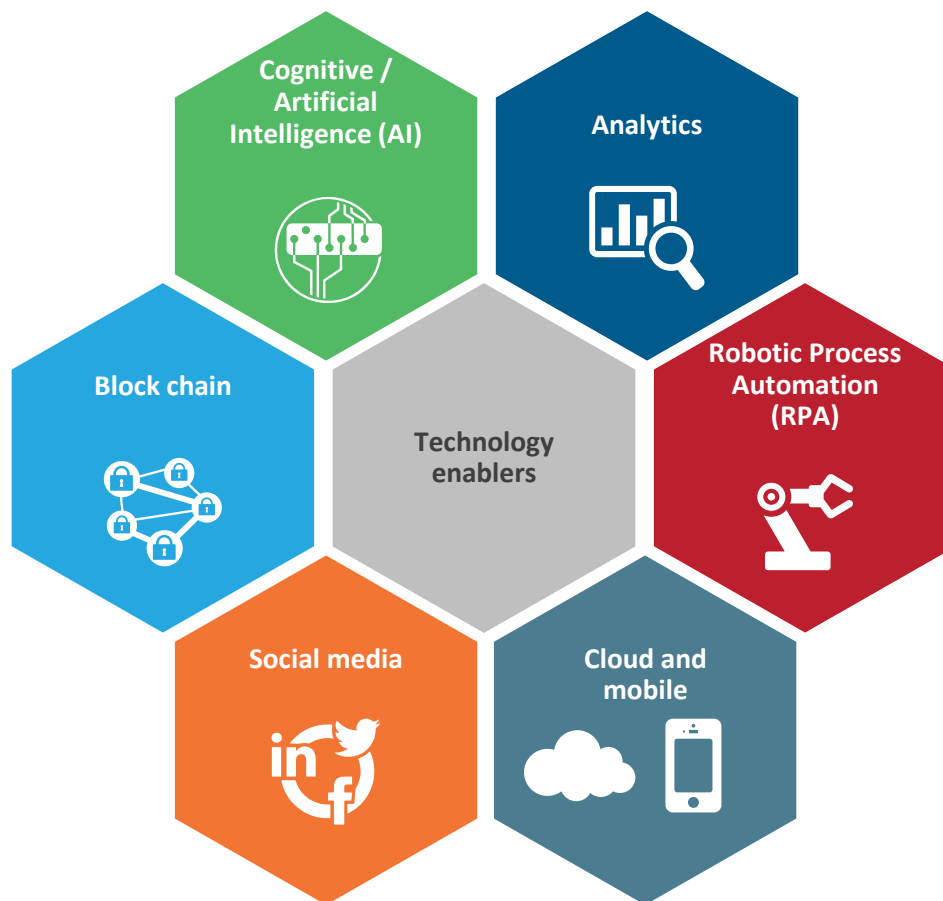


1 Service providers scored using Everest Group's proprietary scoring methodology given on page 17  
Source: Everest Group (2017)

# PO is shifting from an arbitrage-first to a digital-first perspective



# Adoption of newer technology solutions is imperative to accelerate the shift to digital-first procurement



# Design thinking helps to introduce an innovation into this transformation

## Five steps of design thinking process



### Empathize

Empathizing with users' problem enables a better, more detailed understanding of pain points



### Define

Leverage insights from the previous stage to generate a detailed view of the problem



### Ideate

Generate and discuss multiple ideas; conceptualize the best ideas



### Prototype

Execute the selected to make a working model/ solution



### Test

Pilot the model to identify "hits" and "misses"; restart the process from the first stage if major changes are required

## Key advantages of design thinking

### Drives innovation

Design thinking helps break conventional wisdom and develop new, relevant solutions

### Promotes collaboration

Different stakeholders engage in sharing ideas and analyzing the problem

### Builds better solutions

Robust analysis and brainstorming helps choose the best idea for execution

### Improves risk management

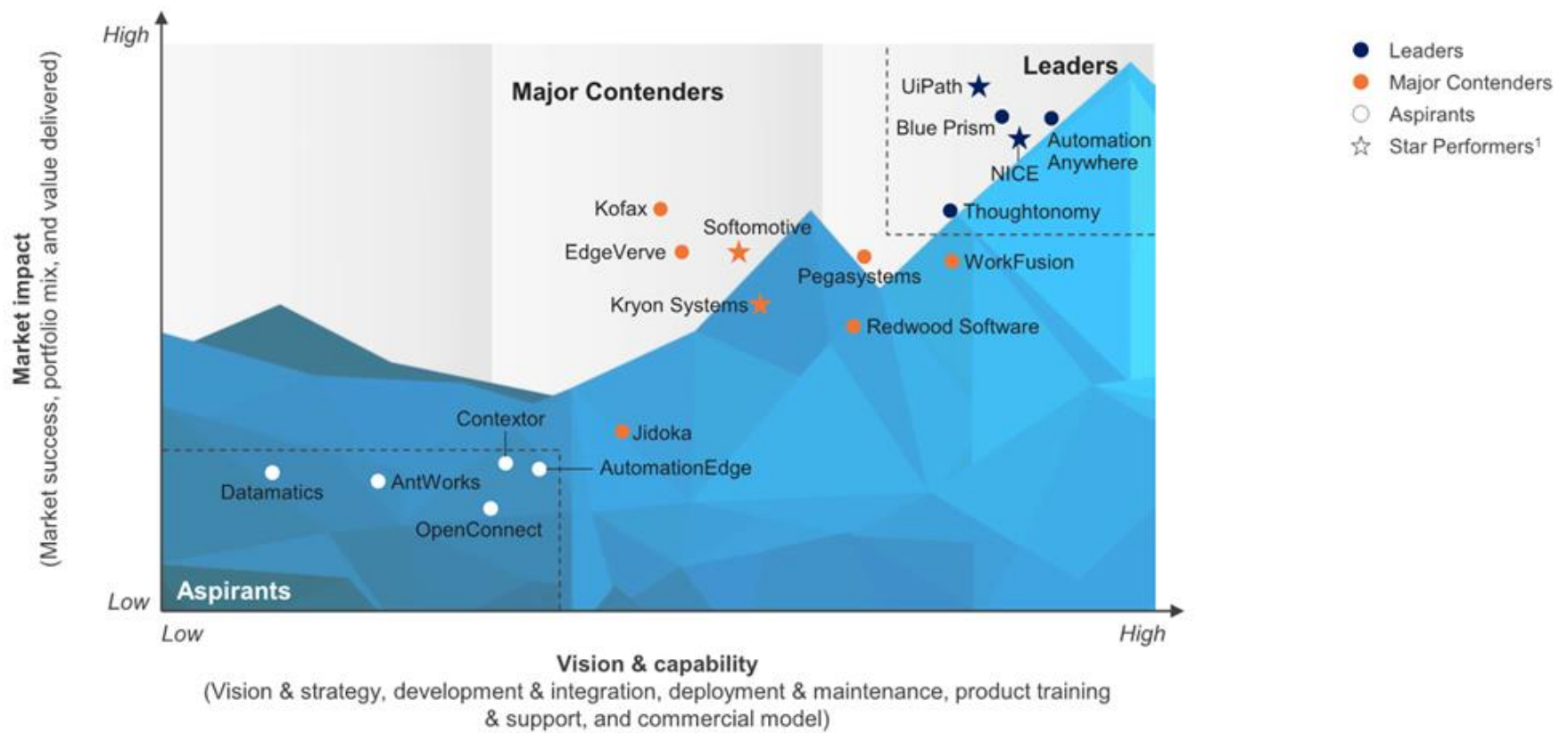
Testing and feedback mechanism decreases the risk of failure

## Service Provider PEAK Matrix™ Assessments & Key Global Services Market Insights™

# Service Optimization Technologies (SOT)

# PEAK Matrix™: RPA technology vendors

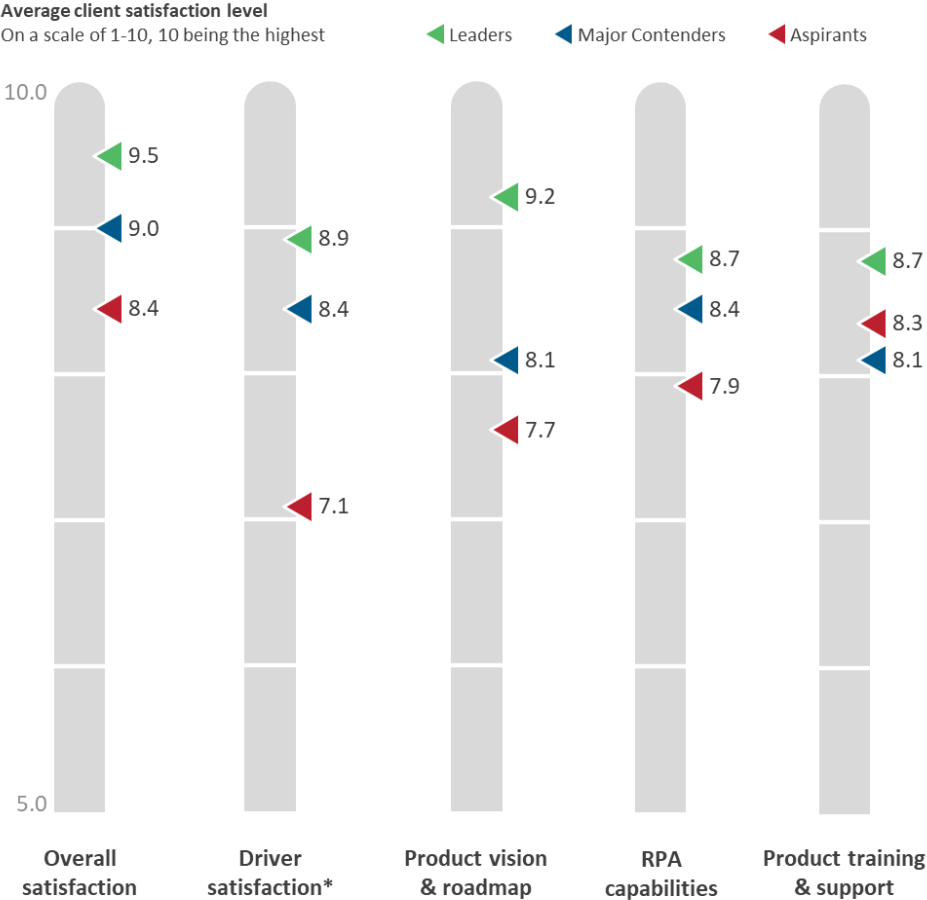
Everest Group Robotic Process Automation (RPA) Products PEAK Matrix™ 2018



<sup>1</sup> Star Performers are selected based on a relative comparison of vendors' total scores along both the market impact and vision & capability dimensions between our previous and current assessment. Only those vendors that were part of our previous RPA products assessment were considered for the Star Performer analysis. Those vendors with the greatest year-over-year improvement are designated as Star Performers.

# RPA vendor client satisfaction

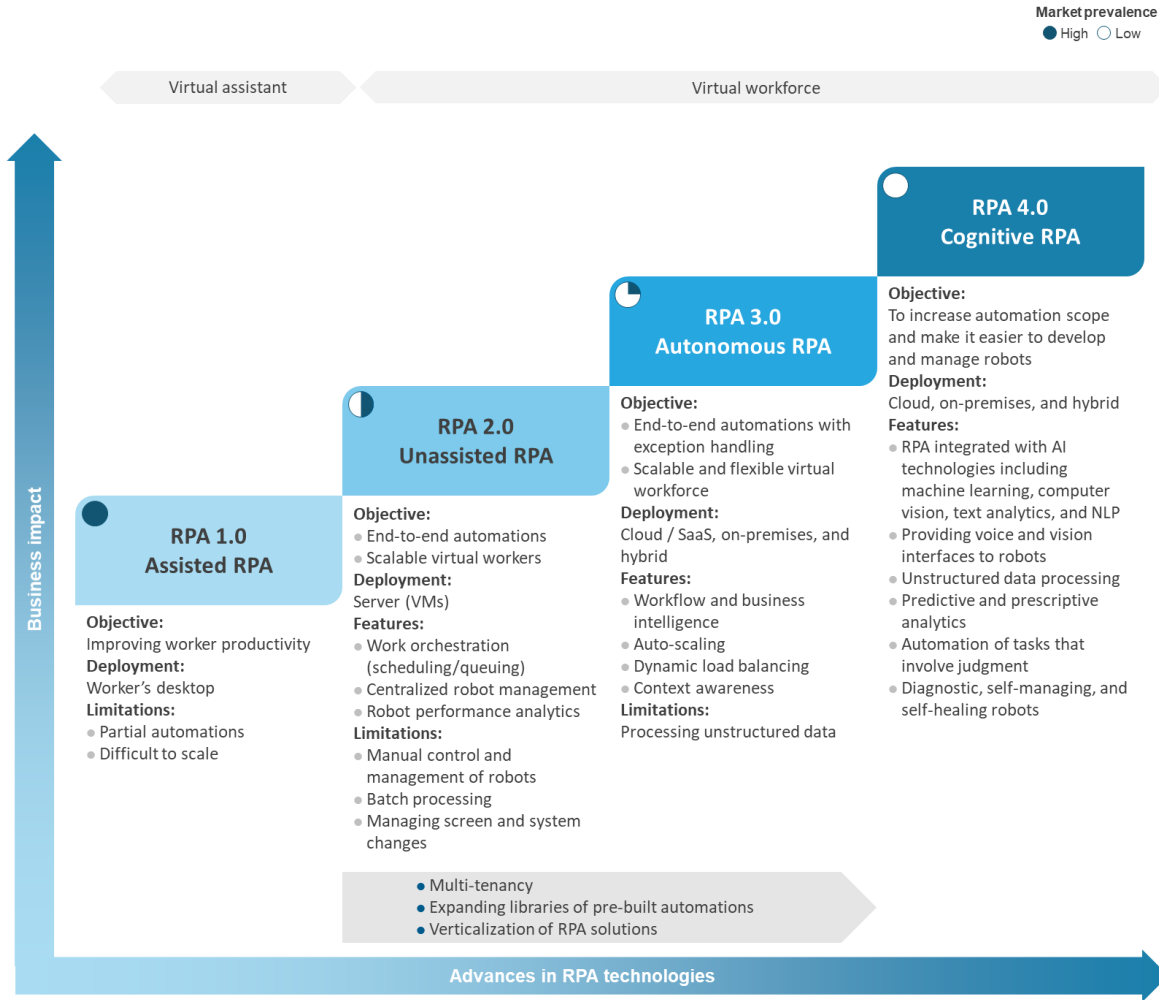
Client satisfaction is generally high across RPA technology vendors, but Leaders outperform others, particularly with their product vision & roadmap



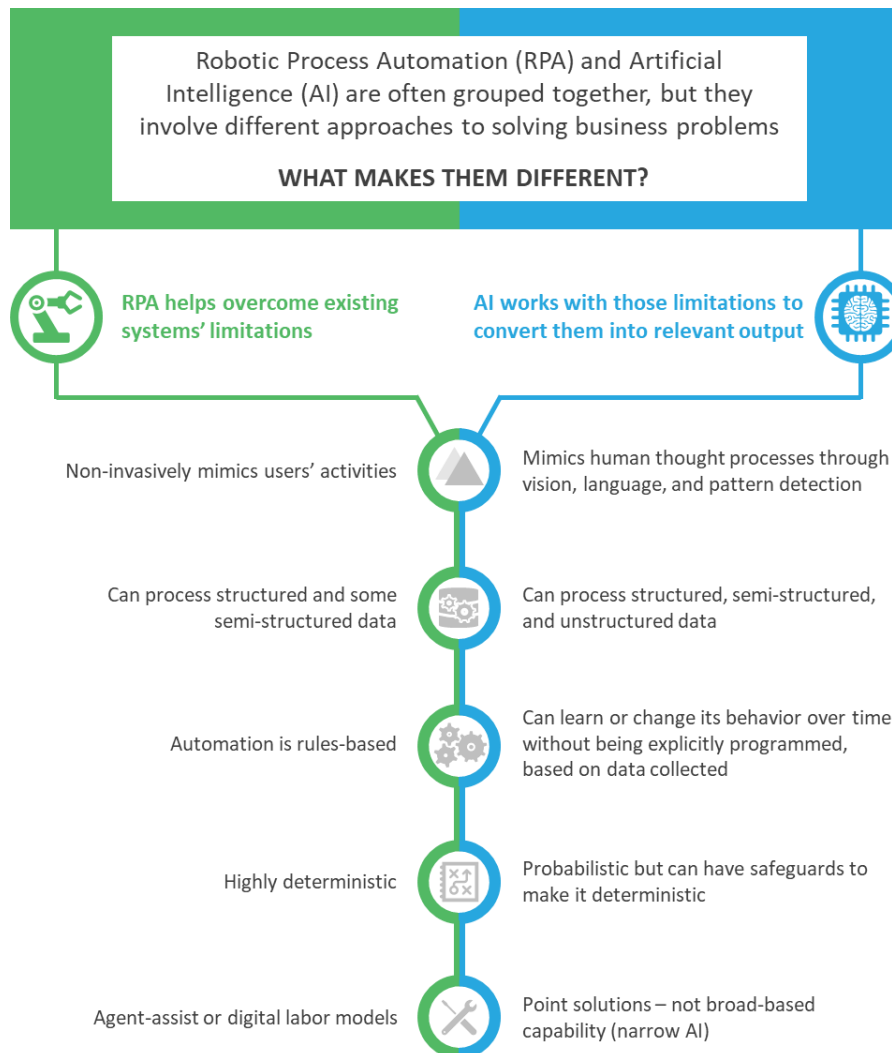
\*Clients' satisfaction with achieving their intended objectives/drivers behind RPA adoption

# Robotic Process Automation (RPA) Evolution

Driven by significant product innovation over recent years, RPA has evolved from tactical to strategic



# RPA & AI: Different approaches to problem solving

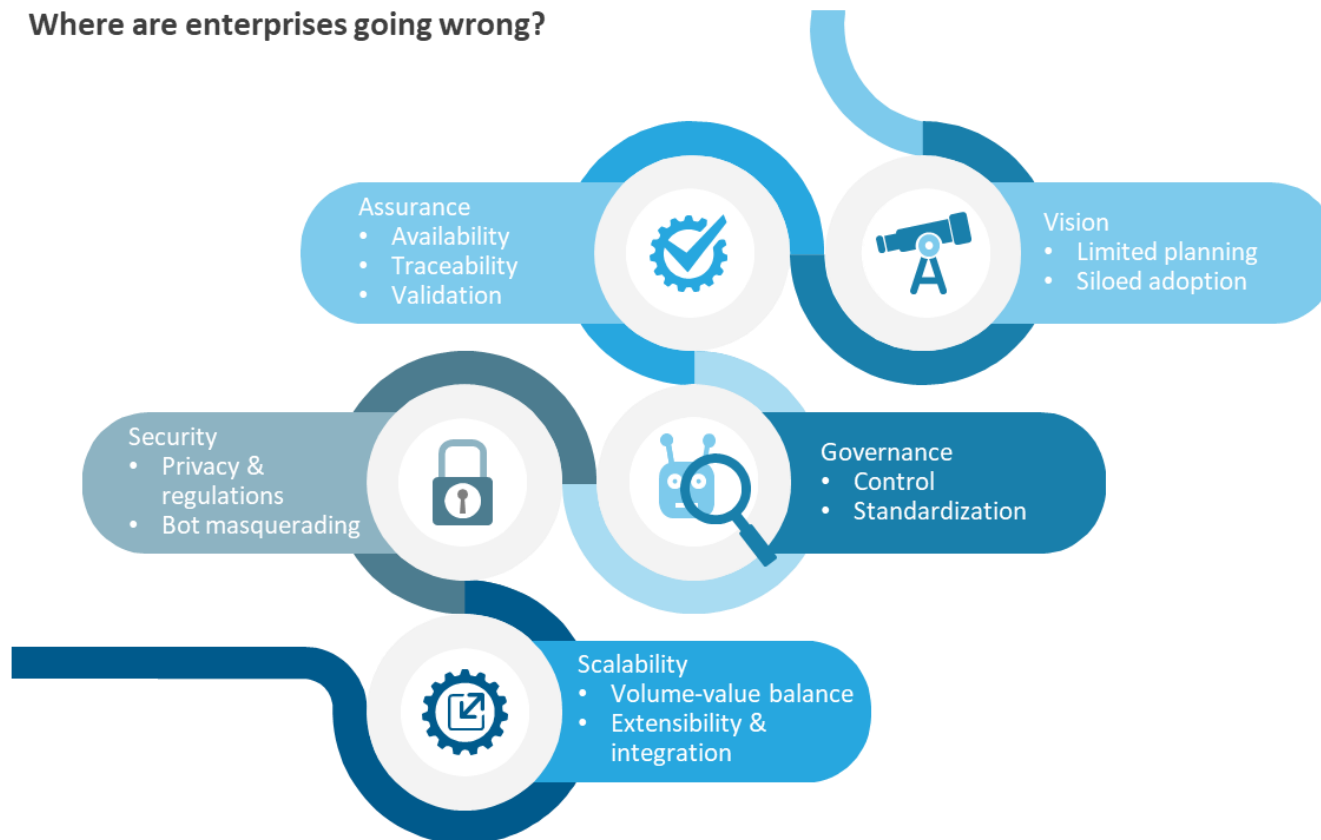


# Enterprise challenges in bot adoption

In today's digital world, automation and user experience have become critical for enterprises. Bots – which drive operational efficiency and facilitate consumer engagement – are central to the strategy of any forward-looking enterprise.

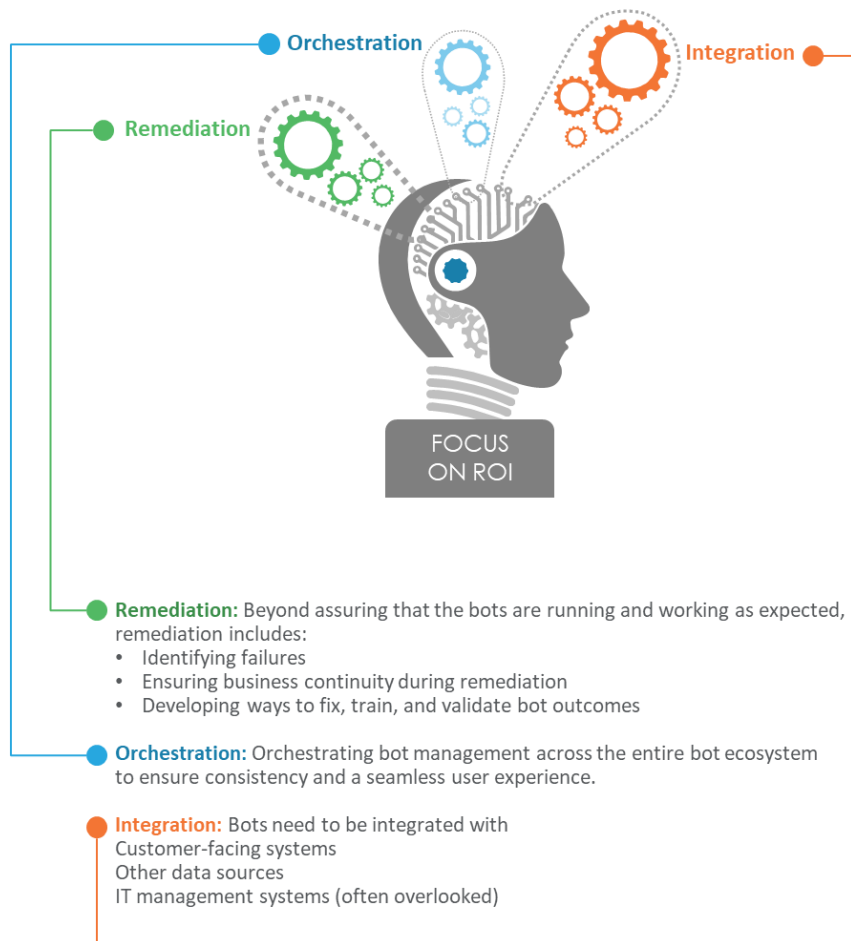
However, as these bots proliferate, enterprises face significant challenges.

## Where are enterprises going wrong?









# AI Bot Adoption: A New ROI

With bot adoption on the rise, Everest Group proposes a new ROI (Remediation, Orchestration, and Integration) to support implementation and ongoing management

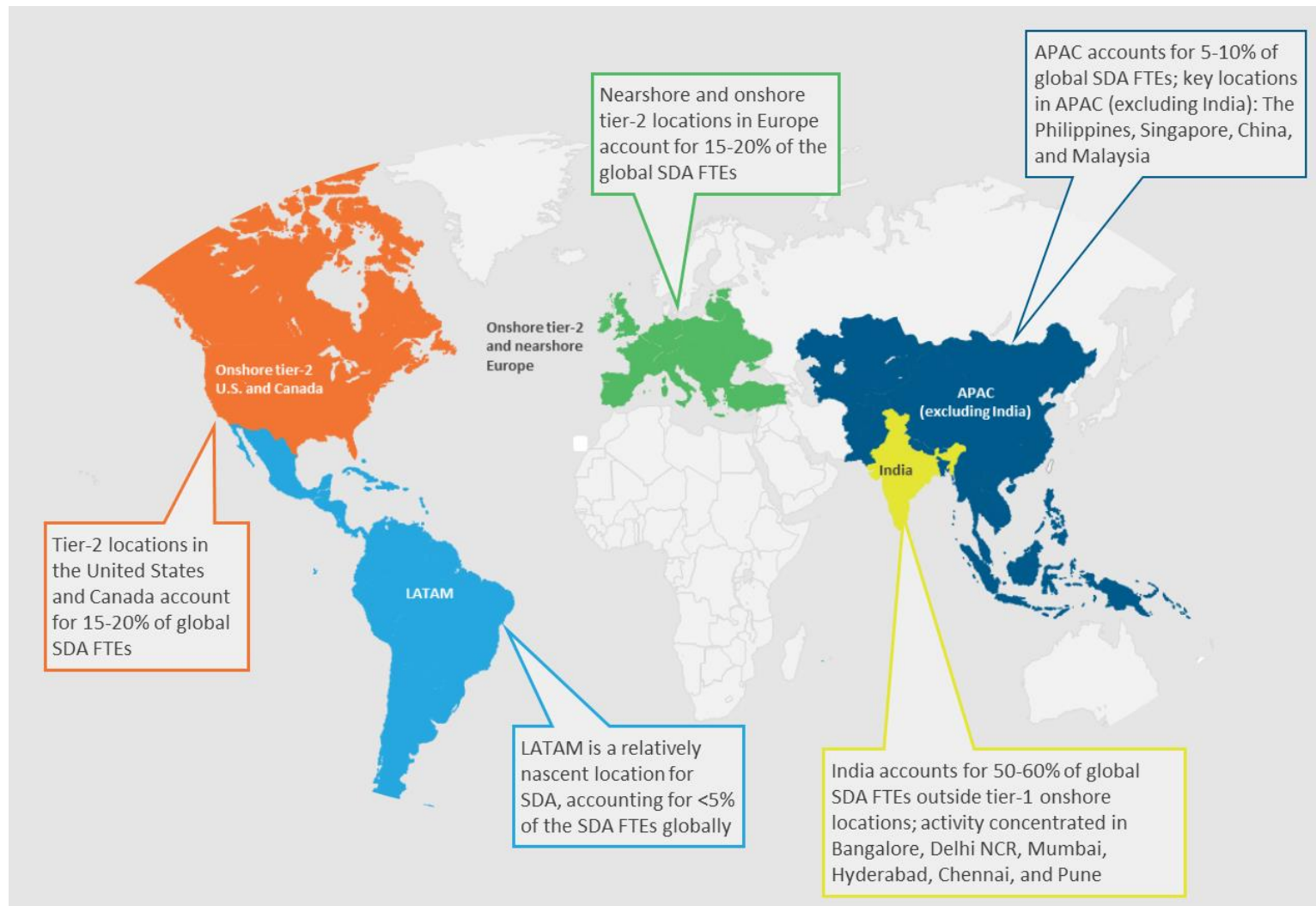


# The key to bot value: holistic bot management

As enterprise bot adoption increases, although bot design and structured onboarding are important, organizations can only reap the full value if the bot environment works holistically. For this to happen, the vision, assurance, governance, security, and scalability need to evolve.

		VALUE 		
		Fragmented	Optimized	Breakthrough
	Vision	<ul style="list-style-type: none"> <li>Task-driven bots</li> <li>Limited collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Process-driven bots</li> <li>Team collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Outcome-based bots</li> <li>Enterprise wide collaboration</li> </ul>
	Assurance	<ul style="list-style-type: none"> <li>Individual driven, bot-based assurance</li> <li>Limited orchestration</li> </ul>	<ul style="list-style-type: none"> <li>Team-aligned bot assurance</li> <li>Shared custody of bot assurance</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio-driven bot assurance</li> <li>Automated and orchestrated assurance</li> </ul>
	Governance	<ul style="list-style-type: none"> <li>Loosely structured bot governance</li> <li>Manual management and monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Well-defined function-driven bots governance</li> <li>Automated management</li> </ul>	<ul style="list-style-type: none"> <li>Scaled governance of bots landscape</li> <li>Automation-assisted remediation</li> </ul>
	Security	<ul style="list-style-type: none"> <li>Basic security policy adoption for bots</li> <li>Issues resolved with siloed Root Cause Analysis (RCA)</li> </ul>	<ul style="list-style-type: none"> <li>Bots integrated with enterprise security tools and processes</li> <li>Aberrations handled at department level, via RCA</li> </ul>	<ul style="list-style-type: none"> <li>Bots well-entrenched into enterprise security architecture</li> <li>Predictive security management and assurance</li> </ul>
	Scalability	<ul style="list-style-type: none"> <li>Business case owned by teams, less visible outside</li> <li>Bots overload due to excess functionality</li> </ul>	<ul style="list-style-type: none"> <li>Business case owned by functions</li> <li>Bots configurable to address changes in ecosystem</li> </ul>	<ul style="list-style-type: none"> <li>Strong enterprise-wide business case for additional bots</li> <li>Customizable and configurable as per business needs</li> </ul>

# Service Delivery Automation (SDA) services global sourcing landscape

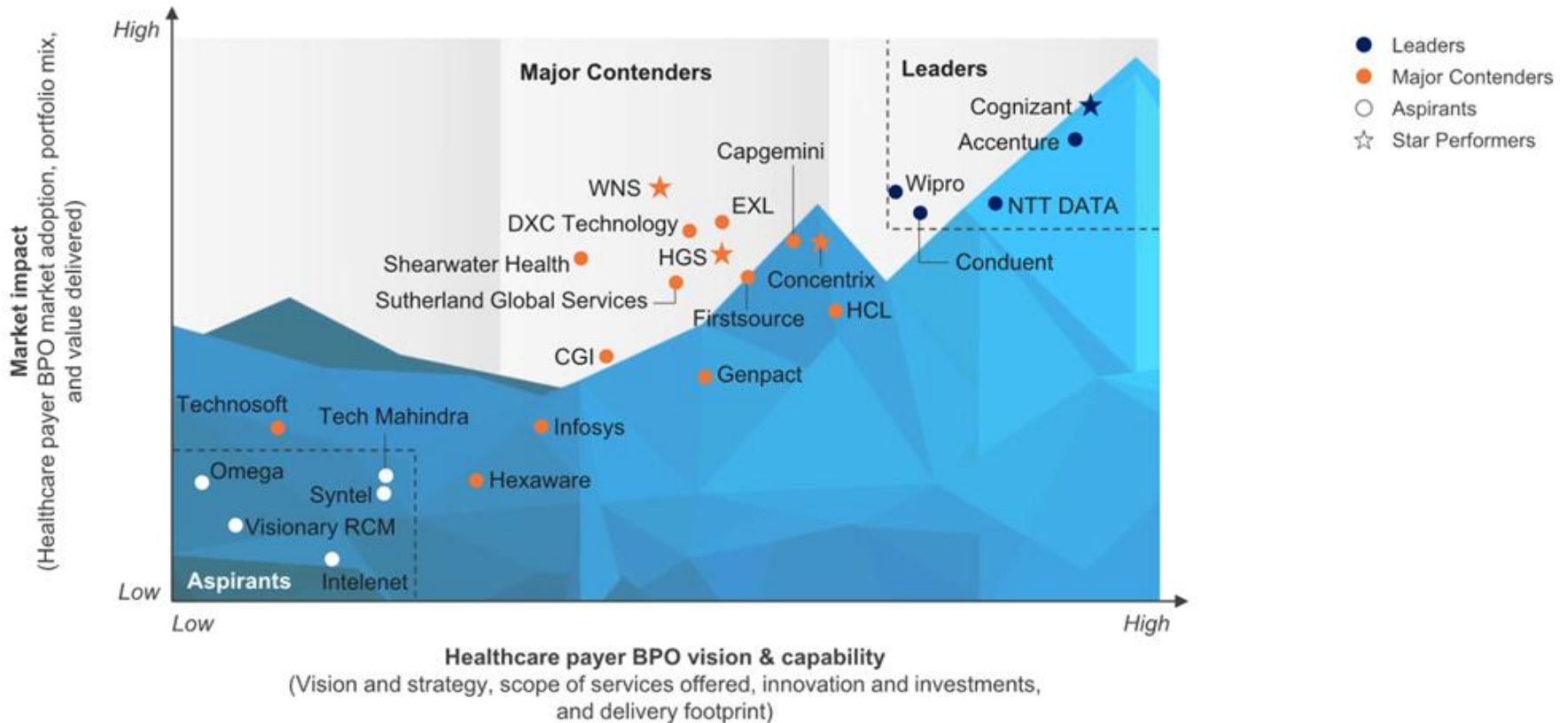


# Service Provider PEAK Matrix™ Assessments & Key Global Services Market Insights™

## Healthcare BPO

# PEAK Matrix™: Healthcare payer BPO

Everest Group Healthcare Payer BPO – Service Provider Landscape with Services PEAK Matrix™ Assessment 2018



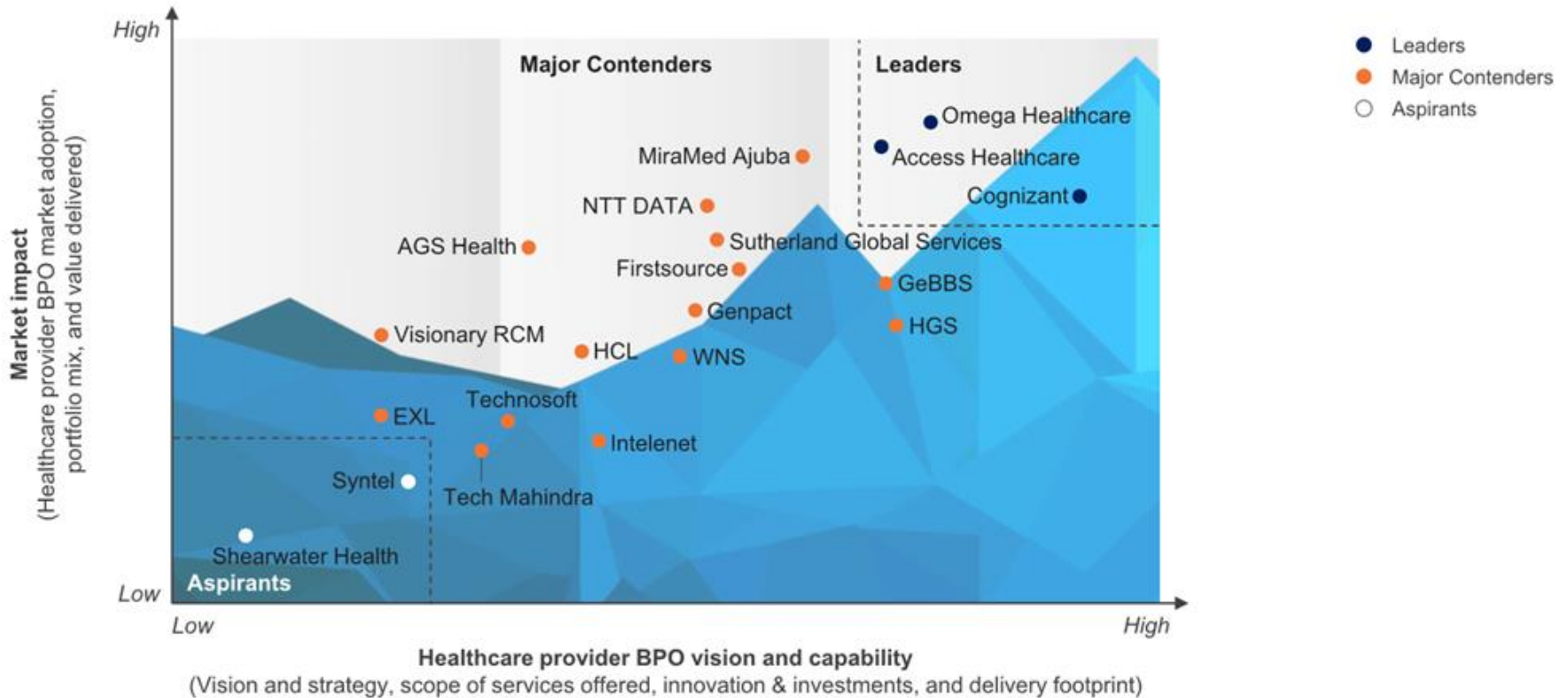
1 Service providers scored using Everest Group's proprietary scoring methodology given on pages 15 and 16

Note: Assessment for Technosoft and Visionary RCM excludes service provider inputs on this particular study, and is based on Everest Group's estimates, which leverage Everest Group's proprietary Transaction Intelligence (TI) database, ongoing coverage, service provider public disclosures, and interaction with buyers

Source: Everest Group (2017)

# PEAK Matrix™: Healthcare provider BPO

Everest Group Healthcare Provider BPO – Service Provider Landscape with Services PEAK Matrix™ Assessment<sup>1</sup> 2017



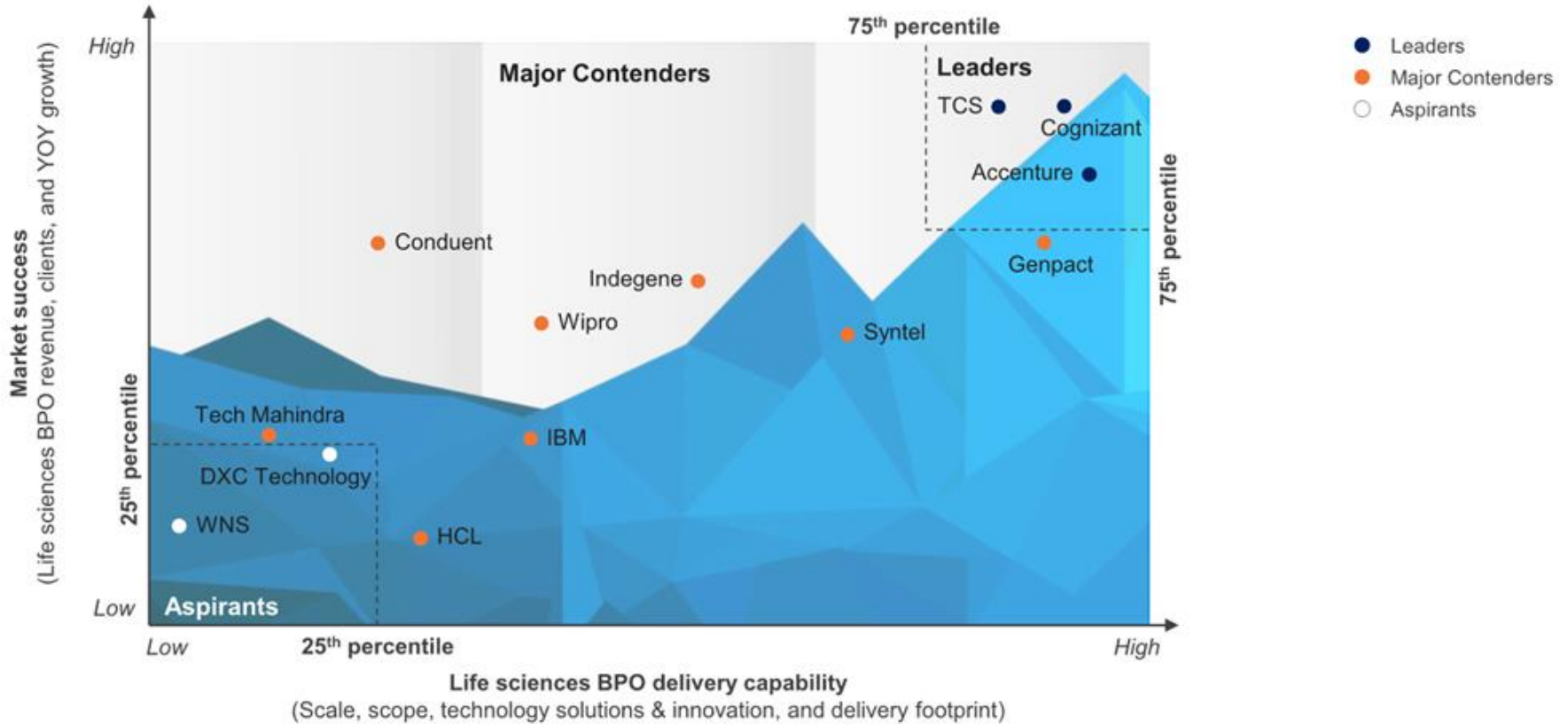
<sup>1</sup> Service providers scored using Everest Group's proprietary scoring methodology

Note: Assessment for **AGS Health, GeBBS, MiraMed Ajuba, Sutherland Global Services, Technosoft, and Visionary RCM** excludes service provider inputs on this particular study, and is based on Everest Group's estimates, which leverage Everest Group's proprietary Transaction Intelligence (TI) database, ongoing coverage, service provider public disclosures, and interaction with buyers

Source: Everest Group (2017)

# PEAK Matrix™: Life sciences BPO

Everest Group PEAK Matrix™ for life sciences BPO



1 Service providers scored using Everest Group's proprietary scoring methodology given on pages 14 and 15

Note: Assessment for **Accenture, DXC Technology, HCL, IBM, and WNS** excludes service provider inputs on this particular study, and is based on Everest Group's estimates, which leverage Everest Group's proprietary Transaction Intelligence (TI) database, ongoing coverage, service provider public disclosures, and interaction with buyers

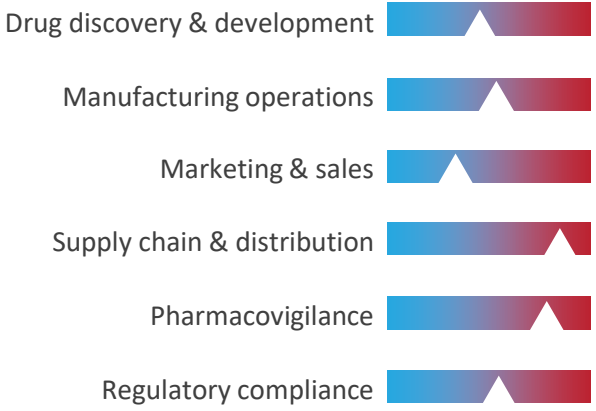
Source: Everest Group (2017)

# 3 solutions to major life sciences industry challenges | 1

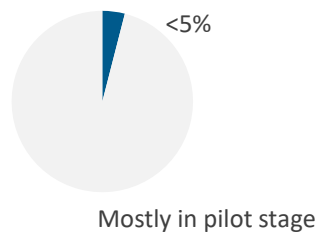
Leverage  
Low High

AUTOMATION

Potential impact of **automation** solutions in life sciences processes



**RPA in life sciences BPO contract scope, 2016**  
% of active contracts



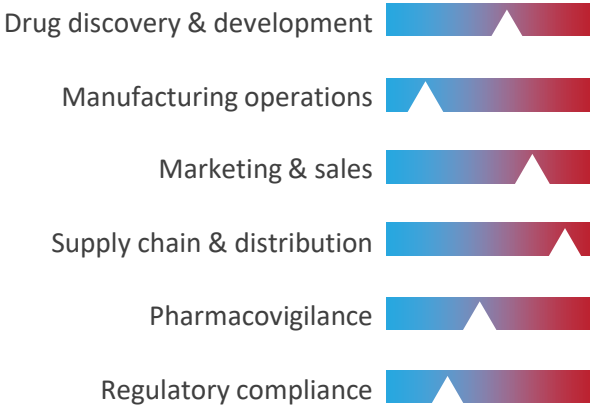
# 3 solutions to major life sciences industry challenges | 2

Leverage  
Low High



## ANALYTICS

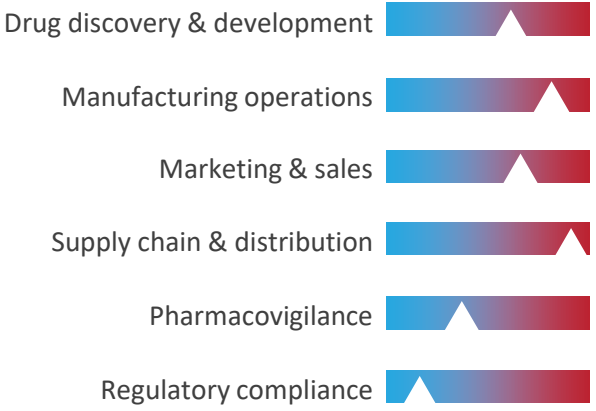
Potential impact of **analytics** solutions in life sciences processes







# 3 solutions to major life sciences industry challenges | 3



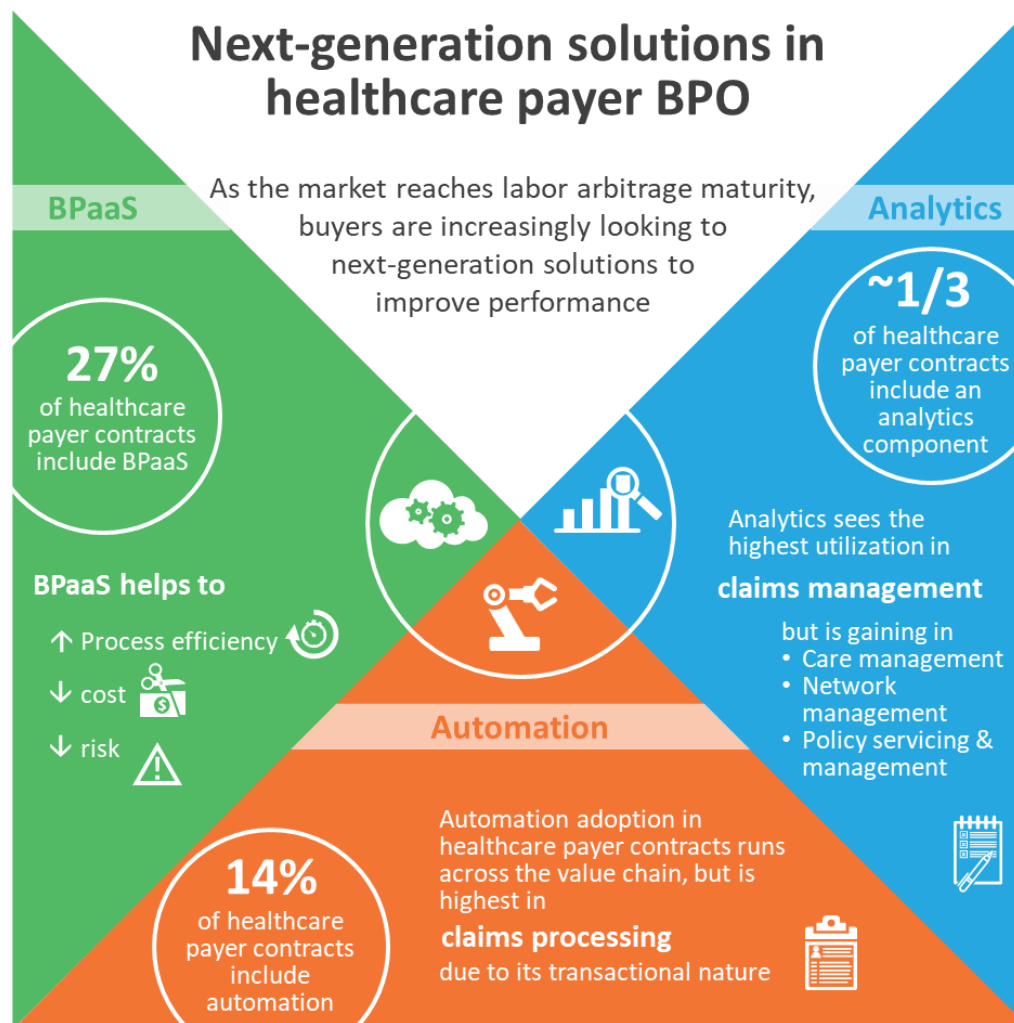
Potential impact of **internet of things** solutions in life sciences processes



# Keys to personalized medicine success

	 <b>Regulatory</b>	 <b>Reimbursement</b>	 <b>Clinical adoption</b>	 <b>Information management</b>
<b>Key stakeholder(s)</b>	Regulatory bodies such as FDA and EMA	Payers	Physicians	Pharma companies
<b>Motivation</b>	To improve health outcomes	To ensure quality care at lowest cost	To provide the best quality care	To continue pharmaceutical innovation
<b>Caveats</b>	Red tape makes the process tiringly slow	The value-based framework is not suitable for personalized drugs and payers are cutting payment & coverage	Limited physician and awareness of these drugs is low among patients	Legacy systems are not sufficient to handle this data
<b>Key takeaways</b>	Keep supporting regulatory bodies to ensure faster policy-making	Pay-for-performance will be key to success	Change in sales & marketing strategy	New HIT systems

# Next-generation solutions in healthcare payer BPO



# Key Resources

# List of PEAK Matrix™ assessments

## About the PEAK Matrix™

Everest Group's PEAK Matrix assessments provide the analysis and insights enterprise organizations need to make critical selection decisions about providers, locations, and products and solutions within different market segments. Likewise, providers of these services, products, and solutions, look to the PEAK Matrix to gauge and calibrate their offerings against others in the market.

Leading organizations around the globe trust these comparative assessments because of their unbiased evaluation of factors such as vision, capabilities/functionality, talent availability, market success/impact, and cost.

[Click here](#) for more information on our PEAK Matrix reports

## BPS Outsourcing

### Banking, Financial Services, Insurance

- [Banking BPO](#)
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- [Property & Casualty Insurance](#)

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- [CCO Healthcare](#)

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### Talent acquisition

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- [PO](#)
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- [Risk & Regulatory Compliance Application Services in BFS](#)

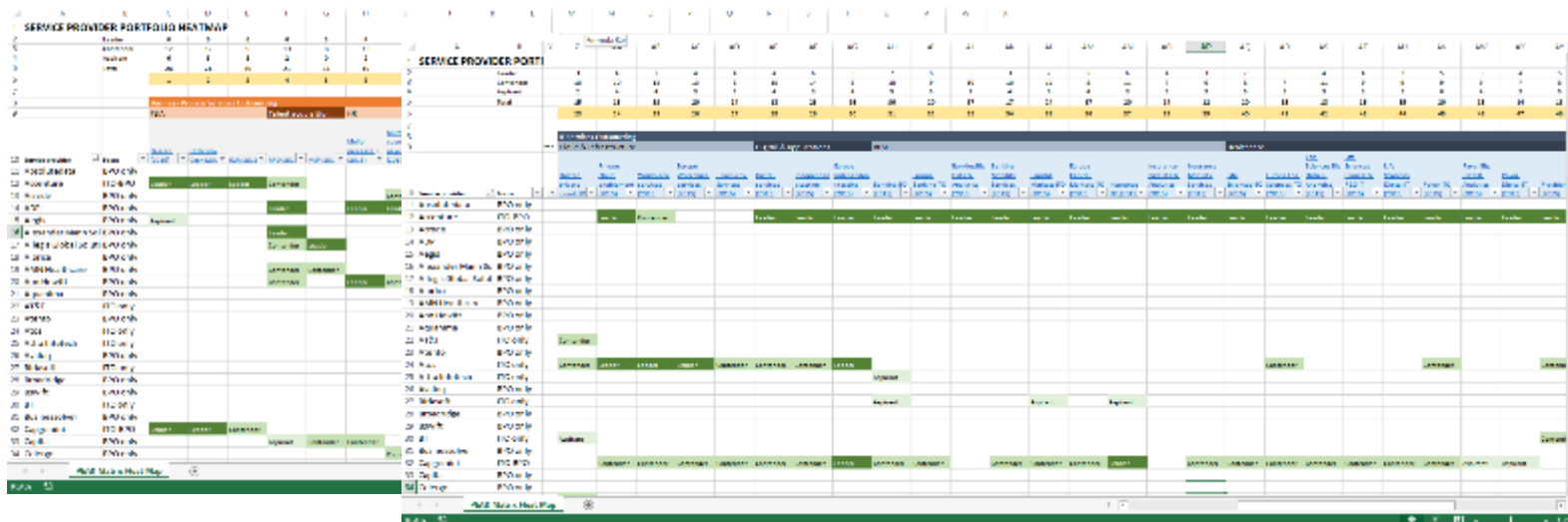
### Healthcare & Life Sciences

- [Healthcare Consulting Services](#)
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- [Life Sciences Clinical Trials](#)

# PEAK Matrix™ Heatmap

Drawn from over 50 Everest Group's fact-based PEAK Matrix™ research reports, the PEAK Matrix Heatmap is a simple way to compare the capabilities of 150 different service providers. The Heatmap summarizes the ratings of each relevant provider in an area to illustrate which providers are Leaders, Major Contenders, and Aspirants in various areas. Simply select which providers you wish to compare from the drop-down filter and that subset will be displayed. Additionally, click on the link for each area of coverage to see the Preview document with the specific positioning of each service provider that was assessed.

Visit [bit.ly/EG-OS-Handbooks](http://bit.ly/EG-OS-Handbooks) to access the PEAK Matrix Heatmap file.



# List of Sourcing Handbooks

- Business Process Services (BPS) Sourcing Handbook
- Banking, Financial Services, and Insurance (BFSI) BPS Sourcing Handbook
- Healthcare BPS Sourcing Handbook
  
- Information Technology Services (ITS) Sourcing Handbook
- Banking, Financial Services, and Insurance (BFSI) ITS Sourcing Handbook
- Healthcare ITS Sourcing Handbook
  
- Locations and Pricing Services Sourcing Handbook

You can download all of the Sourcing Handbooks [here](#)

# Other resources

## Market Insights™



Culled directly from our research, Everest Group's Market Insights™ reveal actionable intelligence from across the full spectrum of our research in concise, easily accessible infographics. [Click here](#) to see our full collection of Market Insights.

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**Dallas (Headquarters)**  
info@everestgrp.com  
+1-214-451-3000

**Bangalore**  
india@everestgrp.com  
+91-804-276-4533

**Delhi**  
india@everestgrp.com  
+91-124-496-1000

**London**  
unitedkingdom@everestgrp.com  
+44-207-129-1318

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