Everest Group PEAK Matrix™ for Healthcare Payer Digital Service Providers 2019

Focus on Wipro

December 2018

Introduction and scope

Everest Group recently released its report titled "Healthcare Payer Digital Services PEAK Matrix™ Assessment and Service Provider Landscape – 2019." This report analyzes the changing dynamics of the healthcare payer digital services landscape and assesses service providers across several key dimensions.

As a part of this report, Everest Group updated its classification of 20 service providers on the Everest Group PEAK Matrix™ for healthcare payer digital services into Leaders, Major Contenders, and Aspirants. The PEAK Matrix is a framework that provides an objective, data-driven, and comparative assessment of healthcare payer digital service providers based on their absolute market success and delivery capability. Everest Group also identified 3 service providers as the "2018 Healthcare Payer Digital Services Market Star Performers" based on the strongest forward movement demonstrated on the PEAK Matrix year-on-year.

Based on the analysis, **Wipro emerged as a Leader.** This document focuses on **Wipro's** healthcare payer digital services experience and capabilities and includes:

- Wipro's position on the healthcare payer digital services PEAK Matrix
- Detailed healthcare payer digital services profile of Wipro

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

Source: Everest Group (2018) unless cited otherwise

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Everest Group PEAK Matrix™
Healthcare Payer Digital Services PEAK Matrix™ Assessment 2019 | Wipro positioned as Leader

Everest Group Healthcare Payer Digital Services PEAK Matrix™ Assessment 2019[1,2,3]
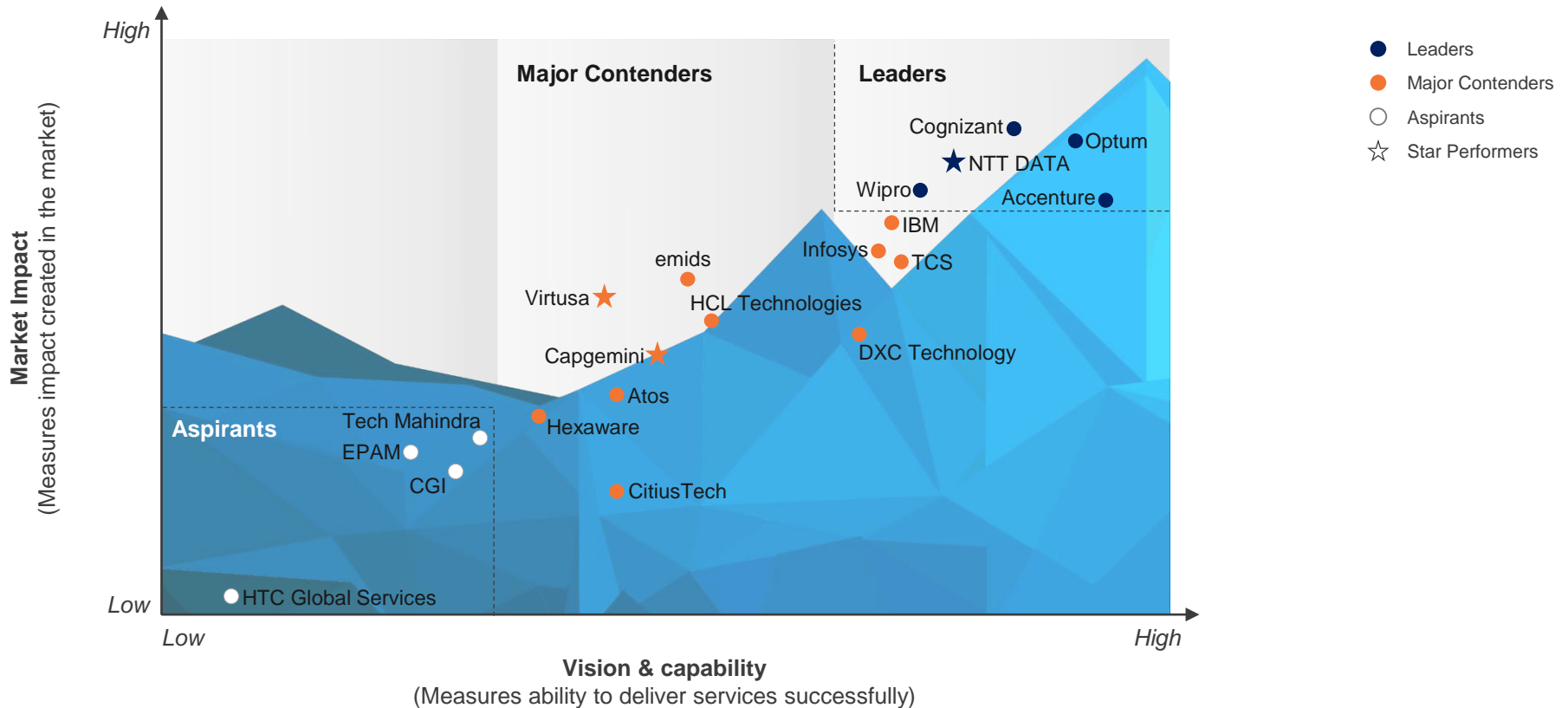
1   PEAK Matrix specific to digital services for healthcare payers
2   Following the acquisition of Syntel by Atos, in this study, we have considered data for both entities, i.e., Atos and Syntel, and called the combined entity as Atos
3   Assessment for Accenture, CGI, CitiusTech, EPAM, IBM, HTC Global Services, and Tech Mahindra 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

Strengths

- Expanding digital capabilities through focused acquisitions
- Enhancing infrastructure capabilities through automation, cognitive, and analytics
- Implementing creative (as-a-service) engagement constructs

Areas of improvement

- Integrate the recent series of acquisitions to make a relevant business case for healthcare payers looking to drive digital transformation
- Integration of digital consulting and delivery capabilities to deliver superior value and end-to-end engagement to clients
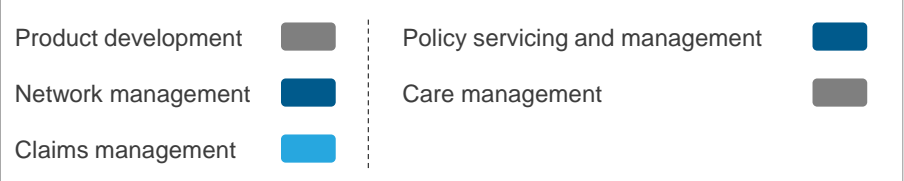
Healthcare payer digital services revenue

<US$50 million	US$50-US$100 million	US$100-US$150 million	>US$150 million

Scope of digital services for payers

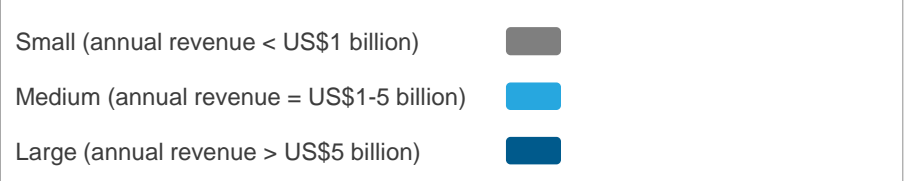AI, Automation, ML, RPA, big data and analytics, IoT, mobility, cloud, cybersecurity, and UX
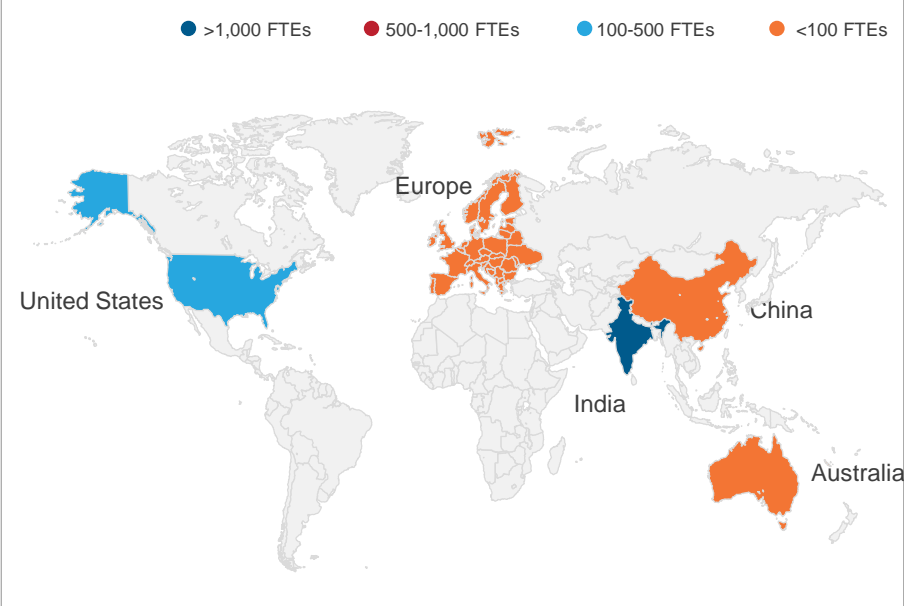
Payer IT services focus by subvertical

Legend: High (>30%) | Medium (20-30%) | Low (<20%)

Public health plans — Medium	Private health plans — High

Adoption by LOBs

Legend: High (>25%) | Medium (15-25%) | Low (<15%)

Product development — Low	Policy servicing and management — High
Network management — High	Care management — Low
Claims management — Medium	

Adoption by buyer groups

Legend: High (>30%) | Medium (20-30%) | Low (<20%)

- Small (annual revenue < US$1 billion) — Low
- Medium (annual revenue = US$1-5 billion) — Medium
- Large (annual revenue > US$5 billion) — High

Healthcare payer IT services delivery map

Legend: >1,000 FTEs | 500-1,000 FTEs | 100-500 FTEs | <100 FTEs

United States, Europe, China, India, Australia

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Vision for payer digital services: To roll out Medicare and Medicaid platforms (based on digital and cloud technologies) and analytics- and blockchain-based solutions that deliver better patient outcomes, drive quality assurance, and ensure regulatory compliance.

Proprietary solutions (representative list)

| Solution name	Details
Sales LinkSM	A solution to increase revenue and reduce acquisition costs through technology and complementary national distribution channels
Wipro 360 Digital Patient Centricity suite	A suite of solutions to help payers, providers, and other healthcare agencies to deliver patient-centered care across the complete care life cycle. The suite includes digital patient engagement solutions, glass health, assure health, digital member engagement solution, and healthcare big data analytics solution
PHM "As a Service"	The "as-a-service" solution helps aggregate population data from multiple sources to stratify population, assess risk, and provide patient registry support
Claims Management	Wipro has three claims management systems (addressing Group Business, Medicare, and Medicaid segments) that are deployed for large commercial payers and state, offering several point solutions for claims management. In addition, Wipro Holmes's second stage auto adjudication engine helps automate processing of claims that fall out of the auto adjudication engine
Threat Management Platform	An integrated approach to cybersecurity defense system to stay resilient and prevent malicious activities
Connected Solution for Diabetes Care	A mobile health solution using a novel glucose monitoring system, integrated with a cloud-based monitoring application for providing efficient and effective diabetes care
QCare and Beacon	Processing platforms to support product development for members over the sales lifecycle, by integrating with partners and facilitating automated and advanced CRM integration

Recent activities (representative list)

Development	Details
Acquisition	• Acquired HealthPlan Services from Water Street Healthcare Partners to provide technology platforms and a fully-integrated BPaaS solution to health insurance companies • Acquired Denim Group, a leading application security solution provider, to leverage its flagship product ThreadFix
Partnership	• Partnered with Talena to leverage FastFind, a metadata catalog that enhances big data applications across test/development management, backup and recovery, and archiving • Partnered with Premier leverage its e-commerce platform in the healthcare provider space for the non-acute care segment using the IBM e-commerce platform

Appendix

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

Everest Group PEAK Matrix

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Services PEAK Matrix™ evaluation dimensions
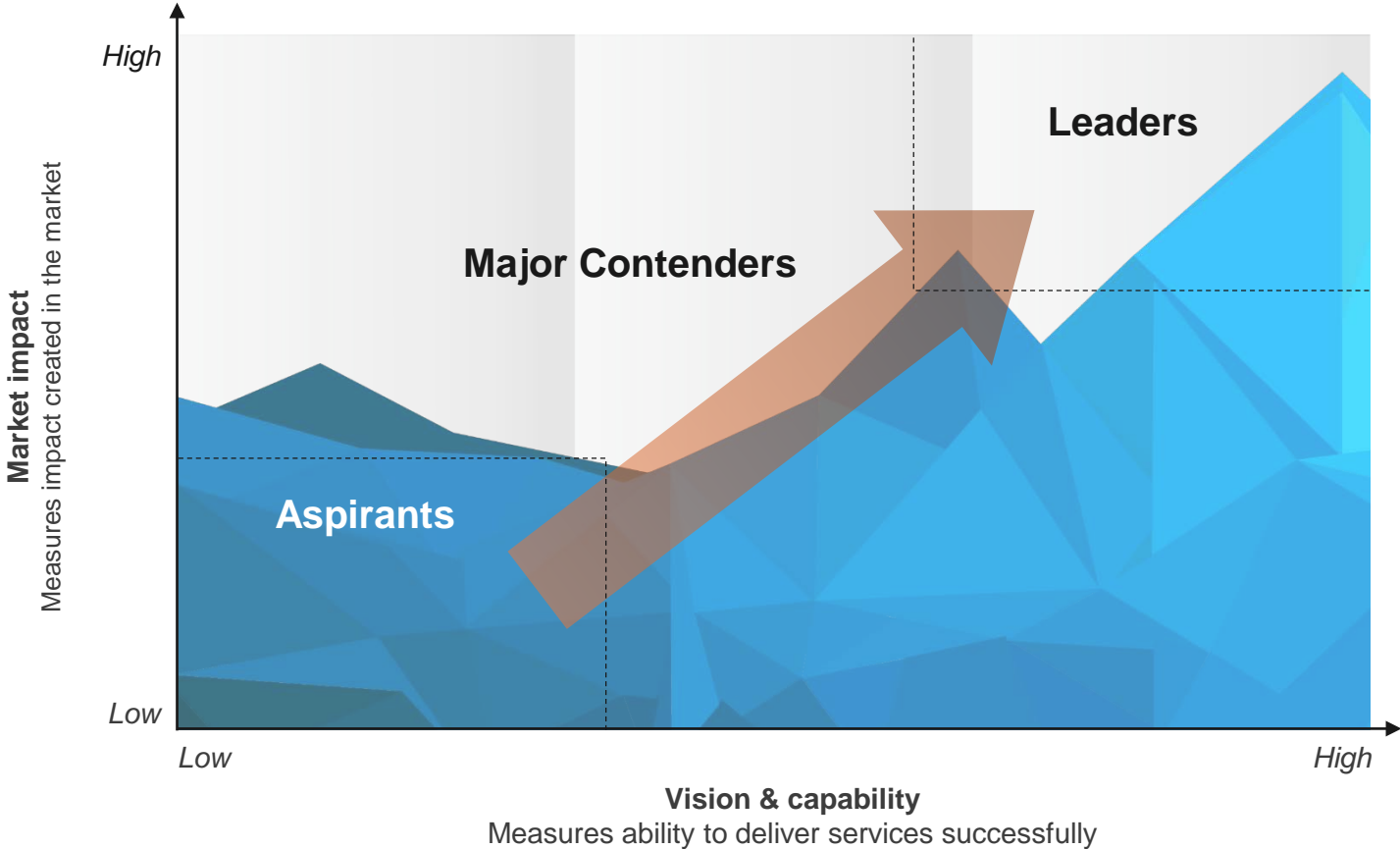
Measures impact created in the market –
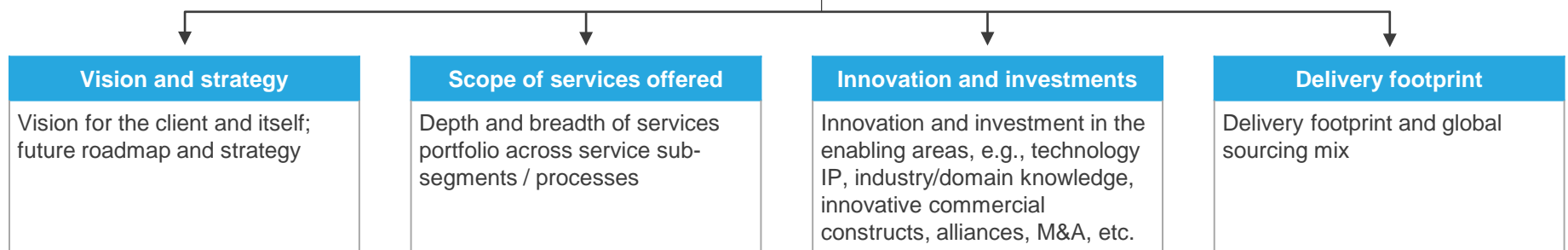captured through three subdimensions

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

Market impact

Leaders

Major Contenders

Aspirants
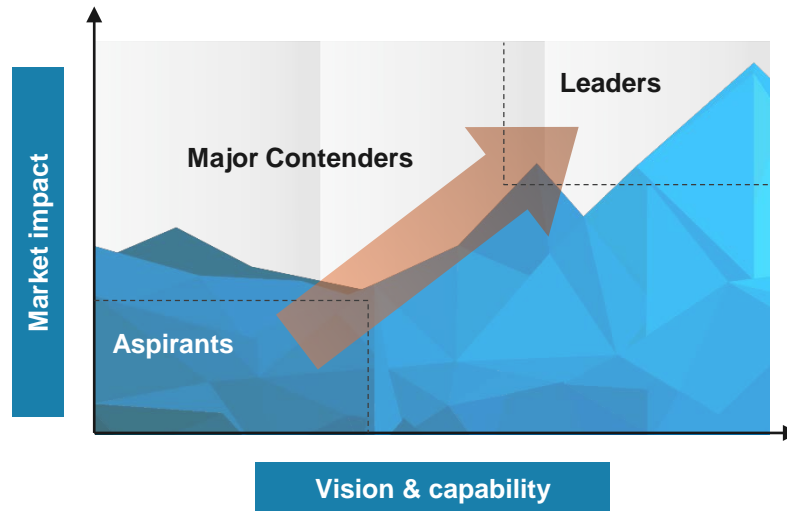
Vision & capability

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
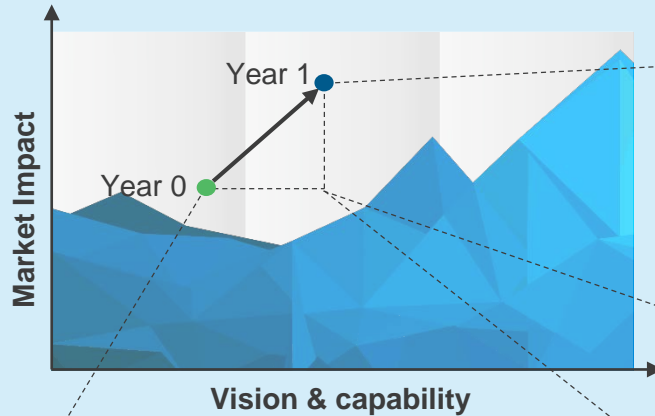Delivery footprint and global sourcing mix

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

Star Performers are identified by performance improvement on the X and Y axes for each segment

The Star Performers title relates to YOY performance for a given service provider and does not reflect the overall market leadership position, which is identified as Leader, Major Contender, or Aspirant.

FAQs

Does the PEAK Matrix™ assessment incorporate any subjective criteria?
Everest Group's PEAK Matrix assessment adopts an unbiased and fact-based approach (leveraging service provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information). In addition, these results are validated / fine-tuned based on our market experience, buyer interaction, and provider/vendor briefings

Is being a "Major Contender" or "Aspirant" on the PEAK Matrix, an unfavorable outcome?
No. The PEAK Matrix highlights and positions only the best-in-class service providers / technology vendors in a particular space. There are a number of providers from the broader universe that are assessed and do not make it to the PEAK Matrix at all. Therefore, being represented on the PEAK Matrix is itself a favorable recognition

What other aspects of PEAK Matrix assessment are relevant to buyers and providers besides the "PEAK Matrix position"?
A PEAK Matrix position is only one aspect of Everest Group's overall assessment. In addition to assigning a "Leader", "Major Contender," or "Aspirant" title, Everest Group highlights the distinctive capabilities and unique attributes of all the PEAK Matrix providers assessed in its report. The detailed metric-level assessment and associated commentary is helpful for buyers in selecting particular providers/vendors for their specific requirements. It also helps providers/vendors showcase their strengths in specific areas

What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?
- Participation incentives for buyers include a summary of key findings from the PEAK Matrix assessment
- Participation incentives for providers/vendors include adequate representation and recognition of their capabilities/success in the market place, and a copy of their own "profile" that is published by Everest Group as part of the "compendium of PEAK Matrix providers" profiles

What is the process for a service provider / technology vendor to leverage their PEAK Matrix positioning and/or "Star Performer" status ?
- Providers/vendors can use their PEAK Matrix positioning or "Star Performer" rating in multiple ways including:
  - Issue a press release declaring their positioning. See citation policies
  - Customized PEAK Matrix profile for circulation (with clients, prospects, etc.)
  - Quotes from Everest Group analysts could be disseminated to the media
  - Leverage PEAK Matrix branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)
- The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with the designated POC at Everest Group.

Does the PEAK Matrix evaluation criteria change over a period of time?
PEAK Matrix assessments are designed to serve present and future needs of the enterprises. Given the dynamic nature of the global services market and rampant disruption, the assessment criteria are realigned as and when needed to reflect the current market reality as well as serve the future expectations of enterprises

About Everest Group

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

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