



Everest Group PEAK Matrix™ for Mortgage BPO Service Providers 2019

Focus on Exela Technologies
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Introduction and scope

Everest Group recently released its report titled “[Mortgage BPO – Service Provider Landscape with Services PEAK Matrix™ Assessment 2019](#).” This report analyzes the changing dynamics of the mortgage BPO 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 mortgage BPO into Leaders, Major Contenders, and Aspirants. The PEAK Matrix is a framework that provides an objective, data-driven, and comparative assessment of mortgage BPO service providers based on their absolute market success and delivery capability. Everest Group also identified two service providers as the “2019 Mortgage BPO Market Star Performers” based on the strongest forward movement demonstrated on the PEAK Matrix year-on-year.

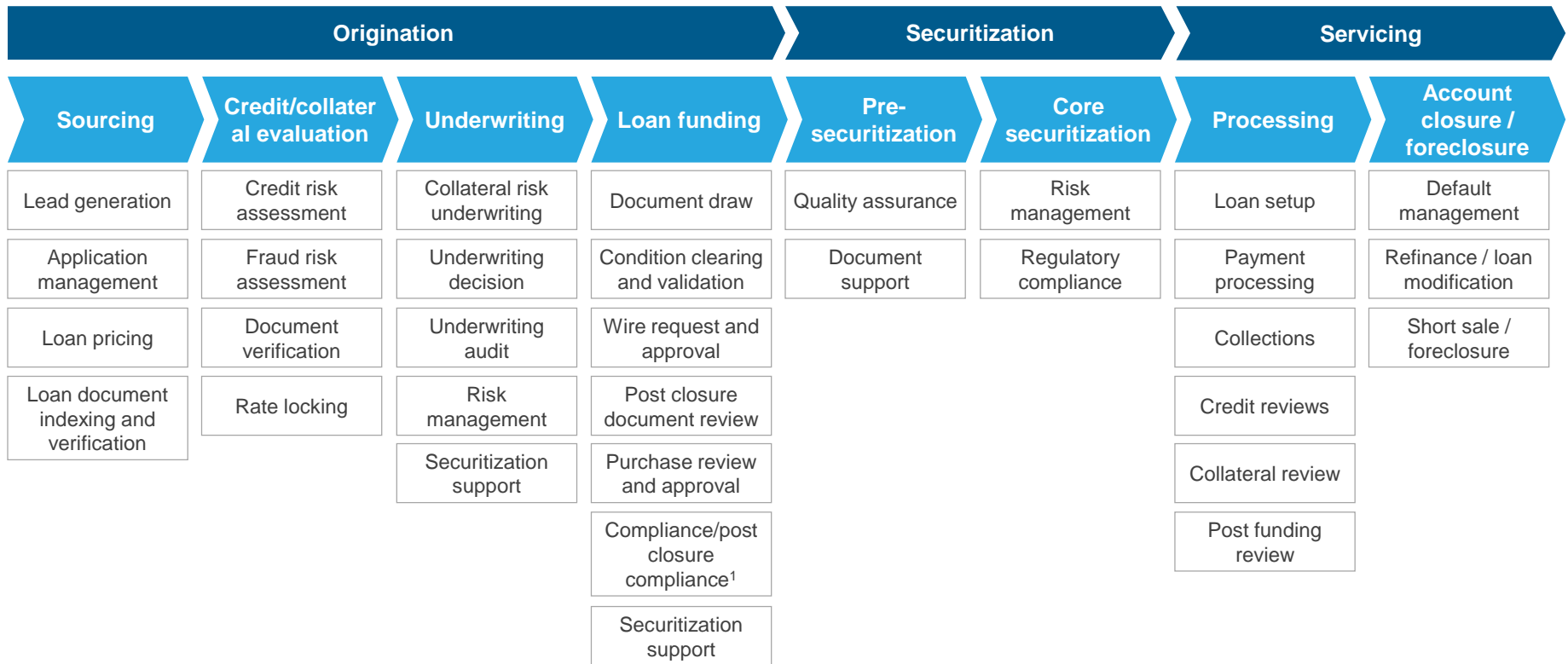
Based on the analysis, **Exela Technologies emerged as a Major Contender**. This document focuses on **Exela Technologies’** Mortgage BPO experience and capabilities and includes:

- Exela Technologies’ position on the Mortgage BPO PEAK Matrix
- Detailed mortgage BPO profile of Exela Technologies

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

Source: Everest Group (2019) unless cited otherwise

Everest Group's classification of the mortgage value chain



Analytics

Regulatory compliance and reporting

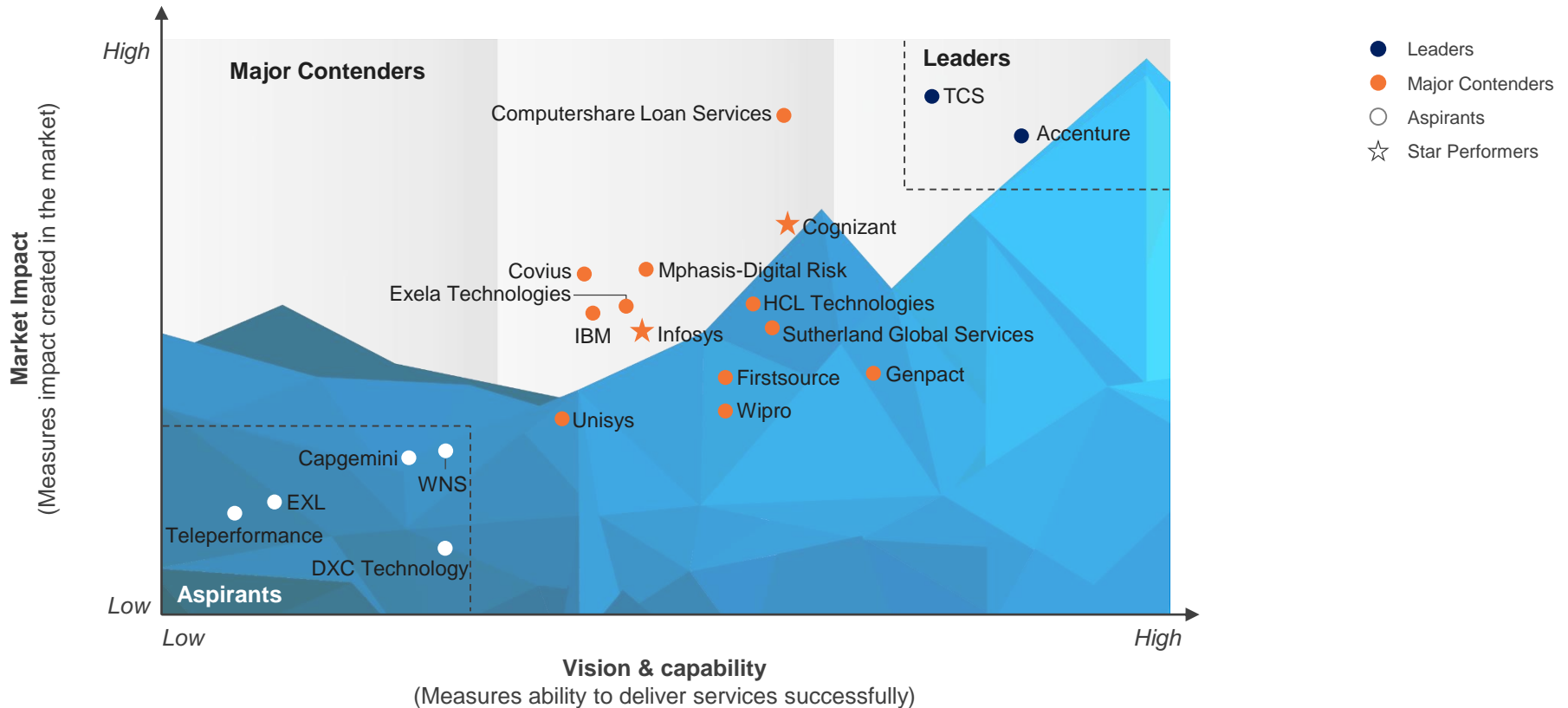
¹ The United States compliance follows the mortgage electronic registration system and the HUD1 settlement statement

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

Everest Group PEAK Matrix™

Mortgage Business Process Outsourcing (BPO) Services PEAK Matrix™ Assessment 2019 | Exela Technologies positioned as Major Contender

Everest Group Mortgage Business Process Outsourcing (BPO) Services PEAK Matrix™ Assessment 2019



1 PEAK Matrix specific to mortgage BPO services Banking and Financial Services (BFS) sector

2 This assessment is based on Everest Group's estimates that leverage its proprietary Transaction Intelligence (TI) database, service provider public disclosures, and interaction with buyers. It has also taken inputs through RFIs from seven service providers (Cognizant, Exela Technologies, HCL Technologies, Infosys, Mphasis-Digital Risk, TCS, and WNS)

Overview

Company overview

Exela is a business process automation company, leveraging a global footprint and proprietary technology to provide digital transformation solutions. With decades of expertise operating mission-critical processes, Exela serves over 60% of the Fortune® 100 companies and more than 4,000 customers spanning multiple industries and over 50 countries. Exela's software and services include full suites of enterprise solutions for finance & accounting, human capital management, and legal management, as well as industry solutions for banking, healthcare, insurance, and public sectors. With technologies spanning information management, workflow automation, and integrated communications, Exela provides industry-specific and multi-industry solutions built on a configurable stack of automation modules. Through cloud-enabled platforms and over 22,000 employees operating in 23 countries, Exela deploys integrated technology and operations as an end-to-end digital journey partner.

Key leaders

- Ron Cogburn, Chief Executive Officer
- Suresh Yannamani, President
- Sanjay Kulkarni, Chief Technology Officer

Headquarters: Irving, Texas, the United States

Website: <https://www.exelatech.com>

Suite of services

- Origination
- Servicing
- Default servicing
- Underwriting
- Loan funding
- Mortgage analytics

Mortgage BPO	2016	2017	2018
Revenue (US\$ million)	Not disclosed		
Number of FTEs			
Number of clients			

Recent acquisitions and partnerships

- **2018:** Acquired Asterion to strengthen its technology-driven business process outsourcing, document management, and digital data processing

Recent developments

- **2018:** Opened its fourth innovation center in London to feature an interactive demonstration of Exela's full suite of BPA solutions
- **2018:** Opened New York Innovation Center in downtown Manhattan, featuring interactive demonstration of their key BPA solutions

¹ Buyer size is defined as large (>US\$10 billion in revenue), medium (US\$5-10 billion in revenue), and small (<US\$5 billion in revenue)

Note: Based on contractual and operational information as on June 2018

Key delivery locations



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Digital solutions/tools










Application	Category	Year launched	Description	No. of BPO clients
eBPA	All	2018	Configurable bot studio tendered to specific business needs and workflows. Deployed onsite, offsite, or as stand-alone software on individual workstations, servers, or from the cloud. Actions performed can be monitored, logged, reviewed, and adjusted as necessary from a central platform. Remote monitoring and assistance for an administrator to control an entire bot workforce from any location	Not disclosed
JET	Origination, securitization, and servicing	2016	The tool helps to manage large volumes and numerous contract formats from a variety of media types. NLP, enhanced by machine learning, handles complex content and grammar providing content summarization. Automated metadata extraction enables connection of source contract data to forecasts, rules execution, escalations, exception management, and audits	>100
eFirst Origin	Origination, securitization, and servicing	2014	eFIRST Origin is a flexible and highly configurable, web-based mortgage origination and servicing solution. It provides a managed environment to automate the complete mortgage life cycle from POS through to post-completion servicing and redemptions for all types of secured and unsecured mortgages and loans	Not disclosed
BoxOffice	Origination, securitization, and servicing	2012	A cloud-based enterprise information management service that enables organizations to ingest, extract, and store key data from documents, distill complex sentences into precise data points, maintain contextual integrity across disparate data streams, and assemble entire data portfolios across time and source. NLP is used to recognize and extract data elements in unstructured documents. Wide selection of database formats and federated search is available	>300

Regulatory reporting support	List of regulations	Description	No. of FTEs	No. of BPO clients
U.S. regulations	CFPB, ECOA, FATCA, FDICPA, HMDA, HOPA, OCC Regulations, OFAC Regulations, TCPA, TILA-RESPA TRID, and SCRA	Risk reporting for potential cases, especially in the case of remediation	Not disclosed	>10

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Everest Group assessment – Major Contender

Measure of capability:  High  Low

Market impact				Vision & capability				
Market adoption	Portfolio mix	Value delivered ¹	Overall	Scope of services offered	Innovation and investments	Delivery footprint	Vision and strategy	Overall
								

Strengths

- Exela Technologies drives a sizable revenue in the mortgage BPO market by capitalizing on its strong technology background, specifically leveraging its cloud-based offerings
- It has robust capabilities on the enterprise information management front for data mining, extraction, classification, and integration such as its machine-learning based BoxOffice solution that enables organizations to ingest, extract, and store key data from documents. It also has an RPA suite specifically designed for secure offshore environments
- It has a balanced presence in both the originations and servicing segments and its offerings cater to both small- and large-sized banks. Moreover, it has a diverse delivery footprint and it utilizes both offshore and onshore locations to deliver services to its clients

Areas of improvement

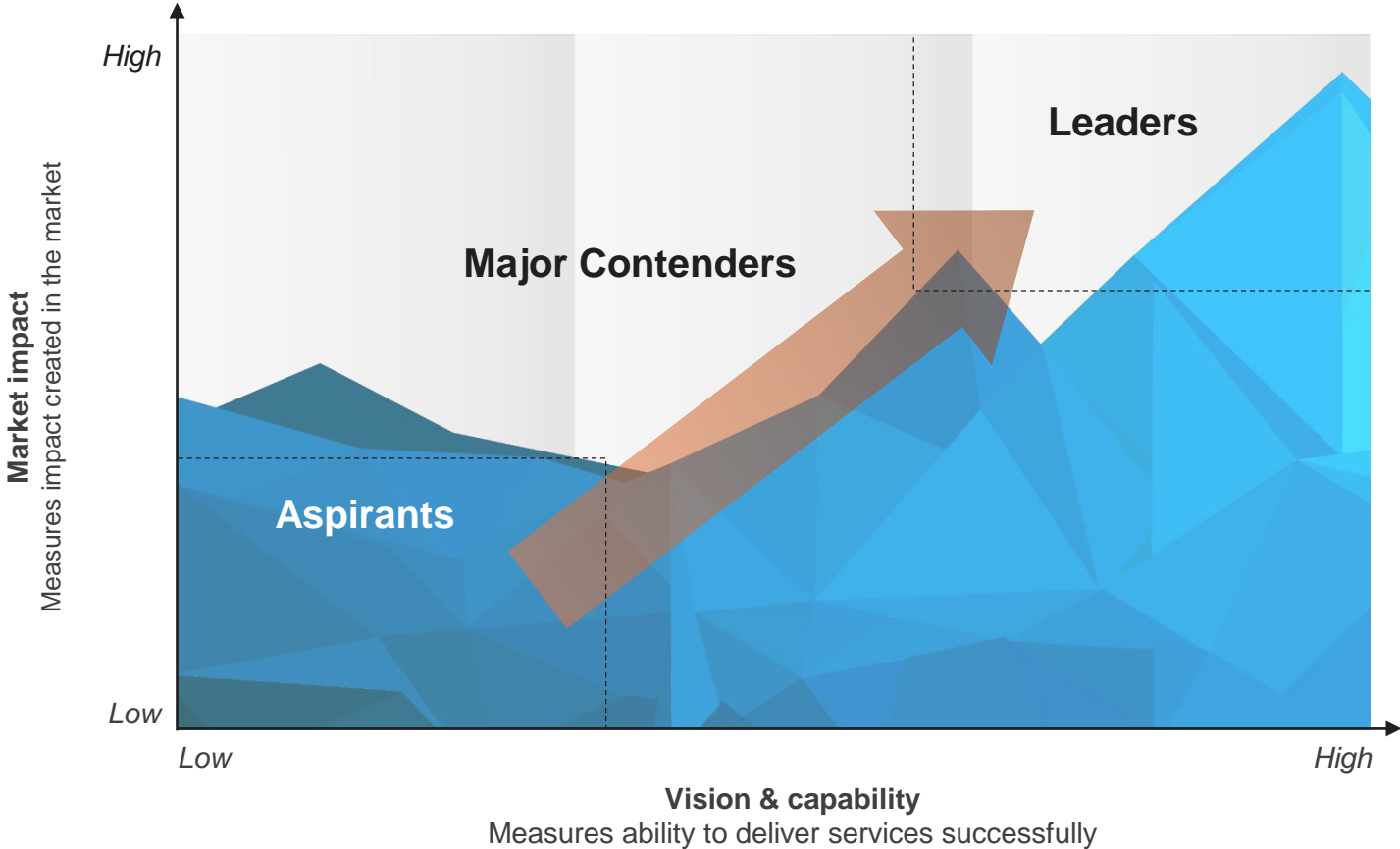
- The wallet share per client for Exela Technologies is on the lower side as compared to some of its peers. It should find more avenues for expanding its current scope of work in its existing engagements
- Exela Technologies has a huge business portfolio on the technology products side, and therefore has access to a large number of clients. There is a potential to cross-sell more of its mortgage BPO services to this large pool of clients

¹ Value delivered score and overall PEAK Matrix positioning adversely impacted for those service providers who did not provide adequate information

Appendix

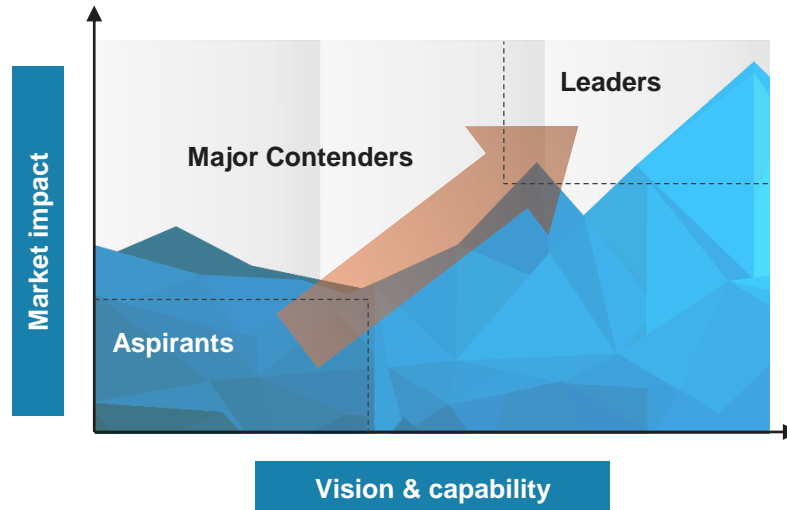
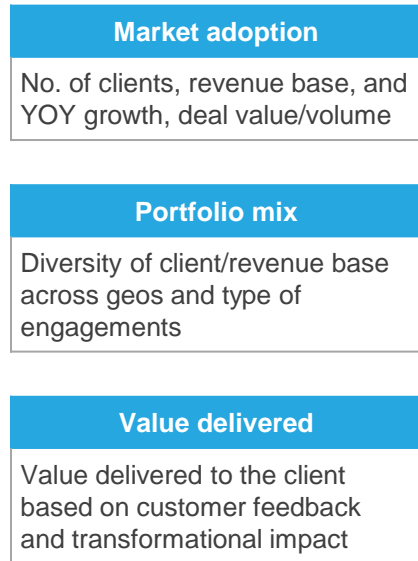
Everest Group PEAK Matrix™ is a proprietary framework for assessment of market impact and vision & capability

Everest Group PEAK Matrix

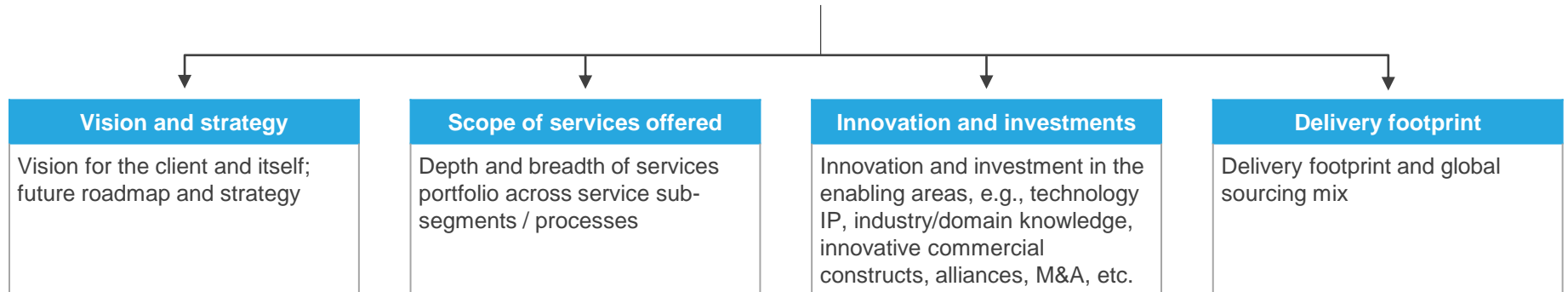


Services PEAK Matrix™ evaluation dimensions

Measures impact created in the market – captured through three subdimensions



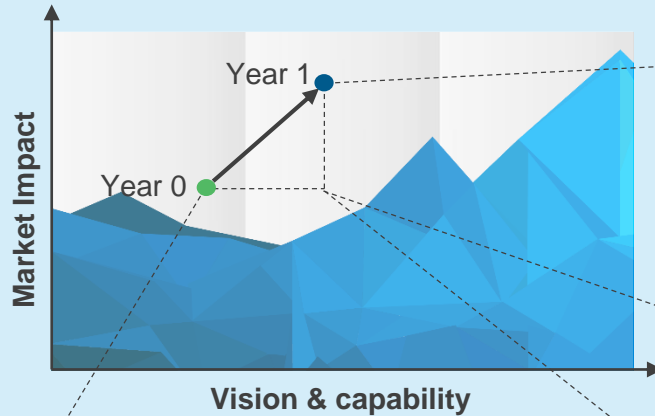
Measures ability to deliver services successfully. This is captured through four subdimensions



Everest Group confers the Star Performers title on providers that demonstrate the most improvement over time on the PEAK Matrix™

Methodology

Everest Group selects Star Performers based on the relative YOY improvement on the PEAK Matrix



In order to assess advances on **market impact**, we evaluate each service provider's performance across a number of parameters including:

- Yearly ACV/YOY revenue growth
- # of new contract signings and extensions
- Value of new contract signings
- Improvement in portfolio mix
- Improvement in value delivered

In order to assess advances on **vision and capability**, we evaluate each service provider's performance across a number of parameters including:

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

We identify the service providers 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 top quartile 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.

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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