



Global IT-BPO Outsourcing Deals Analysis

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Analysis

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About global IT-BPO outsourcing deals analysis

The KPMG Shared Services and Outsourcing Advisory (SSOA) practice publishes a quarterly analysis on IT-BPO outsourcing contracts signed across industries and geographies, with a total contract value (TCV) of USD5 million and above per deal.

Methodology and limitations of the study:

The analysis and findings presented in this report are based on select third party deal databases including publicly available outsourcing data as identified throughout this presentation. It does not include contract information gathered from KPMG Sourcing Advisory business engagements.

The count and value of the deals may vary notably in reality and is only indicative of market movements and trends in the IT-BPO space. Readers are requested to use their discretion while assessing the global IT-BPO market accordingly.

For more information on this market research please get in touch with Shailesh Narwaiye (snarwaiye@kpmg.com).

Foreword

We are at the beginning of 2016 and it is worthwhile looking back at the achievements and roadblocks of the past year and plan for a better future.

The SSOA practice is pleased to bring to you the year-end 2015 edition of the KPMG Global IT-BPO Outsourcing Deals Analysis.

The current edition looks at IT-BPO outsourcing contracts signed in the last three years, from 2013 to 2015, and identifies the major trends influencing the market across geographies. This report also includes the regular analysis feature for the latest quarter Q4-2015 (October – December).

In 2015, the number of deals signed globally in the IT-BPO space were 891 with a total contract value (TCV) of USD 159.1 billion. Of the three years (2013 - 15) analyzed in this report, the year 2015 is the strongest year for outsourcing. A continuous rise in average TCV year on year since 2013 is seen even though there were interim movements in TCV and number of contracts signed on either side of the axis in same period.

Like in previous years, dominant sectors like Defense and Government have seen a significant drop in TCV in the last quarter of 2015, while sectors like Automotive and Aerospace, Insurance and Retail have grown since 2014.

Hope you will find these market trends on the IT-BPO deals useful. Happy reading!

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Section 1

Global deals – An overview

A summary

Of the three years (2013 - 15) analyzed, the year 2015 was the strongest year for outsourcing in terms of total contract value (TCV). However, the number of deals signed were lowest in 2015 during the period, indicating that larger size deals were signed in the year

Worldwide in 2015, **721 ITO contracts** worth **USD136.2 billion** and **114 BPO contracts** worth **USD14.8 billion** were signed

Globally, **56 IT-BPO Bundled** deals were signed in 2015 with aggregate contract value of **USD8.1 billion**

Average deal tenure for contracts in 2015 was **4 years 1 month** which was shorter compared to the previous two years, indicating the continuity of the market's proclivity towards shorter tenure deals

Defense was the top consumers of IT-BPO services contributing **53 percent** of the total deal value signed in 2015. **Telecom** and **Government** sectors were the next big contributors by deal value

IT Bundled Services and **HRO Services** contributed **USD 62.2 billion** and **USD 4.3 billion** respectively and were largely procured services globally within ITO and BPO outsourced services respectively, in 2015

Average annualized contract value in 2015 was **USD43.5 million** as compared to **USD 23.4 million** during 2014 showing an increase of **around 86 per cent** driven primarily by a few large deals (greater than USD 1 billion)

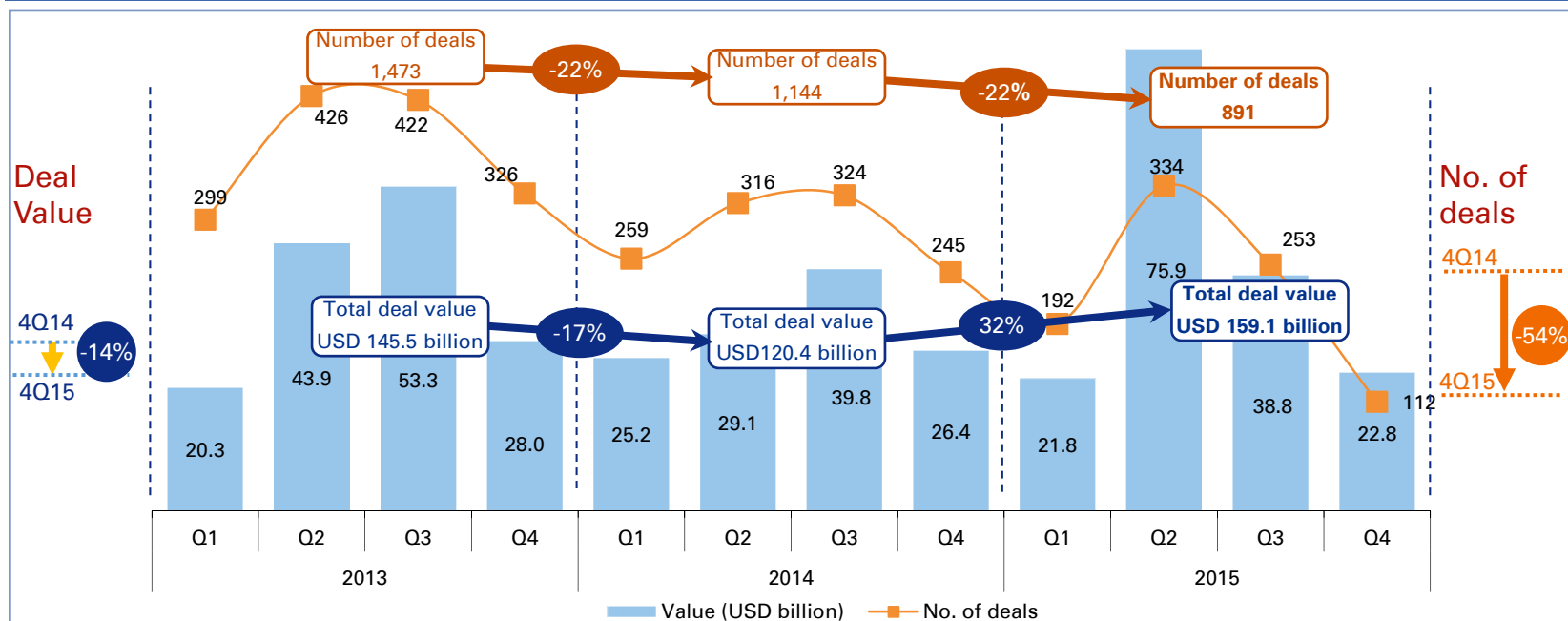
Source: IDC (www.idc.com), Contract Database, Jan 2016, KPMG member firms research & analysis based on the IDC contract database



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Global quarterly deal movements - Snapshot

Quarterly movements of global IT-BPO deals*



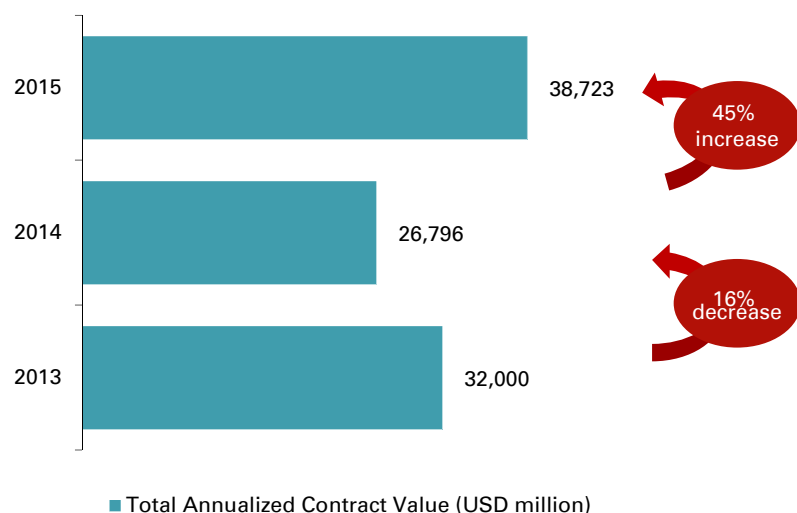
* The term deals is interchangeably used with contracts throughout the analysis unless otherwise specified. Deals analyzed are global sourcing contracts of size USD 5.0 million and above only.

Source: IDC (www.idc.com), Contract Database, Jan 2016, KPMG member firms research & analysis based on the IDC contract database

- 2015 showed an upturn in the deal activity in terms of value with a 32 percent increase though the total number of deals decreased
- As in previous quarters, 4Q15 also witnessed a downfall in deal movements as compared to the third quarter with total deal value down by nearly 41 percent and total number of deals decreasing by almost 56 percent as compared to 3Q15
- The average deal value increased by 33 percent as compared to 3Q15

Annualized contract value (ACV) - Y-o-Y comparison

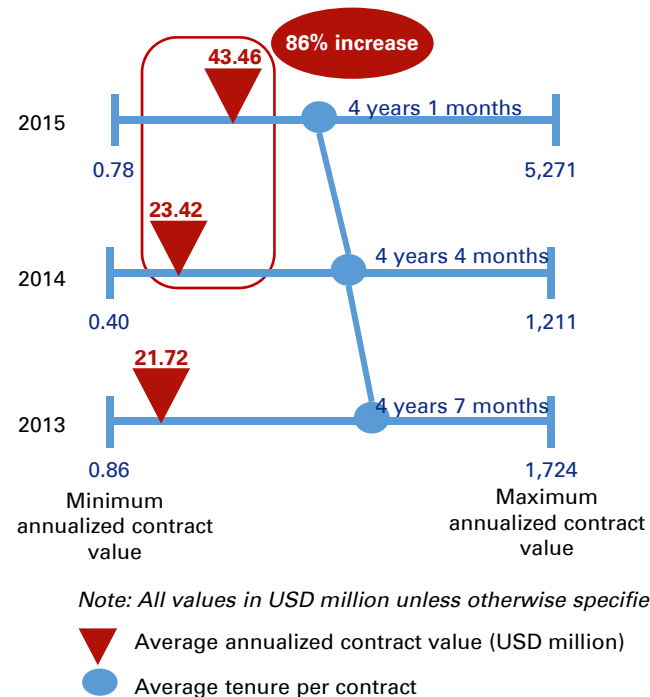
Annualized* contract value comparison, 2013-15



* Annualized contract value = (total value of a contract / tenure in months) x 12

Contract value for contracts having tenure less than 1 year is considered as annualized value for the analysis. Graph is not to scale and only represents the division across different parameters

Source: IDC (www.idc.com), Contract Database, Jan 2016, KPMG member firms research & analysis based on the IDC contract database



Note: All values in USD million unless otherwise specified

- There was a 45 per cent increase in total annualized contract value in 2015 as compared to 2014
- There was an 86 per cent increase in average annualized contract value in 2015 as against 2014, while the average deal tenure decreased to 4 years 1 month from 4 years 4 months

Sector analysis

- Y-o-Y comparison

Trends in deal movement from 2012 to 2015

Sector	Total Contract Value			Total Number of Contracts			Average Contract Value		
	2012->2013	2013->2014	2014->2015	2012->2013	2013->2014	2014->2015	2012->2013	2013->2014	2014->2015
Automotive and Aerospace	Increase <25%	Increase <25%	Increase <25%	Increase <25%	Decrease >=25%	Increase <25%	Increase <25%	Increase <25%	Increase <25%
Banking and Financial Services	Increase <25%	Increase <25%	Increase <25%	Increase <25%	Increase <25%	Decrease >=25%	Increase <25%	Increase <25%	Increase <25%
Defence	Increase <25%	Decrease >=25%	Increase <25%	Increase <25%	Decrease >=25%	Increase <25%	Increase <25%	Increase <25%	Increase <25%
Energy and Utilities	Increase <25%	Increase <25%	Decrease >=25%	Increase <25%	Increase <25%	Increase <25%	Increase <25%	Increase <25%	Decrease >=25%
Government	Decrease >=25%	Increase <25%	Decrease >=25%	Increase <25%	Increase <25%	Decrease >=25%	Increase <25%	Increase <25%	Increase <25%
Insurance	Decrease >=25%	Increase <25%	Increase <25%	Decrease >=25%	Increase <25%	Increase <25%	Decrease >=25%	Increase <25%	Increase <25%
Manufacturing	Decrease >=25%	Increase <25%	Increase <25%	Increase <25%	Increase <25%	Decrease >=25%	Decrease >=25%	Increase <25%	Increase <25%
Pharma and Healthcare	Increase <25%	Increase <25%	Increase <25%	Decrease >=25%	Increase <25%	Decrease >=25%	Increase <25%	Increase <25%	Increase <25%
Publishing, Media and Entertainment	Increase <25%	Decrease >=25%	Decrease >=25%	Increase <25%	Decrease >=25%	Increase <25%	Increase <25%	Decrease >=25%	Decrease >=25%
Retail	Decrease >=25%	Decrease >=25%	Increase <25%	Increase <25%	Increase <25%	No change	Decrease >=25%	Decrease >=25%	Increase <25%
Telecom	Increase <25%	Increase <25%	Increase <25%	Increase <25%	Increase <25%	Increase <25%	Increase <25%	Increase <25%	Increase <25%
Travel and Logistics	Increase <25%	Increase <25%	Increase <25%	No change	Increase <25%	Increase <25%	Increase <25%	Increase <25%	Increase <25%
Others*	Increase <25%	Increase <25%	Increase <25%	Increase <25%	Increase <25%	Increase <25%	Increase <25%	Increase <25%	Increase <25%

*Others: Construction, Consumer and Recreational Services, Education, Professional services, Securities and investment services, Social services, Trade unions, Technology, Wholesale

Source: IDC (www.idc.com), Contract Database, Jan 2016, KPMG member firms research & analysis based on the IDC contract database

Decrease >=25% Decrease <25% No change Increase <25% Increase >=25%

- *Automotive and Aerospace, Defence, Insurance and Retail are the sectors which exhibited growth greater than 25 per cent in terms of value over 2014, while Energy and Utilities, Government, and Publishing, Media and Entertainment sectors had a decline greater than 25 per cent in total contract value (TCV)*
- *Continuous growth in the TCV was observed across Automotive and Aerospace since 2012, while continuous decrease was observed across Government sector during the same period*
- *Decrease in number of contracts and increase in average contract value was observed across most of the sectors indicating a fewer number of large value deals*

Deal analysis

- Y-o-Y comparison

Trends in deal movement from 2012 to 2015

Deal Type	Total Contract Value			Total Number of Contracts			Average Contract Value		
	2012->2013	2013->2014	2014->2015	2012->2013	2013->2014	2014->2015	2012->2013	2013->2014	2014->2015
ITO									
BPO									
Bundled									
Less than USD 100 MN									
Between USD 100- 500 MN									
More than USD 500 MN									
Less than 1-year									
Between 1 to 5-years									
More than 5-years									

Source: IDC (www.idc.com), Contract Database, Jan 2016, KPMG member firms research & analysis based on the IDC contract database

Decrease >=25% Decrease <25% No change Increase <25% Increase >=25%

- Average contract value increased across all deal types in 2015 as compared to 2014, with the exception of Bundled deals, which decreased by less than 25 percent in the same period
- In terms of number of contracts signed, ITO and bundled deals decreased by less than 25 percent but BPO deals decreased by more than 25 percent in 2015 as compared to 2014
- Deals worth more than USD500 million and deals with tenure more than 5 years increased by more than 25 percent



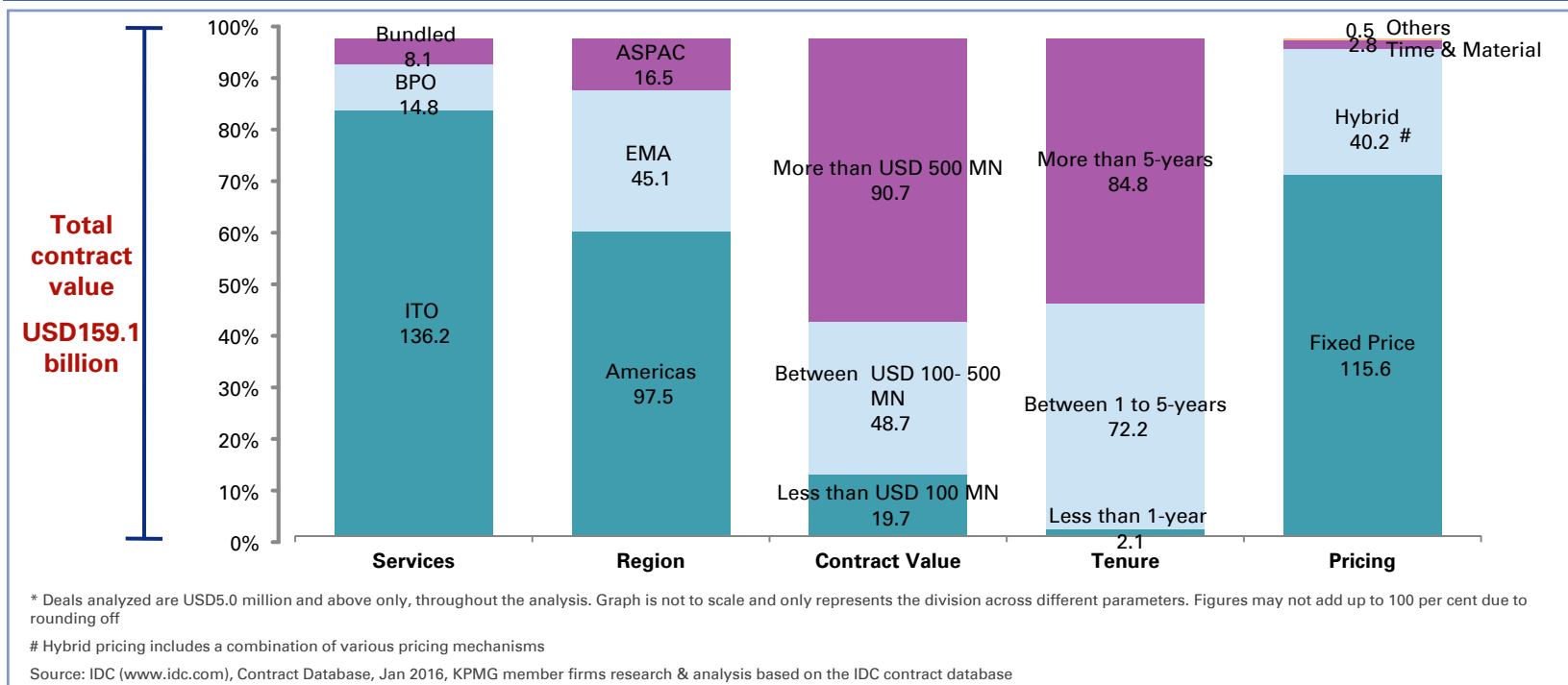
Section 2

Deal analysis: 2015

Deal value

- Global sourcing snapshot: 2015

IT-BPO deals* signed in 2015 (Total contract value: USD159.1 billion)

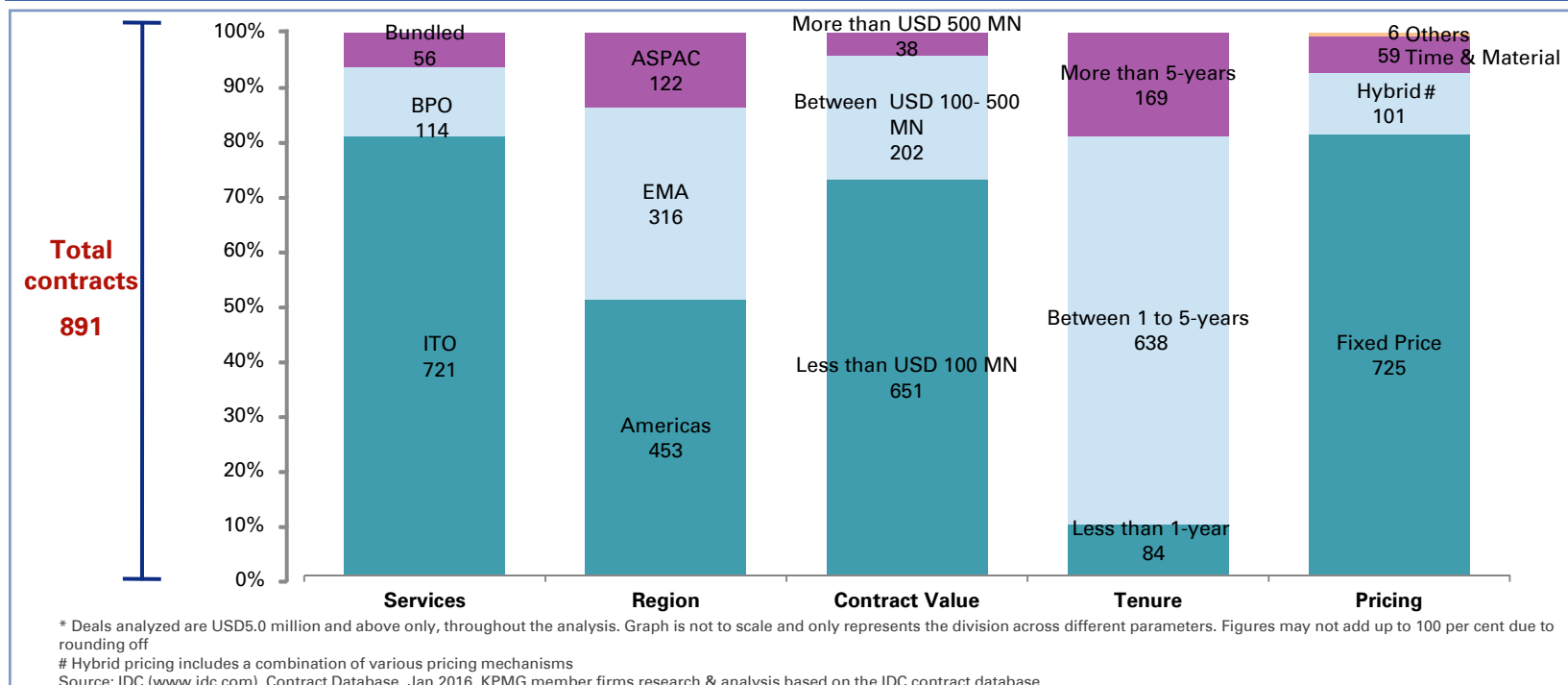


- ITO deals contributed 86 per cent of the total deal value in 2015, a 14 percentage point increase from contribution in 2014
- While ITO deals grew by 57 per cent, BPO deals and Bundled deals decreased by 37 per cent and 19 per cent respectively in 2015 as compared to 2014 in terms of total deal value
- Organizations from the AMERICAS region continue to contribute to majority of the deals, followed by EMA. Contribution by ASPAC has continued to increase over the years – from 7 per cent in 2014 to 10 per cent in 2015

Number of deals

- Global sourcing snapshot: 2015

IT-BPO deals* signed in 2015 (Total number of contracts: 891)

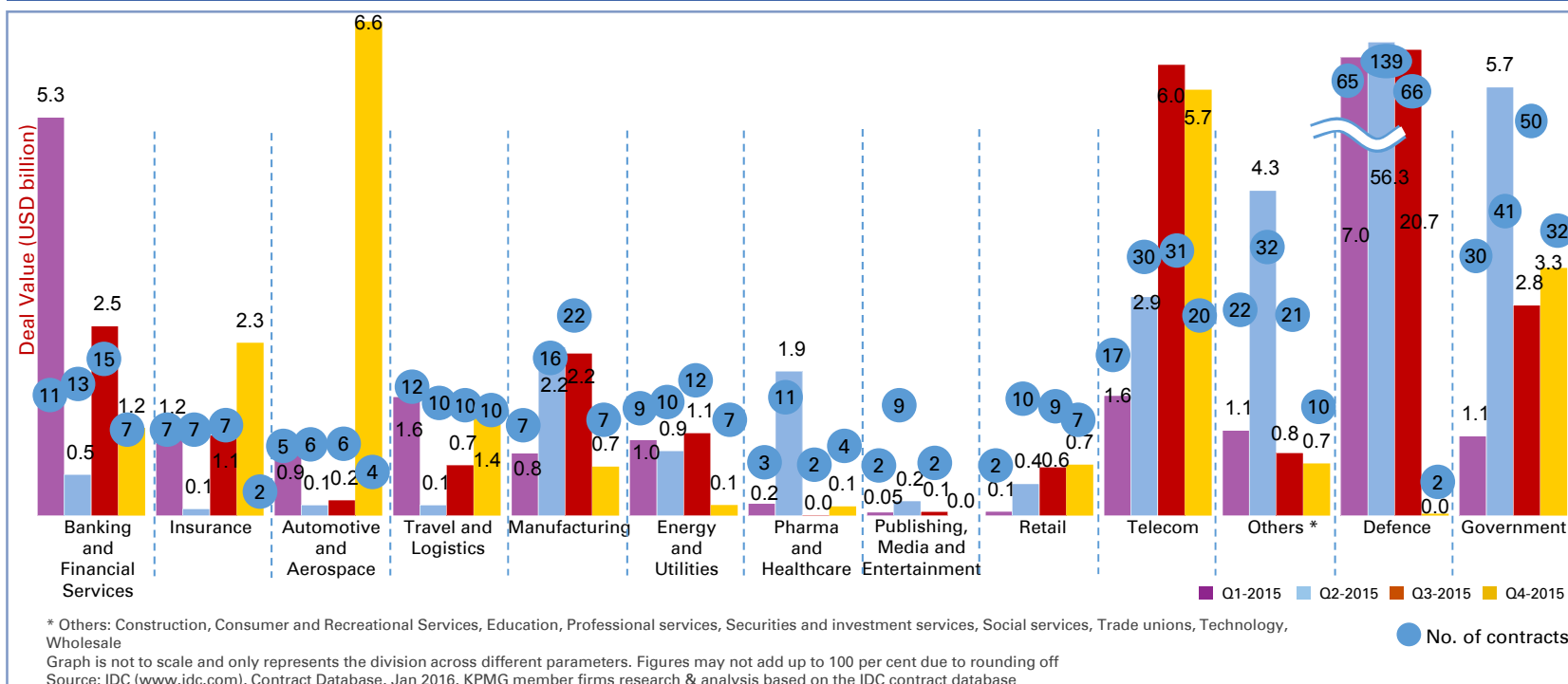


- Though the contracts under USD100 million in TCV continue to contribute to the majority of the deals, their volume or count has decreased by 23 per cent in 2015 over 2014
- The distribution of number of contracts across different tenure buckets displayed similar trend in 2015 as in 2014, with long tenure deals (more than 5-years) contributing 19 per cent and shorter tenure deals (less than 1-year) contributing 9 per cent
- 93 per cent share by volume was contributed by deals having either Hybrid or Fixed price model in 2015

Sector analysis

- IT-BPO deals across sectors by value and numbers

Sector-wise break-up of deals in 2015



- *Automotive and Aerospace and Telecom sectors became major contributors with total contribution of 54 per cent to total deal value in 4Q14, replacing Defence and Government sectors which had a total contribution of 15 per cent*
- *Insurance, Automotive and Aerospace and Travel and Logistics have exhibited multi-fold growth in terms of TCV and average contract value in 4Q15 as compared to 3Q15*



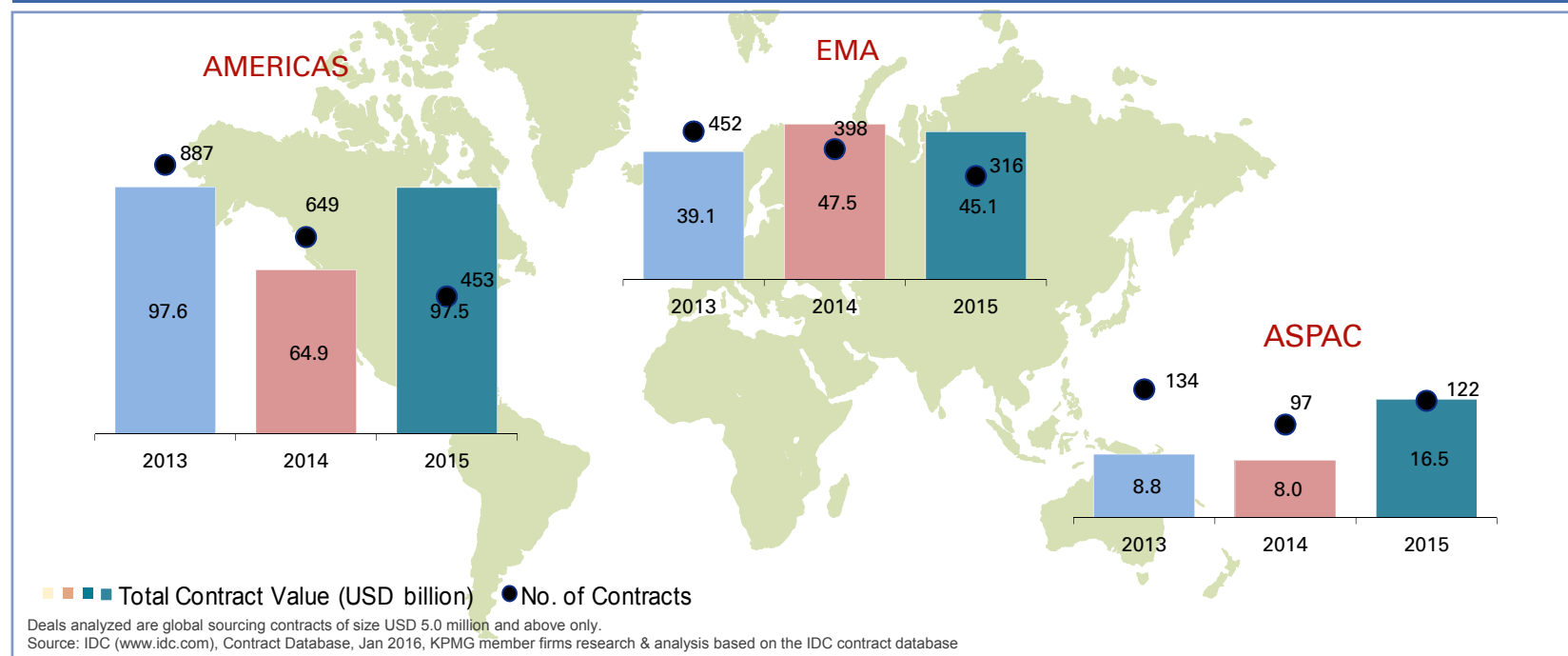
Section 3

Deals by geography

Geography Analysis

- IT-BPO deals across geographies: Y-o-Y Comparison

Geography-wise break-up of deals*



- AMERICAS continues to be the major outsourcer of IT-BPO services, its contribution in terms of total deal value has increased in 2015 (61 percent) as compared to 2014 (54 percent)
- Deal values in EMA declined in 2015 contributing around 28 percent to the total deal value globally as compared to 39 percent in 2014
- ASPAC contribution is still the lowest (10 percent) of geographies in terms of the total deal value but has shown more than 100 percent increase over 2014

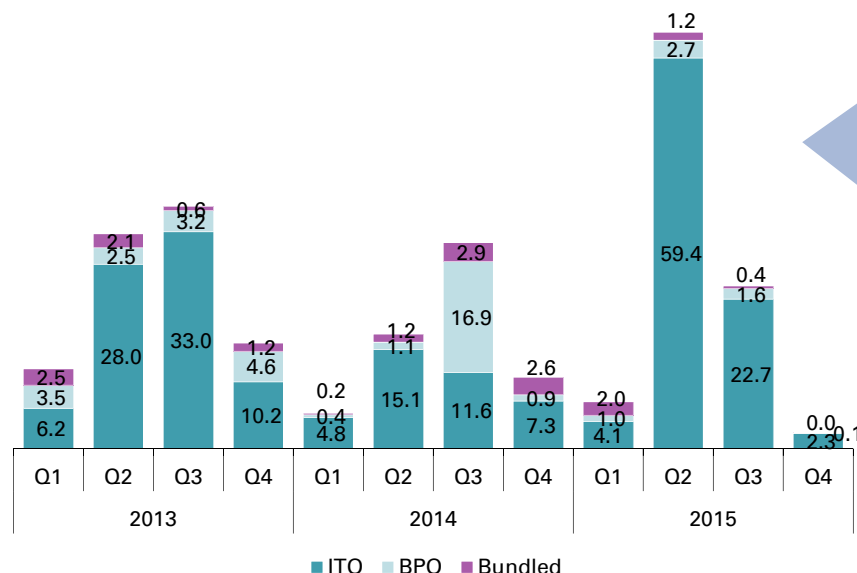


AMERICAS

Geography analysis

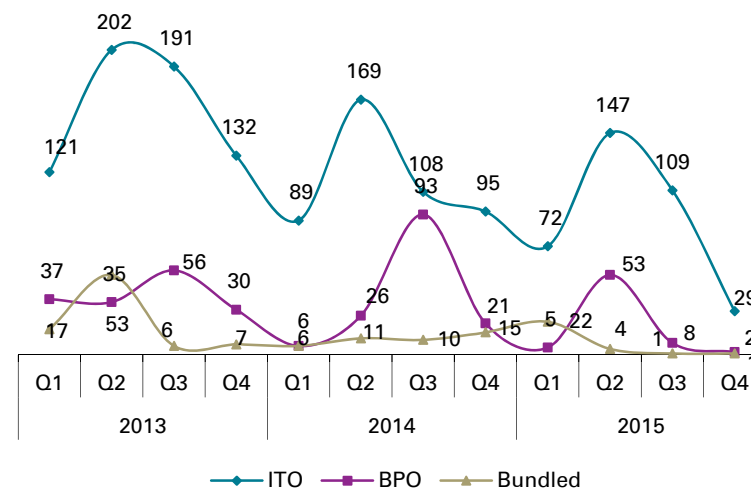
- IT-BPO deals in AMERICAS: Value and number of deals

Geography-wise break-up of deals*



- Total deal value of AMERICAS has increased by 50 per cent in 2015 as compared to 2014, due to a large number of deals signed in 2Q15
- After strong market activity in 2Q15, total deal value had a sharp drop in the next two quarters for AMERICAS

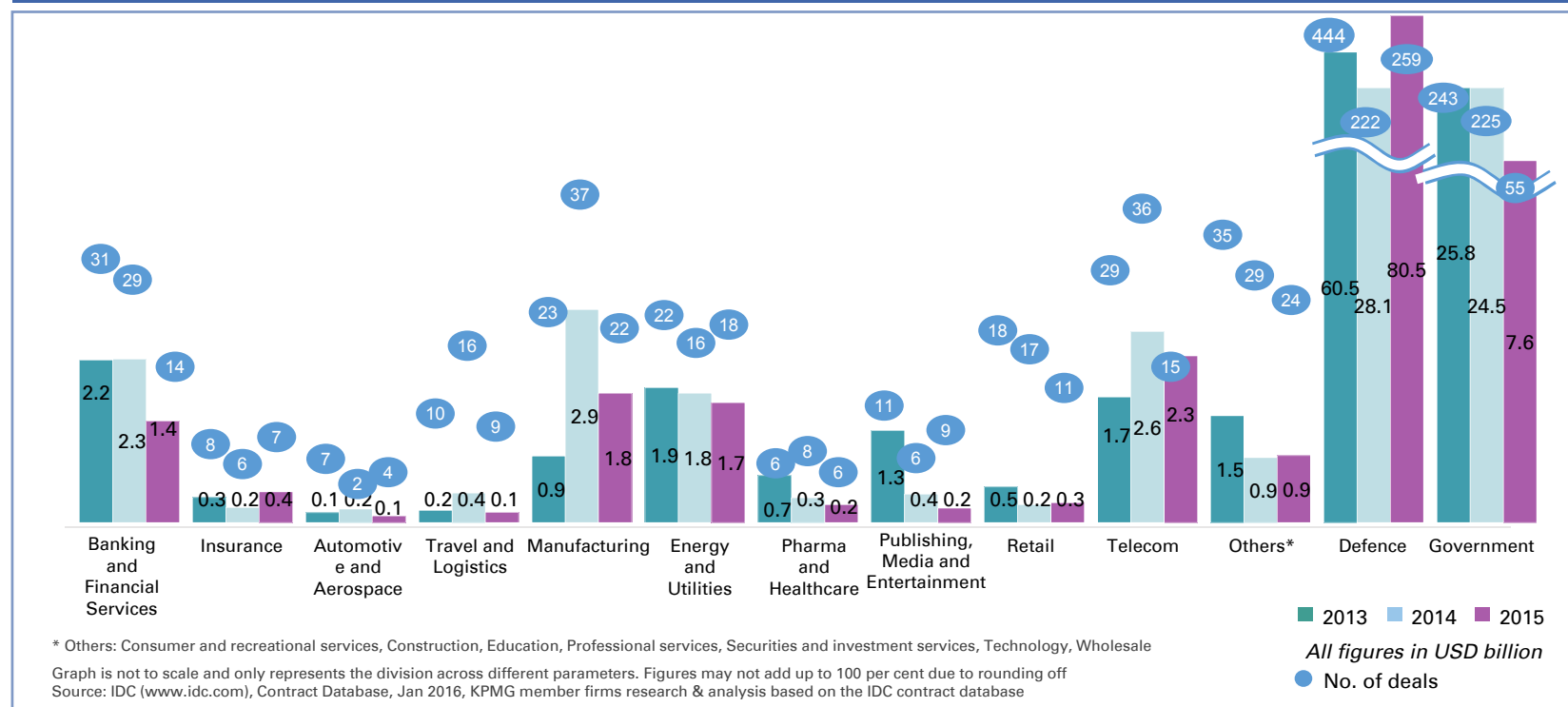
- In terms of volume of deals signed, 2015 displayed similar quarterly movement as previous years
- ITO deal comprised 79 per cent of the deals signed by volume in the year 2015



* Deals originating from the geography
Source: IDC (www.idc.com), Contract Database, Jan 2016, KPMG member firms research & analysis based on the IDC contract database

Geography analysis - IT-BPO deals in AMERICAS

Sector-wise break-up of deals

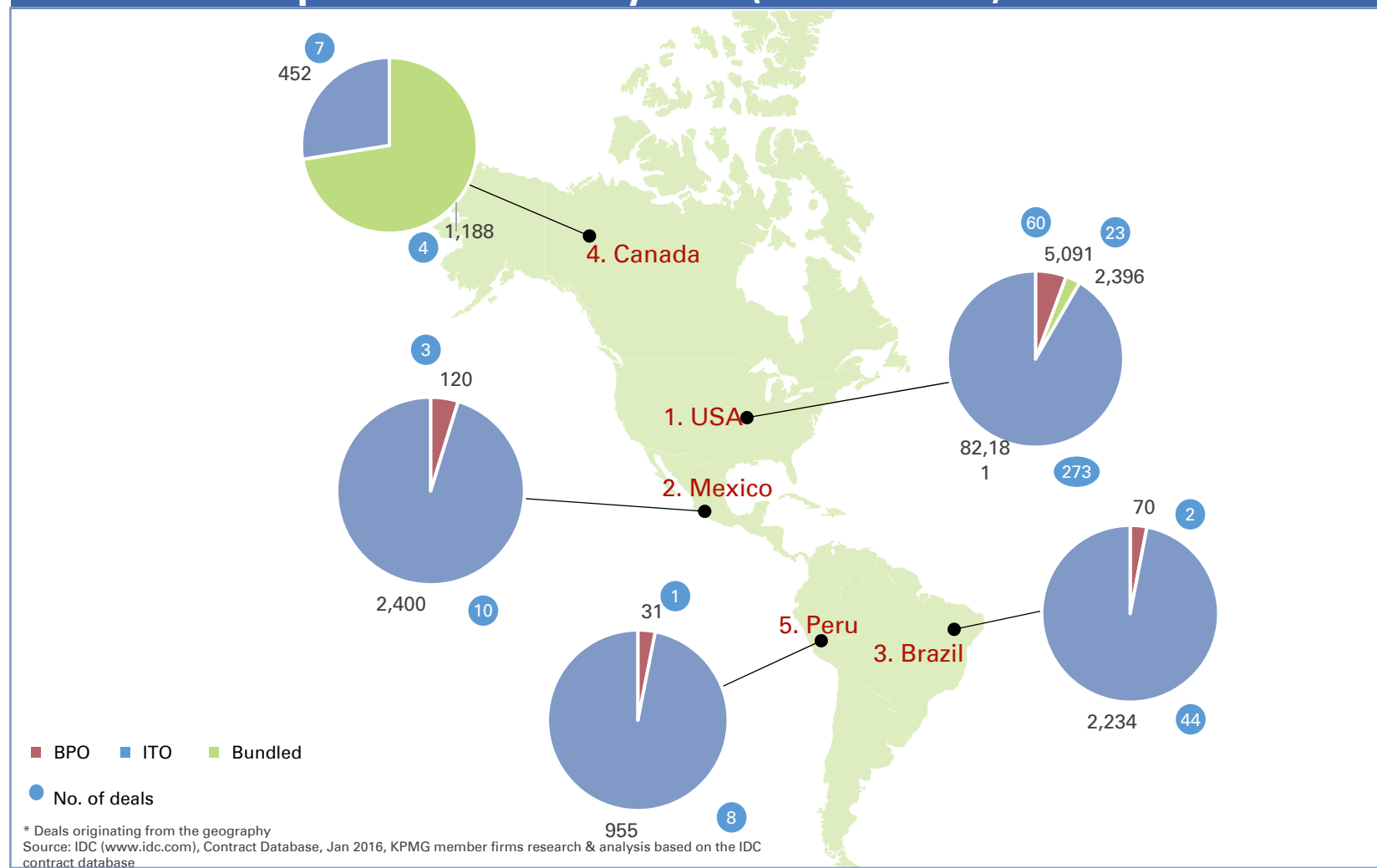


- Government and Defence sector of AMERICAS region remain the strongest users of outsourcing in 2015 with total contribution of 90 per cent to deal value
- Defence and Insurance were the only sectors which displayed significant increase in the deal value in 2015 over 2014, though Insurance was coming off of a very low 2014 base

Geography analysis

- IT-BPO deals country comparison: AMERICAS

Top five countries by TCV (USD million) in 2015



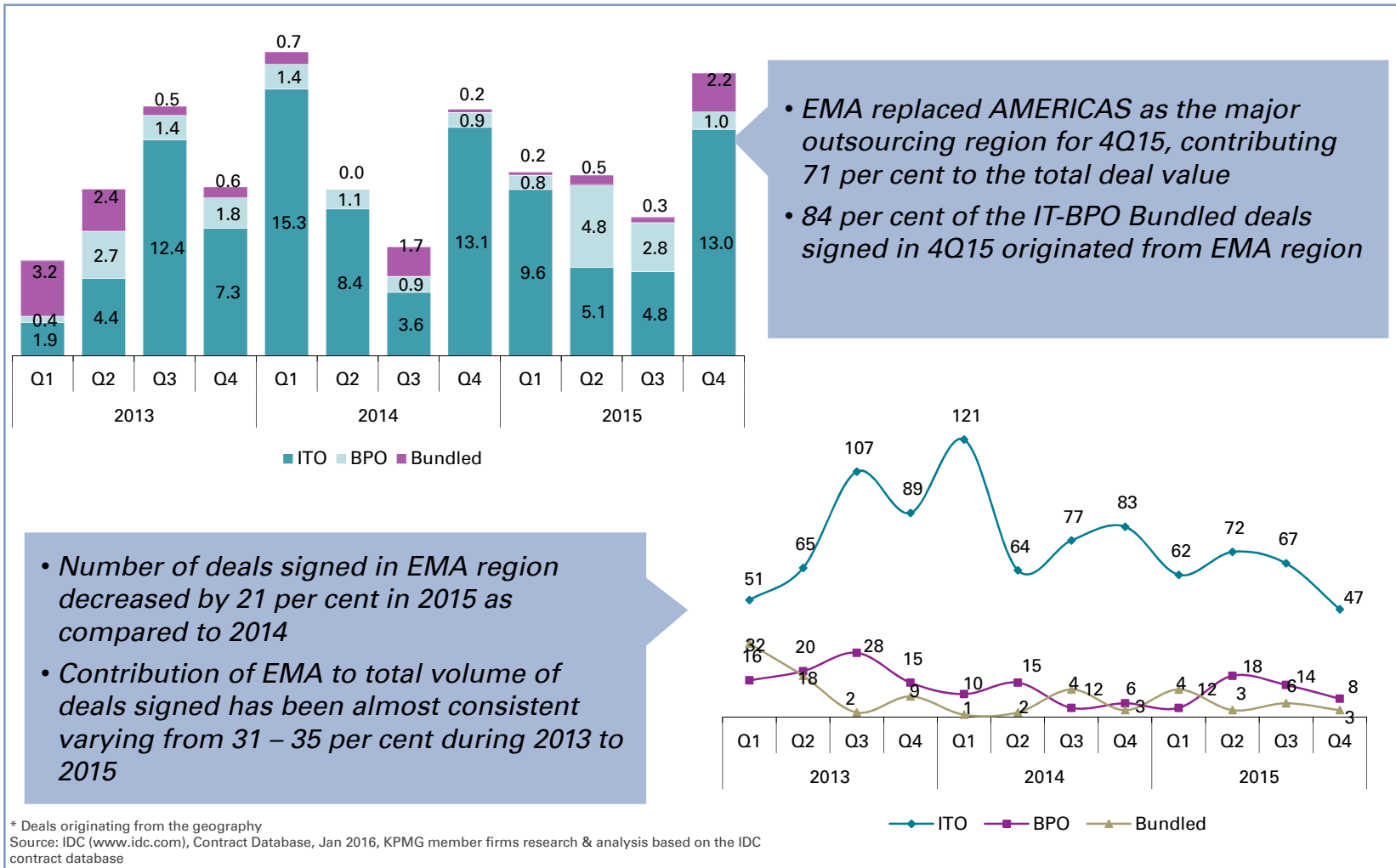


EMA

Geography analysis

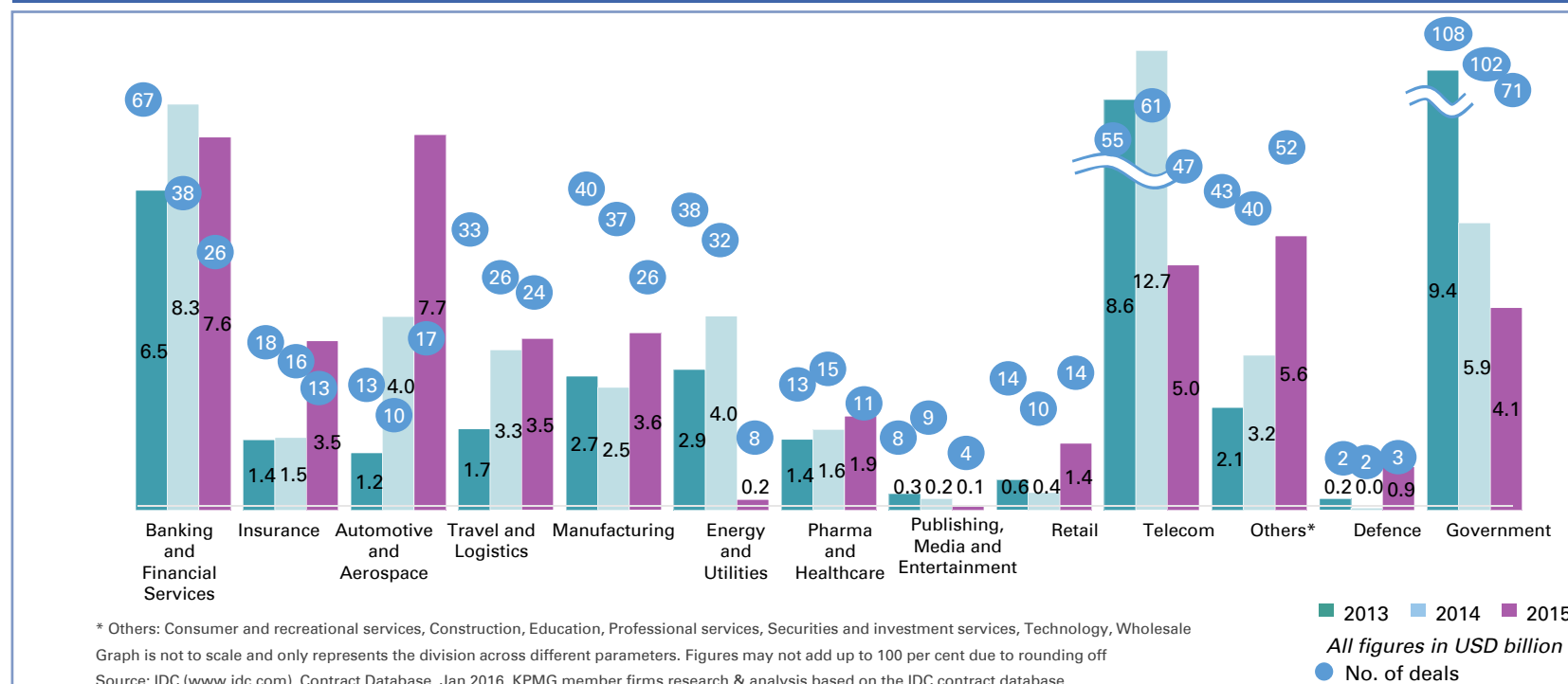
- IT-BPO deals in EMA: Value and number of deals

Geography-wise break-up of deals*



Geography analysis - IT-BPO deals in EMA

Sector-wise break-up of deals

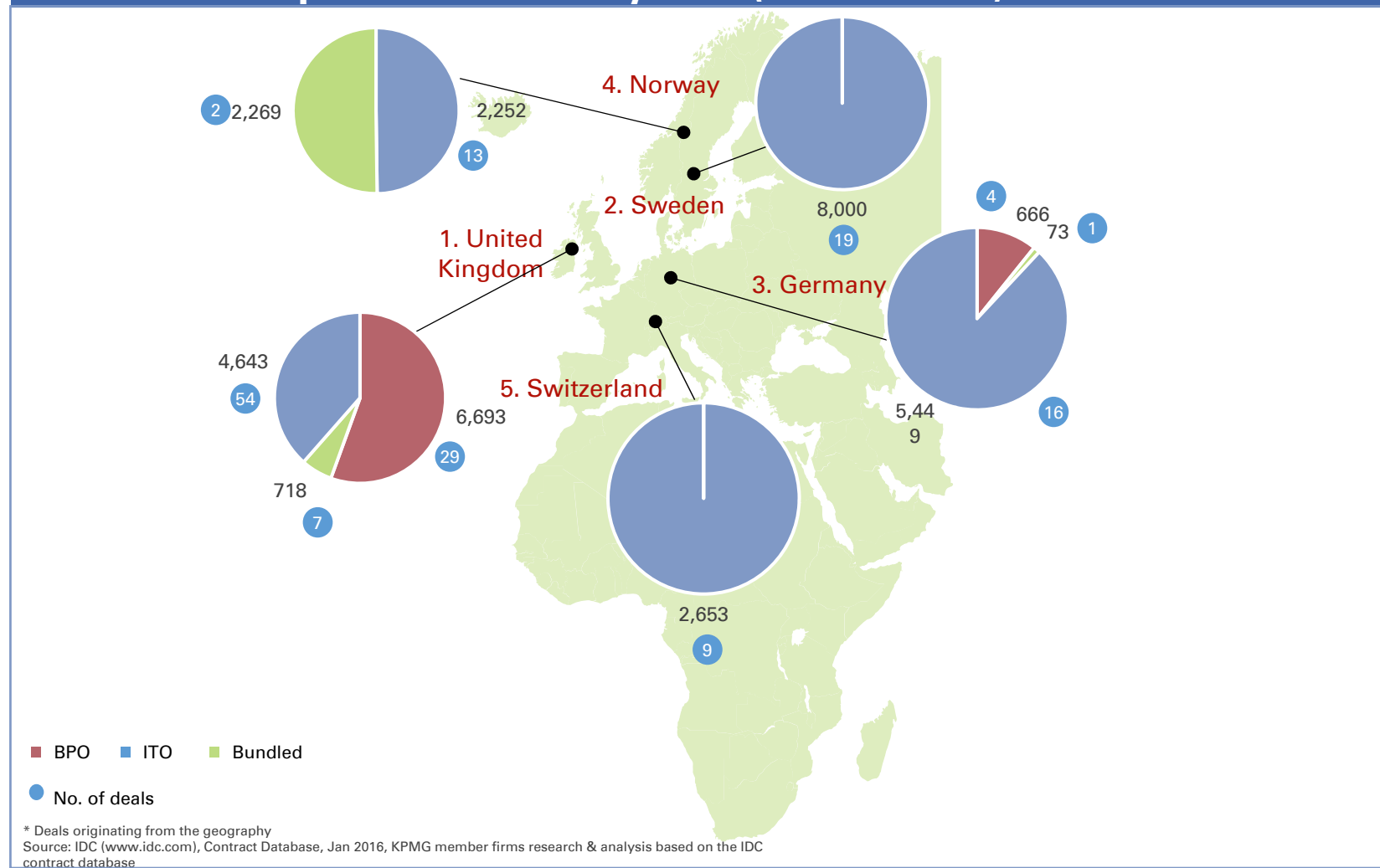


- Telecom and Banking sectors continue to be the dominant consumer of IT-BPO services in the EMA region, however, 2015 saw strong growth in Automotive and Aerospace, and Insurance sectors
- After a strong year in 2013, Government sector in EMA witnessed continuous decrease in deal activity with a decrease of 30 per cent in 2015 over 2014

Geography analysis

- IT-BPO deals country comparison: EMA

Top five countries by TCV (USD million) in 2015



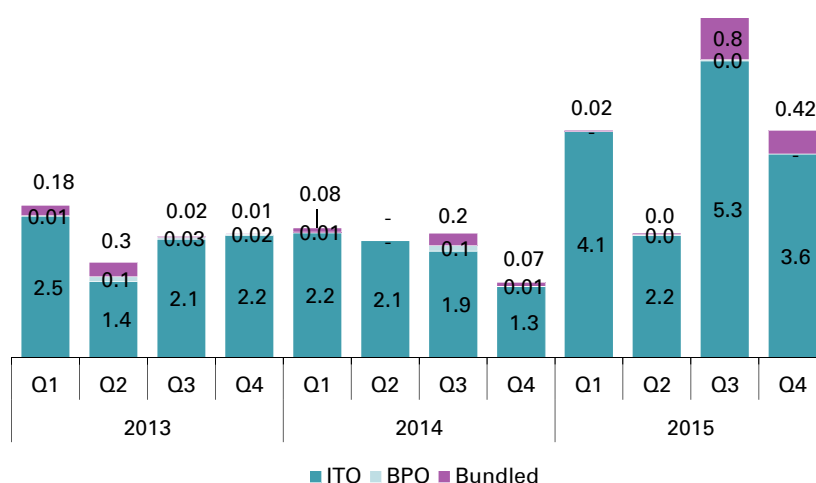


ASPAC

Geography analysis

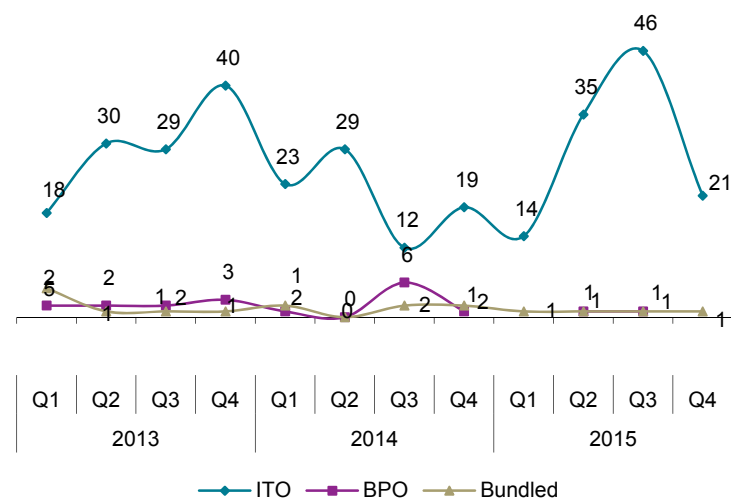
- IT-BPO deals in ASPAC: Value and number of deals

Geography-wise break-up of deals*



- The outsourcing market in ASPAC continues to grow with an increase of over 100 per cent in total deal value over 2014
- Contribution by ASPAC has been continuously increasing to 10 per cent in 2015 from 7 per cent in 2014 and 6 per cent in 2013

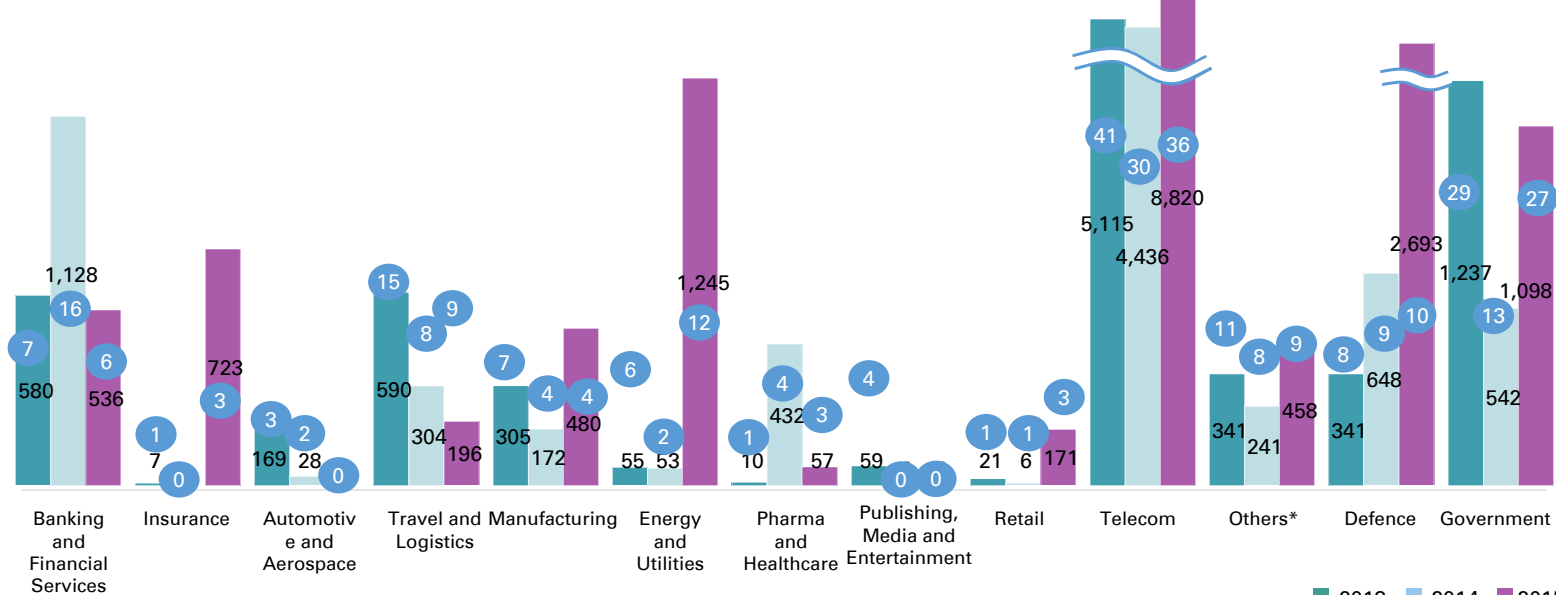
- 95 per cent of the deals signed by volume in ASPAC region in the year 2015 are ITO deals
- Both the BPO market and the bundled deals market have been stagnant in terms of number of deals signed in ASPAC



* Deals originating from the geography
Source: IDC (www.idc.com), Contract Database, Jan 2016, KPMG member firms research & analysis based on the IDC contract database

Geography analysis - IT-BPO deals in ASPAC

Sector-wise break-up of deals



* Others: Consumer and recreational services, Construction, Education, Professional services, Securities and investment services, Technology, Wholesale

Graph is not to scale and only represents the division across different parameters. Figures may not add up to 100 per cent due to rounding off
Source: IDC (www.idc.com), Contract Database, Jan 2016, KPMG member firms research & analysis based on the IDC contract database

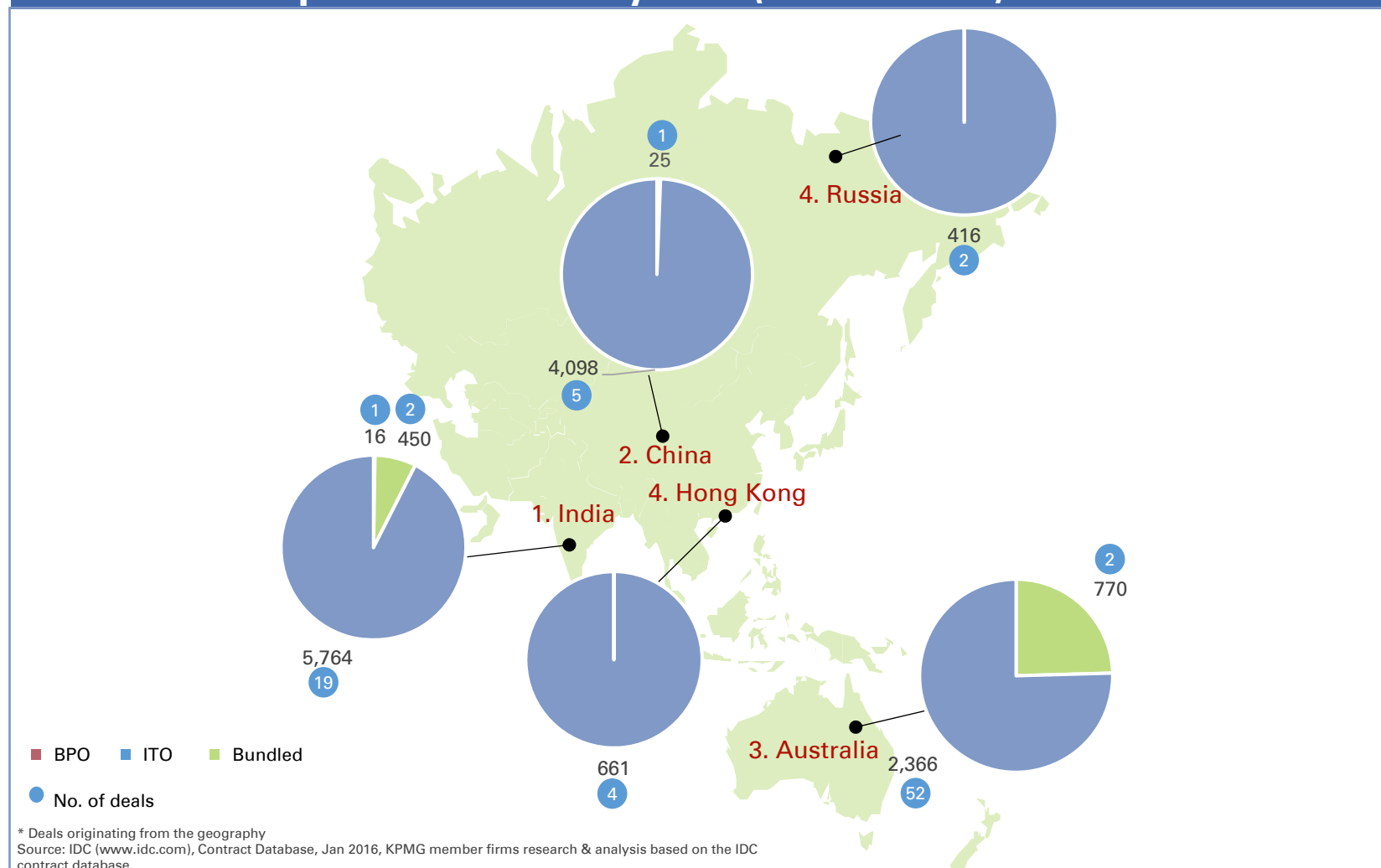
■ 2013 ■ 2014 ■ 2015
All figures in USD million
● No. of deals

- *Telecom and Defence are the top outsourcing sectors in the ASPAC region for 2015. Together, these sectors contributed 70 per cent of the TCV*
- *Several sectors like Energy and Utilities, Defence, Insurance, Government and Manufacturing demonstrated multifold increase in TCV in 2015 over 2014*

Geography analysis

- IT-BPO deals country comparison: ASPAC

Top five countries by TCV (USD million) in 2015





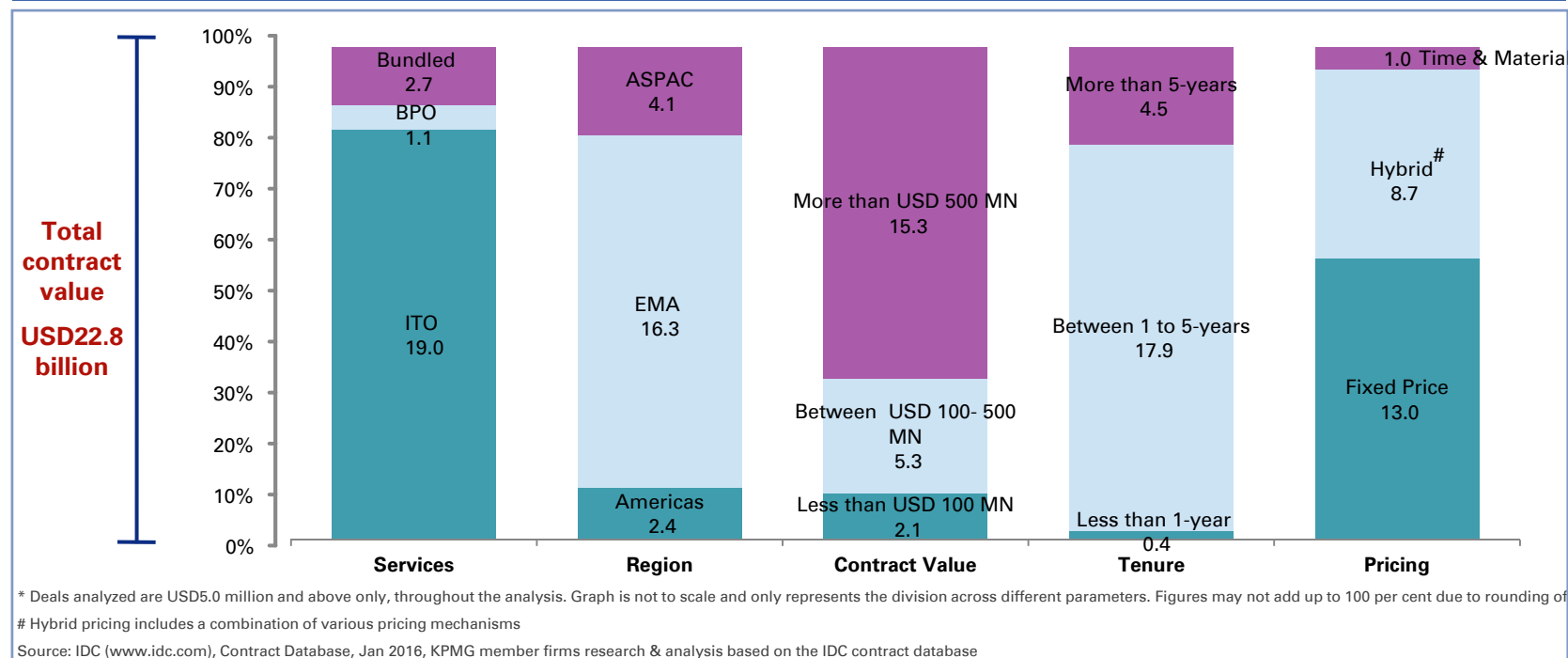
Section 4

4Q15 deal analysis

Deal value

- Global sourcing snapshot: October to December 2015

IT-BPO deals* signed in 4Q15 (Total contract value: USD22.8 billion)

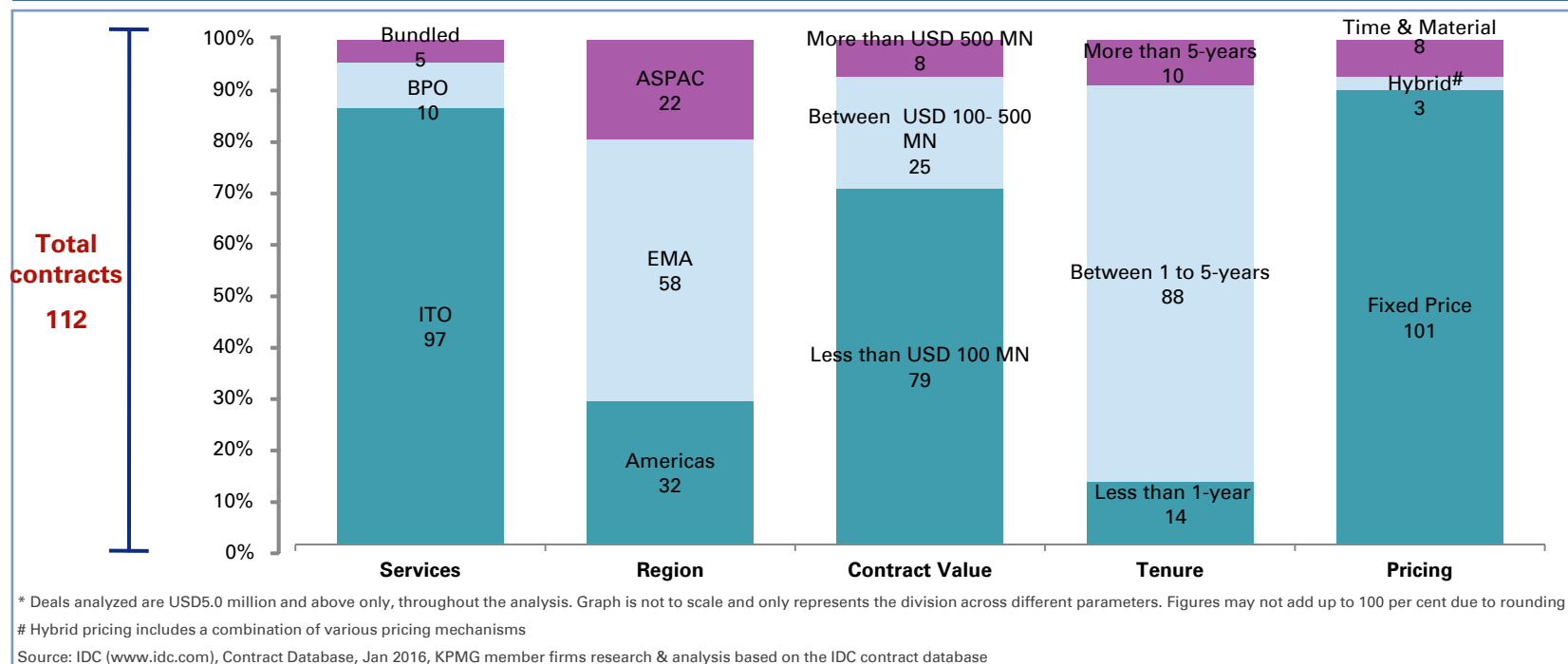


- ITO deals continue to dominate the outsourcing space with a contribution of 83 per cent to total deal value signed in 4Q15
- EMA emerged as the major outsourcing region contributing 71 per cent to the total deal value in 4Q15, followed by ASPAC with 18 per cent and AMERICAS with 11 per cent contribution respectively
- 4Q15 saw the continued dominance of Fixed Price contracting model, contributing 57 per cent of the deal value, followed by Hybrid model contributing 38 per cent.

Number of deals

- Global sourcing snapshot: October to December 2015

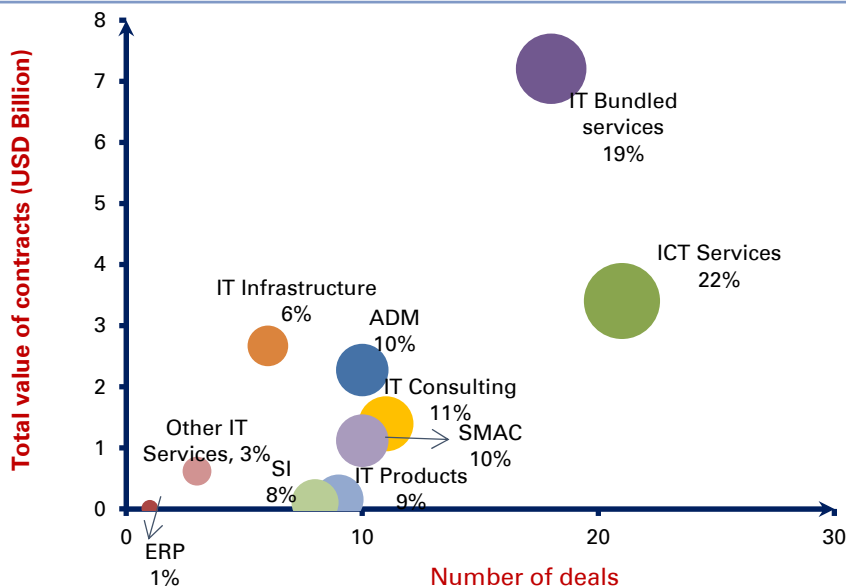
IT-BPO deals* signed in 4Q15 (Total number of contracts: 112)



- Though ITO deals contributed to 87 per cent of the volume of outsourcing deals signed in 4Q15, their count has decreased by 56 per cent in 4Q15 over 3Q15
- 71 per cent of the deals, in terms of number of deals signed in 4Q15, were of value less than USD100 million
- Deals with tenure between 1 to 5 years were largest in number, comprising 79 per cent to the deals signed in 4Q15. Long tenure deals with tenure more than 5 years made 9 per cent of the total number of deals

Services segmentation - ITO services

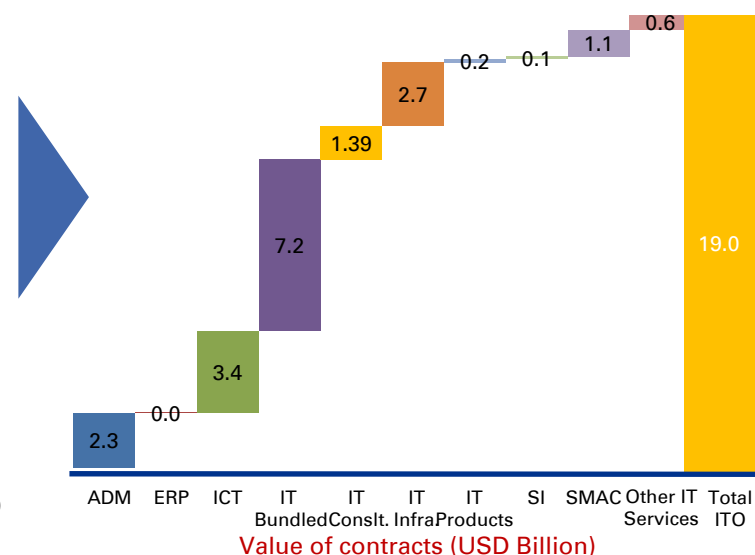
Analysis of ITO deals 4Q15



Note: Size of bubble indicates percentage share of the total number of ITO deals

SI – System Integration, Other IT services – Software testing, IT Education and Training, SaaS

Source: IDC (www.idc.com), Contract Database, Jan 2016, KPMG member firms research & analysis based on the IDC contract database



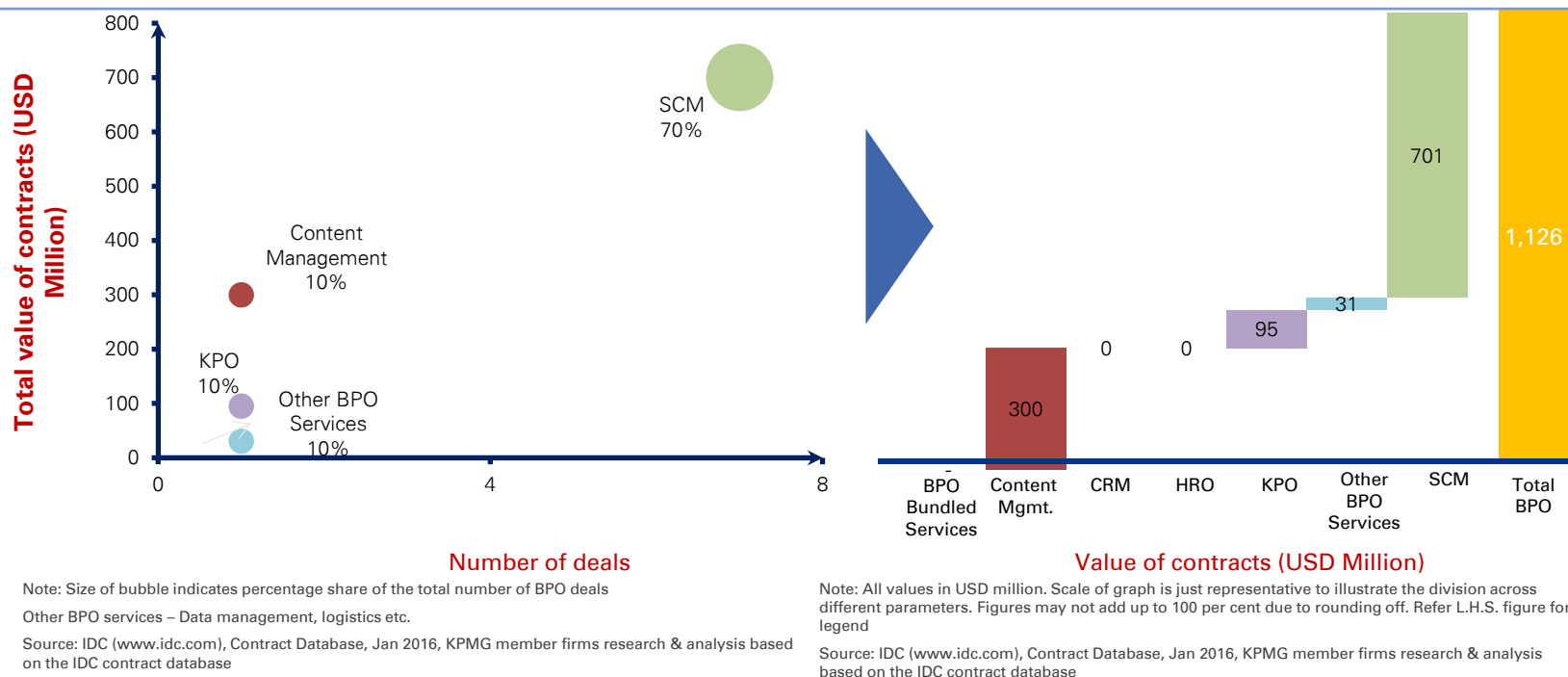
Note: All values in USD billion. Scale of graph is just representative to illustrate the division across different parameters. Figures may not add up to 100 per cent due to rounding off. Refer L.H.S. figure for legend

Source: IDC (www.idc.com), Contract Database, Jan 2016, KPMG member firms research & analysis based on the IDC contract database

- *ICT Services and IT Bundled together contributed to 56 per cent of all ITO deals in terms of value and 41 per cent in terms of number of deals during 4Q15*
- *IT Consulting and IT Infrastructure services have displayed multifold growth in terms of total contract value in 4Q15 as compared to 3Q15*

Services segmentation - BPO services

Analysis of BPO deals 4Q15



- *SCM contributed to 62 per cent of all BPO deals in terms of value and 70 per cent in terms of number of deals during 4Q15*
- *Content Management contributed 27 per cent and KPO services contributed 8 per cent to total deal value of BPO deals signed in 4Q15*



Section 5

IT-BPO outsourcing outlook

Outlook

- Global outsourcing industry

- *The number of BPO deals has been decreasing since 2013 with organizations typically looking for alternative options for cost reduction, such as greater use of shared services, it remains to be seen as to whether this is portent of a shrinking business process offshoring pie.*
- *Longer term, BPO deals and providers will likely be heavily impacted by the maturation of cognitive computing and robotics process automation, as will likely the ITO market to a lesser degree. Clients can benefit from both an efficiency and effectiveness standpoint, but many providers will likely struggle to evolve away from a reliance on large workforces and labor arbitrage*
- *2015 ended on a similar note like previous years - with strong second and third quarters against weak first and fourth quarters. However the average deal value increased by 70 per cent in 2015 vis-à-vis 2014, indicating that larger size deals were signed in the year*
- *Buyers seem cautious about models that include outcome-based pricing while hybrid and fixed pricing model are preferred, contributing to more than 95 per cent of the deal value over the last three years. The same trend is most likely to continue in 2016*
- *AMERICAS appear to show a reduced dominance in the global buyer market for outsourcing services although it continues to be the major outsourcing region contributing 61 per cent of the total deal value in 2015. EMA is gaining momentum gradually with ASPAC fast catching up*
- *Organizations seem to be moving from a traditional silo-based and transactional outsourcing services, to more of a holistic end-to-end approach through bundled deals*
- *Leading GBS organizations will likely focus on moving beyond a narrow cost savings focus to delivering more value-added business services, for example, via data and analytics to support business initiatives such as market expansion, product management and M&A efforts¹*
- *IT infrastructure outsourcing continues to be impacted by the fundamental transition in procuring outsourced services using traditional methods (e.g., more labor oriented) to using more automated methods in the form of cloud-based outsourced services²*

¹ KPMG LLP and Horses for Sources published report- '2016 predictions for outsourcing and GBS', December 16, 2015


² IDC Worldwide and U.S. IS Outsourcing Services 2015-2019 Forecast

Source: IDC (www.idc.com), Contract Database, Jan 2016, KPMG member firms research & analysis based on the IDC contract database

KPMG Shared Services and Outsourcing Advisory (SSOA) research


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Global IT-BPO Outsourcing Deals Analysis: <http://www.kpmg.com/IN/en/IssuesAndInsights/ArticlesPublications/KPMG-Deal-Tracker/Pages/Default.aspx>



Glossary (1/2)

Terms	Definition
ACV	annualized contract value = (total value of a contract/tenure in months) x 12
AMERICAS	North America and South America
ASPAC	Asia and Oceania
BPO	Business Process Outsourcing
EMA	Europe, Middle East and Africa
ITO	Information Technology Outsourcing
TCV	Total contract value

Glossary (2/2)

Terms	Definition
ITO Services	
ADM	Application development and maintenance
ERP	Enterprise resource planning implementation and support services
ICT Services	Information and communication technology services (e.g. contact center technology, telecommunication, and related services)
IT Bundled Services	Any combination of two or more IT services mentioned above
IT Consulting	Information technology consulting services
IT Infrastructure	IT hardware deployment (e.g. data center outsourcing, network management, hardware deploy and support, hosting services, etc.)
IT Products	Software products typically developed and branded by IT companies and sold as own Intellectual Property
Other IT Services	Typically services that do not fall in other buckets (e.g. Software testing, IT helpdesk support services, Cyber security)
SMAC	Social, Mobile, Analytics and Cloud services (i.e. Social Media, Mobility, Analytics and Cloud computing)
System Integration	IT system integration services (application or enterprise system integration services)
BPO Services	
BPO Bundled Services	Any combination of two or more BPO services mentioned above
Content Management	Data management services (e.g. document management, print management, etc.)
CRM	Customer Relationship Management solutions and services
F&A	Finance and Accounting services
HRO	Human Resource outsourcing services
KPO	Knowledge process outsourcing services
Other BPO Services	Typically services that do not fall in other buckets (e.g. Industry specific processes, Facilities Management)
SCM	Supply Chain Management services (including procurement, logistics etc.)

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