



Everest Group Lending Services Operations PEAK Matrix® Assessment 2024

Focus on Cognizant
September 2024



Introduction

The lending operations market has experienced significant turmoil in recent years due to high interest rates and other macroeconomic factors, leading to reduced consumer activity. As a result, service providers are continuously innovating to meet local requirements and maintain a competitive edge. High-growth lines of business, such as mortgage, retail, and auto lending, have emerged as focal points.

Consumer demand is shifting toward younger, digitally savvy borrowers who prioritize experience and convenience over cost. To serve this evolving demographic, service providers are differentiating themselves by leveraging their partnership ecosystems and recent acquisitions to enhance their capabilities and accelerate time-to-market for new offerings. Investments in digital lending solutions and tools are helping to streamline the end-to-end lending life cycle and significantly improve the overall customer experience.

Geographically, North America continues to dominate the lending market with a substantial share of new deals and investments. However, emerging markets in Asia Pacific,

the UK, and Continental Europe are rapidly gaining traction as lenders seek to tap into growing opportunities in these regions.

The market is also seeing increased interest from non-traditional providers, such as technology firms and real estate companies, further diversifying the competitive landscape.

The full report includes the profiles of the following 30 leading lending services providers featured on the lending services operation PEAK Matrix®:

- **Leaders:** Accenture, Cognizant, Firstsource, HCLTech, Infosys, Sutherland, TCS, Wipro, and WNS
- **Major Contenders:** Coforge, Computershare Loan Services, Conduent, Datamatics, DXC Technology, EXL, Genpact, Indecomm, MOZAIQ, Mphasis, Newrez Servicing, Tech Mahindra, Teleperformance, Unisys, Visionet, and Writer Business Services
- **Aspirants:** Capgemini, Equiniti, Evalueserve, Exela Technologies, and PrivoCorp

Scope of this report

Geography: Global

Industry: Accenture, Capgemini, Coforge, Cognizant, Computershare Loan Services, Conduent, Datamatics, DXC Technology, Equiniti, Evalueserve, Exela Technologies, EXL, Firstsource, Genpact, HCLTech, Indecomm, Infosys, MOZAIQ, Mphasis, Newrez Servicing, PrivoCorp, Sutherland, TCS, Tech Mahindra, Teleperformance, Unisys, Visionet, Wipro, WNS, and Writer Business Services

Services: Lending services

Lending Services Operations PEAK Matrix® characteristics

Leaders

Accenture, Cognizant, Firstsource, HCLTech, Infosys, Sutherland, TCS, Wipro, and WNS

- Leaders possess a broad set of capabilities across the lending value chain originations, servicing, and collections – a less explored area in lending. They cover processes in lending spanning commercial, retail, mortgage, and auto lending operations. These companies have expanded their presence across major geographies such as North America and the UK, and are making significant strides in emerging regions such as APAC and Continental Europe
- The Leaders serve a diverse clientele mix, including small, midsize, and large buyers, with technology offerings using automation and analytics that set the current market standards in lending. Additionally, they maintain a balanced mix of onshore, nearshore, and offshore delivery locations, providing cost arbitrage and flexibility to their clients

Major Contenders

Coforge, Computershare Loan Services, Conduent, Datamatics, DXC Technology, EXL, Genpact, Indecomm, MOZAIQ, Mphasis, Newrez Servicing, Tech Mahindra, Teleperformance, Unisys, Visionet, and Writer Business Services

- Major contenders are strategically investing in organic growth and acquisitions to boost their capabilities and market presence. They are enhancing expertise to serve diverse geographies and lines of business while specializing in specific regions and segments. Additionally, they are striving for a balanced delivery footprint with a mix of onshore, nearshore, and offshore locations
- In tandem with the Leaders' approach of providing end-to-end platform solutions, quite a few Major Contenders are also investing heavily to build in-house proprietary platform solutions, or are partnering with FinTechs to leverage their technological capabilities to enhance their lending operations

Aspirants

Capgemini, Equiniti, Evalueserve, Exela Technologies, and PrivoCorp

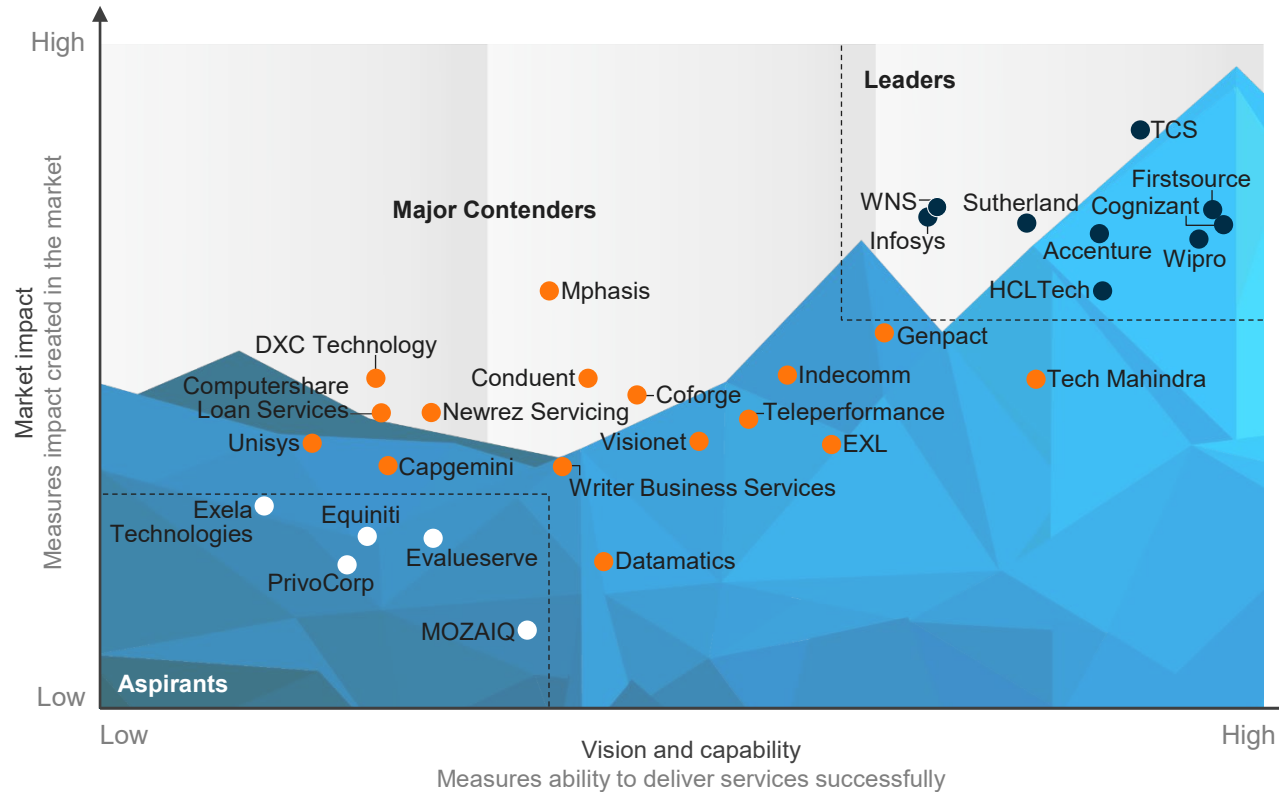
- The majority of Aspirants are trying to achieve a decent presence in the lending market as their scale and penetration remain limited, leading to a lower market adoption
- Expansion of capabilities for their scope of services remains the primary area of focus for Aspirants

Everest Group PEAK Matrix®

Lending Services Operations PEAK Matrix® Assessment 2024 | Cognizant is positioned as a Leader

Everest Group Lending Services Operations PEAK Matrix® Assessment 2024¹

- Leaders
- Major Contenders
- Aspirants



¹ Assessments for Accenture, Capgemini, Conduent, Computershare Loan Services, DXC Technology, Equiniti, Exela Technologies, EXL, Genpact, Newrez Servicing, Tech Mahindra, and Unisys excludes provider inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, provider public disclosures, and Everest Group's interactions with insurance buyers. Teleperformance has partially participated in this PEAK Matrix. Source: Everest Group (2024)

Cognizant profile (page 1 of 8)

Overview

Company overview

Cognizant is one of the world's leading professional services companies, engineering modern businesses and delivering strategic outcomes for our clients. With 347,700+ associates globally working out of 100+ delivery centers across Americas, Continental Europe, and Asia Pacific, Cognizant goes to market across seven industry-based operating segments, aggregated into four reportable business segments: financial services (banking and insurance), health sciences, products and resources (retail, consumer goods, manufacturing, logistics, energy, utilities, travel, and hospitality) and communications, media, and technology. Cognizant has a significant lending industry presence with 10,000+ associates across IT, advisory and operations, and works with five out of the top 10 mortgage lenders in the US.

Headquarter: New Jersey

Website: www.cognizant.com

Key leaders

- Ravi Kumar S, Chief Executive Officer
- Surya Gummadi, President, Americas
- Ganesh Ayyar, President, Intuitive Operations and Automation (IOA)
- Samir Malhotra, Global Head, Intuitive Operations and Automation (IOA), Delivery
- Anoop Nair, Global Head, BFSI Intuitive Operations and Automation (IOA), Delivery
- Nageswar Cherukupalli, Business Unit Head, Banking and Capital Markets
- Ajay Pandita, Business Unit Head, Finserv and Fintech
- Chandu Choudhury, Lending SBU Leader
- Joseph Miller, Lending Operations Market Leader
- Subhasish Dutta Lending Operations, Delivery Leader

Suite of services

- **Mortgage operations as a service:** support E2E services across origination, servicing, and default functions
- **Learning as a service:** build training contents, plan and conduct training, and competency management
- **Advisory services:** consulting, platform implementation and migration, transformation services
- **Regulatory monitoring and reporting:** manage compliance audits and report findings with action plans to meet regulatory requirements
- **Analytics and reporting:** business analysis, project management, data reporting and analytics
- **Platform as a service:** compliance as a service, data as a service, underwriting as a service, verification as a service
- **Enterprise service:** finance and accounting, human resource outsourcing, digital marketing, legal, and sourcing and procurement.

Lending operations	2021	2022	2023
Revenue (US\$ million)	Not disclosed	Not disclosed	Not disclosed
Number of FTEs	Not disclosed	Not disclosed	Not disclosed
Number of clients	Not disclosed	Not disclosed	Not disclosed

Cognizant profile (page 2 of 8)

Overview

Recent acquisitions and partnerships

- **2023:** partnered with Loanlogic to implement Loanbeam – a pre-underwriting tool – manual loan package review with an AI/ML-based document extraction to improve the quality of application submission to underwriters for North America region
- **2023:** partnered with Ohpen to provide cloud-native, scalable core banking software for retail banking, focusing on mortgage origination, servicing, and recovery of consumer loans, investments, pensions, and savings in Europe
- **2023:** Cognizant and Vianai Systems launched a global strategic go-to-market partnership to accelerate human-centered generative AI offerings
- **2023:** acquired Thirdera, a US-based global ServiceNow Partner specializing in advisory, implementation, and optimization solutions
- **2023:** acquired Mobica, a UK-based IoT software engineering services provider
- **2022:** partnered with VERMEG – implementation and integration partner, for joint go-to-market in Europe
- **2022:** partnered with NeoXam – implementation and integration partner, for joint go-to-market in Europe
- **2022:** acquired AustinCSI, a digital transformation consultancy specializing in enterprise cloud and data analytics advisory
- **2022:** acquired US-based OneSource Virtual's (Workday partner) professional services and application management practices
- **2021:** acquired Servian, an Australia-based enterprise transformation consultancy specializing in data analytics, AI, digital services, experience design, and cloud.
- **2021:** acquired Linium, a cloud transformation consultancy group specializing in the ServiceNow platform and solutions

Recent developments

- Cognizant Mortgage Services Corporation (CMSC) has acquired mortgage licenses across originations (50), servicing (49), and collections (50), and is a verified financial service provider by the Nationwide Mortgage Licensing System and Registry (NMLS)
- CMSC has launched several BPaaS solutions including compliance as a service, data as a service, U/W as a service, verification as a service, etc
- CMSC is expanding its global footprint in Manila, Philippines, by Q2 2024 along with existing centers in India (Mumbai, Hyderabad and Chennai) and the US (Phoenix and Dallas)
- Cognizant is investing \$1 billion in generative AI over the next three years – covering platform, personnel, partnerships, information technology (IT), and mergers and acquisitions
- Cognizant has recently launched an enterprise-wide platform, Cognizant Neuro AI, designed to provide enterprises with a comprehensive approach to accelerate the adoption of generative AI technology
- Cognizant Flowsource, a generative AI-enabled platform, aims to fuel the next generation of software engineering for enterprises
- Cognizant opened a new regional innovation hub in Kuala Lumpur, Malaysia, to further strengthen its global delivery network
- Cognitive Operations Fabric: helps clients make the best of open source and market data platforms to generate insights and intelligence that are consumable and actionable by the business and operations teams
- Digital Process Orchestration: enables orchestration of new age processes around AI/ML, bots and new-age technologies such as cloud-native services, and APIs
- Corporate Lending: empowers banks to meet on-demand customer financing needs with faster, simplified, and minimalistic loan origination processes
- LIBOR Repapering PEGA based Solution: Dynamic Case Management Ecosystem to aid contracts repapering
- Mortgage Forbearance Chat Bot: enables the client to enroll for forbearance in case of liquidity issues arising out of Covid 19

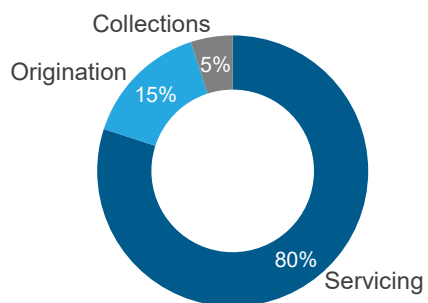
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Capabilities and key clients

FTE mix by segment

Number of FTEs

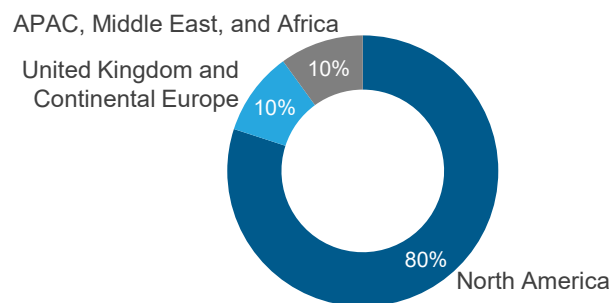
100% = Not disclosed



Revenue mix by geography

Revenue in US\$ million

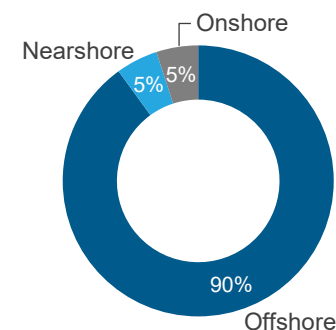
100% = Not disclosed



FTE split by delivery location

Number of FTEs

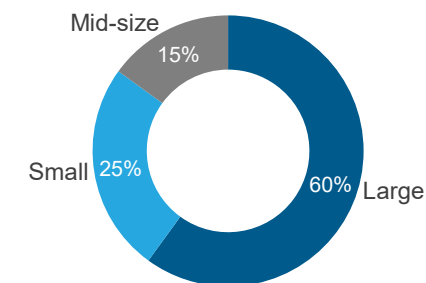
100% = Not disclosed



Revenue mix by buyer size

Revenue in US\$ million

100% = Not disclosed



Key mortgage operations engagements

Client name	LoB (origination, servicing, and collections)	Region	Client since
An Australian multinational banking and financial services company	Consumer lending and commercial lending	Australia	2023
A privately held mortgage-banking firm	Mortgages	United States	2023
A global retail bank	Commercial lending	United States and United Kingdom	2022
One of the largest regional banks	Mortgages	United States	2022
A leading US residential mortgage company	Mortgages	United States	2019
A Canadian member-owned financial co-operative	Consumer lending and commercial lending	Canada	2018
One of the largest national mortgage lenders and servicers	Mortgages	United States	2016
An international financial institution	Consumer lending and commercial lending	Global	2012
A leading provider of consumer, financial and property data as well as analytics and services to businesses and government	Mortgages	United States	2011
A Dutch multinational banking and financial services corporation	Consumer lending and commercial lending	Continental Europe	2005
An American multinational financial services company	Consumer lending and commercial lending	Global	2005

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Technology solutions/tools

Application	Processes covered	Year launched	Description	No. of clients
Compliance as a service	Origination, servicing, collections	2023	Cognizant's technology-enabled mortgage quality control audit services can assist you in identifying and fixing the root cause of mortgage loan quality issues and discover the weak links in your loan manufacturing process, thus enabling an easier scaling with mortgage loan volumes.	Not disclosed
Ohpen	Origination, servicing, collections	2023	Cognizant has partnered with Ohpen to provide cloud-native, scalable core banking software for retail banking, focusing on mortgage origination, servicing, and recovery of consumer loans, investments, pensions, and savings	Not disclosed
Gen AI based Instructional Design- SARA Studio	Origination, servicing, collections	2023	A closed-AI instructional design co-pilot designed to reduce training content creation time by 75%	Not disclosed
Cogn-AI-GPS	Origination, servicing, collections	2023	Intelligent guided processing co-pilot – a user interface + automation layer on top of applications without requiring APIs or system changes, built of highly specialized micro applications in days to weeks	Not disclosed
Cogn-AI-Sense	Origination, servicing, collections	2023	AI-based learning – creates and navigates individual and personalized learning paths from current proficiency to desired proficiency	Not disclosed
CogniAI Clearvoice	Origination, servicing, collections	2023	Next-generation client experience with the help of real-time voice enhancement	Not disclosed
GenAI "QC/QA Co-Pilot"	Origination, servicing, collections	2023	Minimizing cost-to-quality through QC Co-Pilot Studio	Not disclosed
GenAI "KYC Co-Pilot"	Origination, servicing, collections	2023	Minimizing cost-to-quality and cost-to-compliance for institutional KYC through ready-to-deploy co-pilots	Not disclosed
Gen AI - Resolve AI	Origination, servicing, collections	2023	Effortlessly manage chargeback disputes using generative AI, streamlining data input, enhancing, probing, and saving time with reduced errors	Not disclosed

Cognizant profile (page 5 of 8)

Technology solutions/tools

Application	Processes covered	Year launched	Description	No. of clients
Loanbeam – Cognizant’s pre-underwriting tool	Origination, servicing	2023	Compliment manual loan package review with AI/ML-based document extraction component coupled with validation rule engine to improve quality of application submission to U/W. This solution automates extraction of key data points from borrower documents / vendor documents and applies business rules to simplify the client experience	Not disclosed
Cognizant Neuro® Mortgage Advisor Chatbot	Origination, servicing, collections	2022	An intelligent solution that improves the mortgage lending experience for customers by enabling digital engagement across the process life cycle – from loan inquiry to servicing	Not disclosed
Cognizant Neuro® Intelligent Mortgage Workflow	Origination, servicing, collections	2022	An intelligent solution for workflow configuration and cognitive work allocation with functionalities of case management, smart routing, email management, and capacity and shift orchestration with dashboards	Not disclosed
Cognizant Neuro® Mortgage TRID Compliance	Origination	2022	The Mortgage TRID compliance tool eases the challenges for loan officers. With cognitive insights at its core, errors and anomalies in loan documents are easily identified. Auditors can view classified errors and impacted documents at a glance. This content ensures that loan documentation in varied formats is supported for extraction and review	Not disclosed
Data as a service	Origination, servicing, collections	2021	Managing the document indexing and data extraction continues to be the most sought-after service given the high documentation requirements	Not disclosed
Cognizant Neuro® Content	Origination, servicing, collections	2021	Cognizant Neuro® Content: with 15+ partnerships in intelligent document processing and OCR based extraction tools, its fabric allows for conducting quick POCs / testing the fitment of tools for documents through a virtual lab	Not disclosed
Cognizant Neuro® Automation Workbench	Origination, servicing, collections	2021	A solution that aims to automate, provides end-to-end components: estimation, automated base script generation, test design, code coverage, and review analysis as well as subsequent impact analysis when there are changes to on-going processes.	Not disclosed

Cognizant profile (page 6 of 8)

Technology solutions/tools

Application	Processes covered	Year launched	Description	No. of clients
HPA tool	Origination, servicing, collections	2021	Navigates through LOS, identifies the list of required document conditions provided by the loan processor, compiles it in an email, and sends it to the borrower. Also, the tool navigates to the USPS website to check if the property is listed on the government system as per the mailing address. The robot will print screen the information on the USPS website and upload the document to the LOS	Not disclosed
DAF (Digital Automation Fabric)	Origination, servicing, collections	2021	DAF is Cognizant's indigenous industrial scale OCR-based platform. The DAF platform brings a transformational change through automation of digitized business processes and content management with the application of path-breaking ML techniques that operate on various perceptual data. The solution comprises of several automation building blocks that can be leveraged for lending clients	Not disclosed
Lending Portal – Customer Onboarding	Origination, collections	2021	Enterprise-wide digital suite for customer onboarding, a digital portal that seamlessly integrates with client applications and systems and augments customer onboarding experience as well as empowers bank agents with a 360-degree portal view. Custom configurable onboarding modules such as borrower information capture, customer document upload, submission reminder for pending documents, document validation by customer, meeting confirmation, etc. The solution can be implemented across lending/mortgage LOBs and help banks achieve increased speed, tighter compliance, fewer errors, less manual work, and meeting expectations for a great modern-day experience	Not disclosed
Loan boarding	Origination	2021	Significantly reduce the manual workload by inducting an automated solution using Xtracta for document indexing and information extraction. This is a two-stage process	Not disclosed

Cognizant profile (page 7 of 8)

Key delivery locations












Cognizant profile (page 8 of 8)

Everest Group assessment – Leader

Measure of capability:  Low  High

Market impact

Vision and capability

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

Strengths

- Cognizant’s current cliental portfolio is a diversified mix of large, midsize, and small enterprises along with a diverse range of client types including national and regional banks, mortgage lenders, FinTechs, and online finance companies
- It has successfully made inroads in emerging geographies such as Continental Europe and Asia Pacific and further strengthened its onshore and offshore delivery capability by opening new centers in both these regions
- Cognizant has leveraged its partnership ecosystem with Loan Logics- Loanbeam, CoreLogic, and Open to deploy workflow automation tools and as-a-service models in the areas of intelligent document processing, underwriting, and loan servicing
- It has also made several in-house investments such as Bluebolt, Cognizant Neuro for Mortgage, and Gen AI tools such as Cogn-AI-GPS, Cogn-AI – ClearVoice, and others
- Cognizant is enhancing its lending ecosystem and workforce through its mortgage underwriting academy and Cogn-AI-Sense, which upskills its offshore workforce and internal underwriting specialists
- Cognizant's proactive and adaptable approach to meeting client needs has been widely praised

Limitations

- Despite making significant investments in technology and digital solutions, Cognizant lags in the adoption of the same when compared to its peers within the lending space
- Cognizant’s existing portfolio is heavily focused on mortgage operations, showcasing a scope to expand its capabilities to other growing areas in the lending space

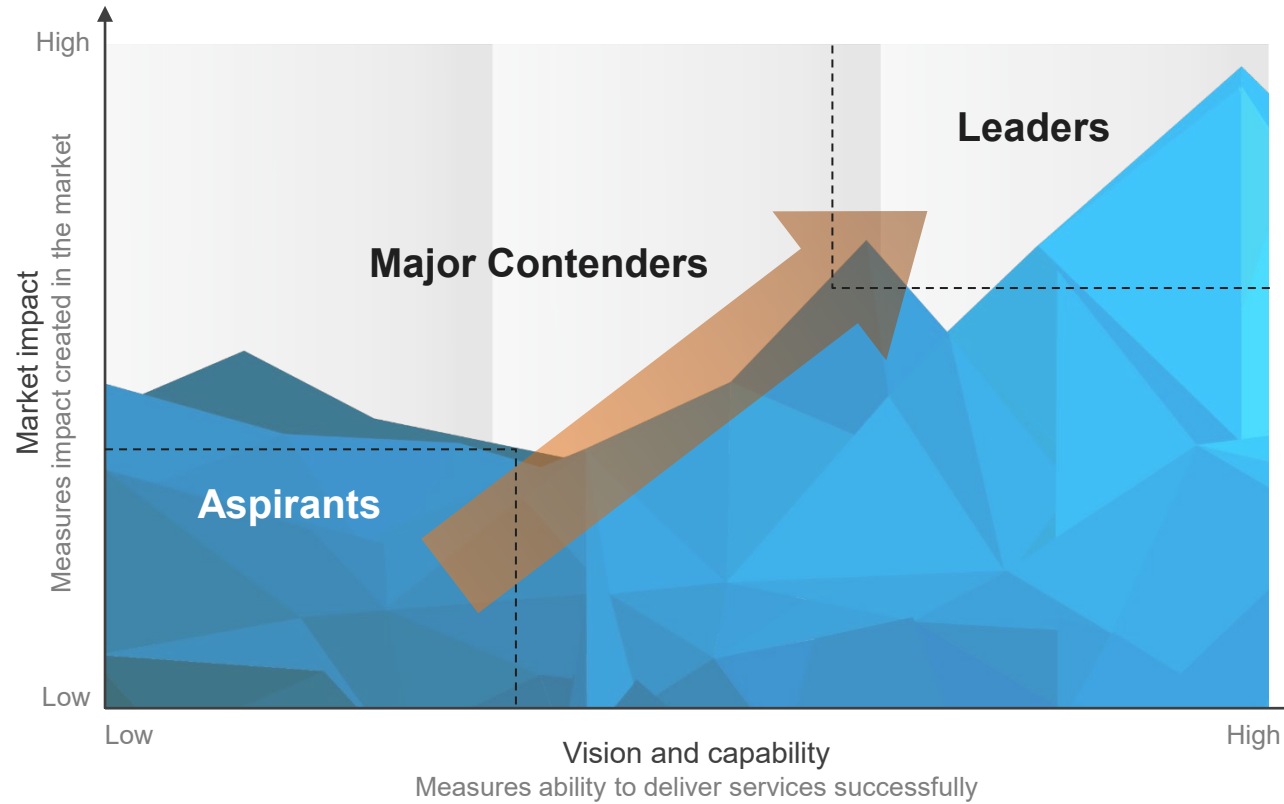
Appendix

PEAK Matrix® framework

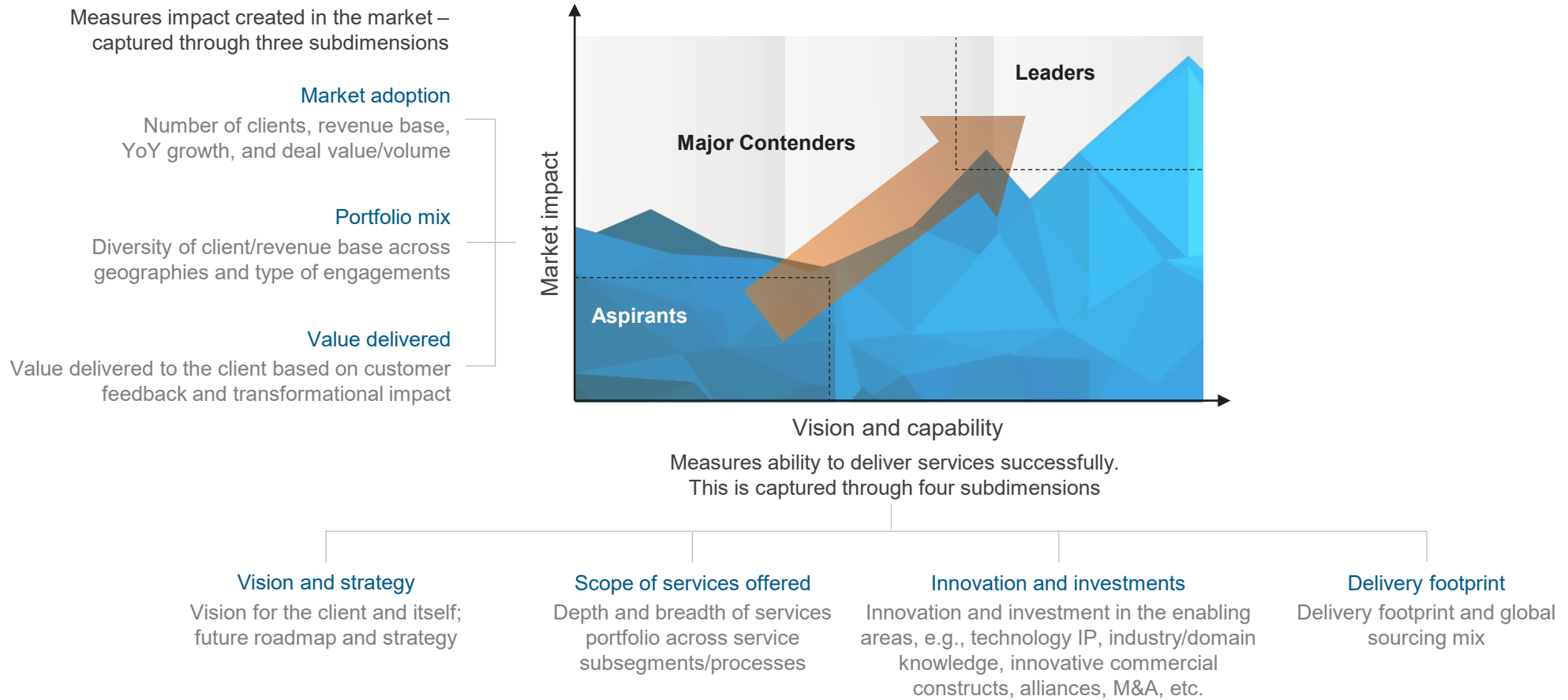
FAQs

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

Everest Group PEAK Matrix



Services PEAK Matrix® evaluation dimensions



FAQs

Q: Does the PEAK Matrix® assessment incorporate any subjective criteria?

A: Everest Group's PEAK Matrix assessment takes an unbiased and fact-based approach that leverages provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information. In addition, we validate/fine-tune these results based on our market experience, buyer interaction, and provider/vendor briefings.

Q: Is being a Major Contender or Aspirant on the PEAK Matrix, an unfavorable outcome?

A: No. The PEAK Matrix highlights and positions only the best-in-class 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.

Q: What other aspects of the PEAK Matrix assessment are relevant to buyers and providers other than the PEAK Matrix positioning?

A: A PEAK Matrix positioning is only one aspect of Everest Group's overall assessment. In addition to assigning a Leader, Major Contender, or Aspirant label, Everest Group highlights the distinctive capabilities and unique attributes of all the providers assessed on the PEAK Matrix. The detailed metric-level assessment and associated commentary are helpful for buyers in selecting providers/vendors for their specific requirements. They also help providers/vendors demonstrate their strengths in specific areas.

Q: What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?

A: Enterprise participants receive summary of key findings from the PEAK Matrix assessment

For providers

- The RFI process is a vital way to help us keep current on capabilities; it forms the basis for our database – without participation, it is difficult to effectively match capabilities to buyer inquiries
- In addition, it helps the provider/vendor organization gain brand visibility through being included in our research reports

Q: What is the process for a provider / technology vendor to leverage its PEAK Matrix positioning?

A: Providers/vendors can use their PEAK Matrix positioning or Star Performer rating in multiple ways including:

- Issue a press release declaring positioning; see our citation policies
- Purchase a customized PEAK Matrix profile for circulation with clients, prospects, etc. The package includes the profile as well as quotes from Everest Group analysts, which can be used in PR
- Use PEAK Matrix badges for 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 Everest Group; please contact your CD or contact us

Q: Does the PEAK Matrix evaluation criteria change over a period of time?

A: PEAK Matrix assessments are designed to serve enterprises' current and future needs. 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 and to serve enterprises' future expectations.

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