Everest Group®
RESEARCH

Everest Group PEAK Matrix® for CXM in EMEA Service Providers 2020

Focus on Teleperformance

March 2021

Everest Group
PEAK MATRIX®

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Background and scope of the research

The Customer Experience Management (CXM) market in Europe, Middle East, and Africa (EMEA) has experienced steady growth over the last few years, driven by increasing adoption of digital services and by emerging verticals and countries. While economic uncertainty created by COVID-19 has impacted the market, enterprises are trying to overcome the challenges presented by the pandemic and ensure superior customer experience. To this end, they are looking at areas such as digital CX and alternate delivery models such as Work At Home Agents (WAHA). Enterprises in the region expect service providers to help them fast-track digital adoption and transform their businesses. As a result, many service providers are experiencing a steep rise in the demand for digital services and are investing in digital capabilities such as analytics, automation, Artificial Intelligence (AI), and omnichannel solutions to support evolving client expectations. They are also offering value-added services beyond technology, in the form of CX consulting and design thinking-led customer journey orchestration. To effectively cater to these requirements, providers are developing capabilities through internal investments, their partnership ecosystem, and acquisitions.

In this research, we present detailed assessments of 21 CXM service providers in EMEA featured on the CXM Services PEAK Matrix® Assessment 2020. Each assessment provides a comprehensive picture of the service provider's market success, vision and strategy, service focus and capabilities, digital and technological solutions, domain investments, and buyer feedback. The assessment is based on Everest Group's annual RFI process for the calendar year 2020, interactions with leading CXM service providers, client reference checks, and an ongoing analysis of the CXM services market.

This report includes the following 21 leading CXM service providers in EMEA featured on the CXM PEAK Matrix® :

- **Leaders:** Capita, Comdata Group, Majorel, Sitel, Teleperformance, and Webhelp
- **Major Contenders:** Atento, Bosch Service Solutions, Concentrix, Conduent, Firstsource, Sutherland, Sykes, Tech Mahindra, TELUS International, Transcom, and Wipro
- **Aspirants:** Genpact, HCL, Infosys, and Startek

Scope of this report:

Geography
EMEA

Service providers
21

Services
CXM

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CXM services in EMEA PEAK Matrix® characteristics

Leaders:

Capita, Comdata Group, Majorel, Sitel, Teleperformance, and Webhelp

- Leaders have been consistent in the delivery of CXM services in EMEA through expansion in new regions, verticals, and serving various buyer sizes. They also have better client satisfaction scores due to greater technological capabilities, ability in implementation and transition management, and proactiveness in their engagements
- Further, they offer advanced digital capabilities such as RPA, AI, omnichannel, and analytics, and are driving innovation beyond technology by targeting areas such as outcome-based pricing and consulting, to offer a more compelling value proposition to their clients. They have also been more successful at building scale across high-, medium-, and low-cost locations, which enables them to deliver a balanced shoring mix to clients

Major Contenders:

Atento, Bosch Service Solutions, Concentrix, Conduent, Firstsource, Sutherland, Sykes, Tech Mahindra, TELUS International, Transcom, and Wipro

- Major Contenders are also building capabilities in serving different regions and industry segments to serve a diverse set of buyers. However, most of these providers serve a limited set of countries in EMEA as of now
- They have been able to develop digital solutions and have been successful in their implementation across their client base in EMEA, with some providers relying on third-party vendors to fill capability gaps

Aspirants:

Genpact, HCL, Infosys, and Startek

- Aspirants are either focused on a limited set of countries or verticals or currently have relatively small-scale CXM operations in this region
- They are building digital capabilities and offer innovative pricing and staffing models, but currently have limited implementation of these solutions across their client base

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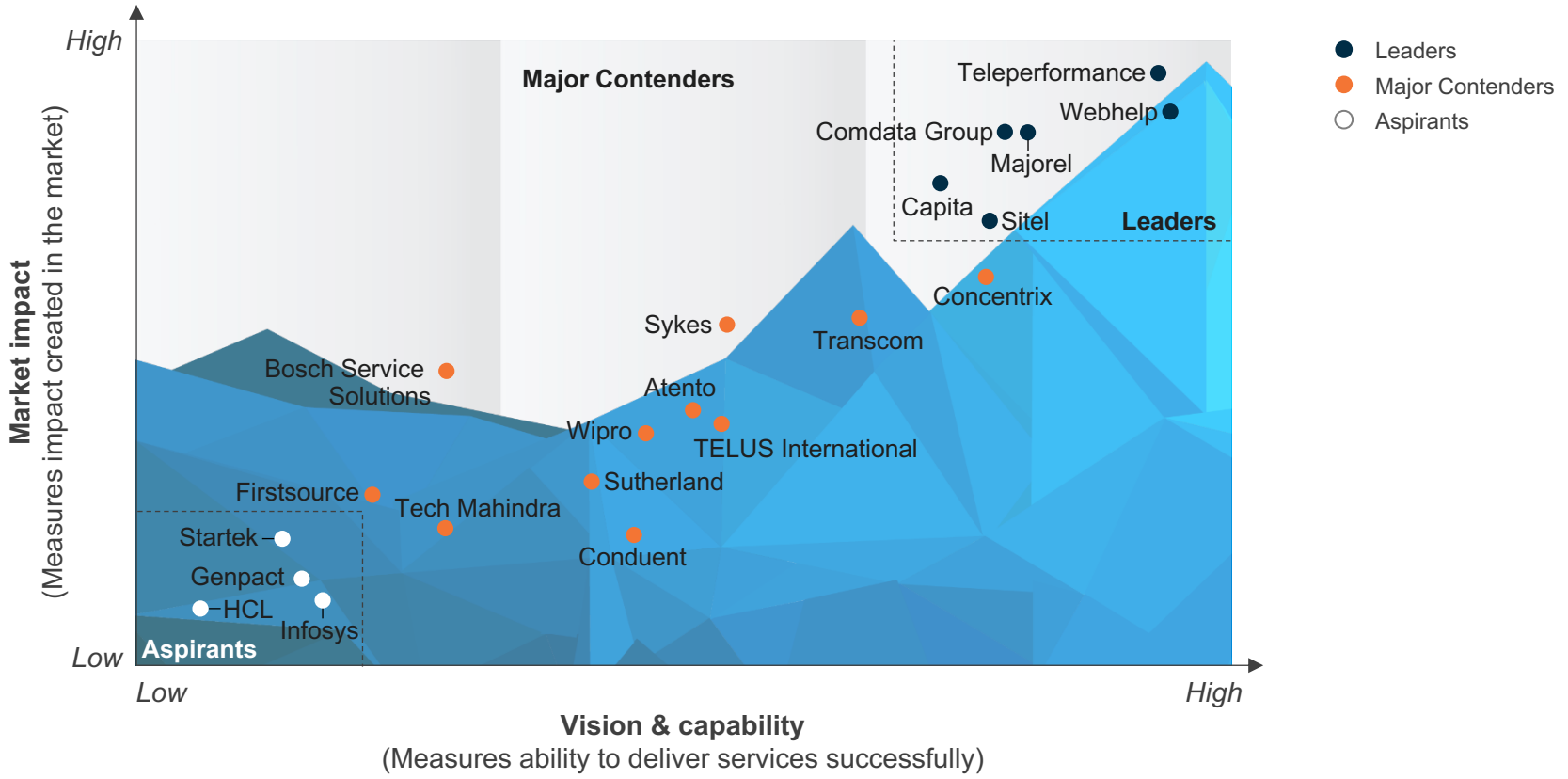
Everest Group PEAK Matrix®

Customer Experience Management (CXM) in EMEA with Services PEAK Matrix® Assessment 2020 | Teleperformance positioned as Leader

Everest Group Customer Experience Management (CXM) in EMEA with Services PEAK Matrix® Assessment 2020



Source: Everest Group (2020)

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Teleperformance | EMEA CXM profile (page 1 of 5)

Overview

Company overview

Teleperformance is a customer experience management company, serving clients in a wide variety of industries. It provides customer care, technical support, customer acquisition, consulting & analytics, and digital integrated business service solutions and services to enhance customer interactions. The company has 330,000+ employees, spread across 80 countries, and supports billions of connections annually in 265 languages.

Key leaders

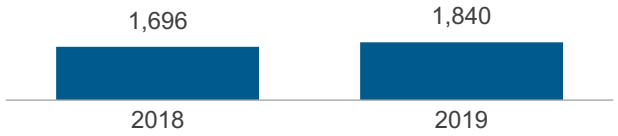
- Daniel Julien, Chairman of the Board & Group Chief Executive Officer
- Olivier Rigaudy, Deputy Chief Executive Officer & Chief Financial Officer
- Leigh Ryan, Chief Legal Officer and Chief Compliance Officer
- Alan Winters, Chief Administrative Officer
- Agustin Grisanti, Global Chief Operating Officer
- Brian Johnson, President of the EW Region
- Yannis Tourcomanis, President of the CEMEA Region
- Scott Klein, President of Specialized Services
- Bhupender Singh, President of Transformation
- Eric Dupuy, Chief Global Business Development Officer
- Ana Teresa Mesquita, Chief Global Marketing Officer
- Joao Cardoso, Chief Research and Development Officer
- Dev Mudaliar, Chief Information Officer
- Marcel Vrieling, Chief EMEA Business Development Officer
- Gesner Filoso, VP Marketing, EMEA Region

Headquarters: Paris, France
Website: www.teleperformance.com

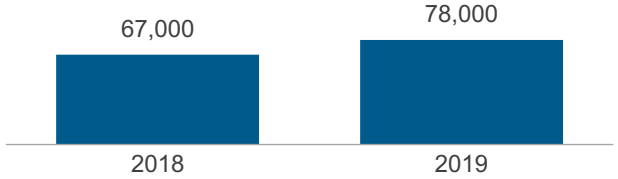
Recent developments

- **2020:** Launched TP Cloud Campus, a solution for enabling the "new normal" – Work-At-Home Agents (WAHA) environment, with 75% of EMEA workforce migrated to WAHA as of June 2020
- **2019:** Launched activity in Japan, with 100% WAHA
- **2019:** Launched a new cybersecurity program
- **2018:** Acquired Intelenet to leverage its business process solutions

EMEA CXM revenue
In US$ million



Scale of EMEA CXM
Number of FTEs



EMEA CXM client base
Number of clients

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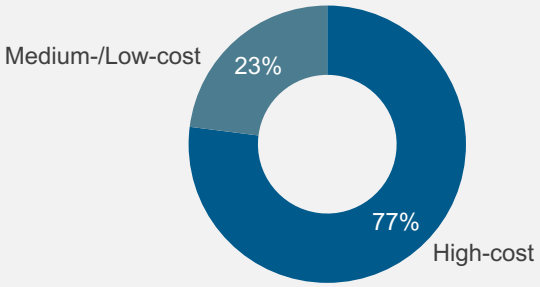
Teleperformance | EMEA CXM profile (page 2 of 5)

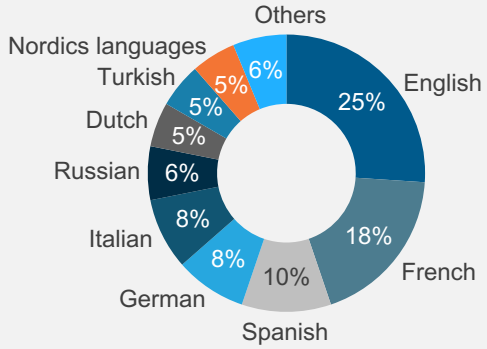
Capabilities

Split of EMEA CXM FTEs
Number of FTEs

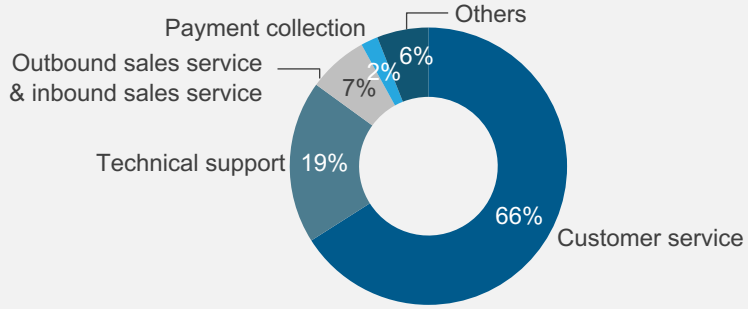
By location



By European languages



By process



Key EMEA-specific CXM investments

Description	Investment type	Year of investment	Comments
TP Cloud Campus	Internal	2020	Solution for enabling the “new normal,” WAH environment
TIEC	Internal	2019	Showcases TP’s global capabilities and a range of digital solutions
Eagle Program	Internal	2019	New global cybersecurity program
DIBS	Internal	2018	Expansion of integrated solutions and digital offerings
BCR/GDPR/security	Internal	Ongoing	To maintain cross-industry cybersecurity leadership
SOC	Internal	Ongoing	Security practices and operation centers

Note: High-cost regions include the United Kingdom and Western Europe; medium-cost and low-cost regions are Eastern Europe, Middle East & Africa, Latin America, and other offshore locations such as India, the Philippines, and Rest of Asia

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Teleperformance | EMEA CXM profile (page 3 of 5)

Client portfolio

EMEA CXM revenue mix
US$ million

By country	By industry	By buyer size
Not disclosed	Not disclosed	Not disclosed

Key contact center engagements

Client name	Region	Client since
A global consumer electronics company	Multiple regions	2009
A Fortune 100 global retailer	Multiple regions	2008
A multinational banking company	Multiple regions	2008
A global telecom company	Multiple regions	2005
A major transportation and logistics company	Multiple regions	1998

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Teleperformance | EMEA CXM profile (page 4 of 5)

Location landscape

EMEA CXM delivery locations

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Teleperformance | EMEA CXM profile (page 5 of 5)

Everest Group assessment – Leader

Measure of capability: High Low

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

Strengths

- Teleperformance is the largest provider for CXM services in EMEA, with over 78,000 employees, and provides services to clients located in countries including the United Kingdom, France, Germany, and Italy
- It primarily caters to retail, BFSI, telecom, and technology, delivering services in European languages including Spanish, German, French, Italian, and Portuguese
- Teleperformance has a balanced shoring mix and it continues to build its delivery capabilities by the development of multilingual hubs in Portugal, the Netherlands, Greece, Egypt, and Romania, covering over 40 languages
- It is fostering technology-led innovation by investing in proprietary digital platforms such as TP cloud campus (virtual hiring, training, and managing remote teams), TP Client (omnichannel & WFM), TP Bot (conversational AI), and TP Interact (speech analytics)
- Buyers in EMEA highlighted as Teleperformance's experience and flexibility in scaling quickly as major strengths

Areas of improvement

- Teleperformance's experience and portfolio in EMEA is concentrated on voice with a relatively limited share of non-voice channels such as chat, email, and social media. This may not align closely with strategic requirements of clients looking to drive a shift toward non-voice channels
- While Teleperformance has grown its digital business significantly in the last few years, most of that growth has been driven by other regions. Expanding its digital implementations in EMEA can allow buyers to further leverage Teleperformance's vast experience and capability in this space
- Buyers in EMEA would like to see greater innovation in commercial models so that more value can be added in their partnerships

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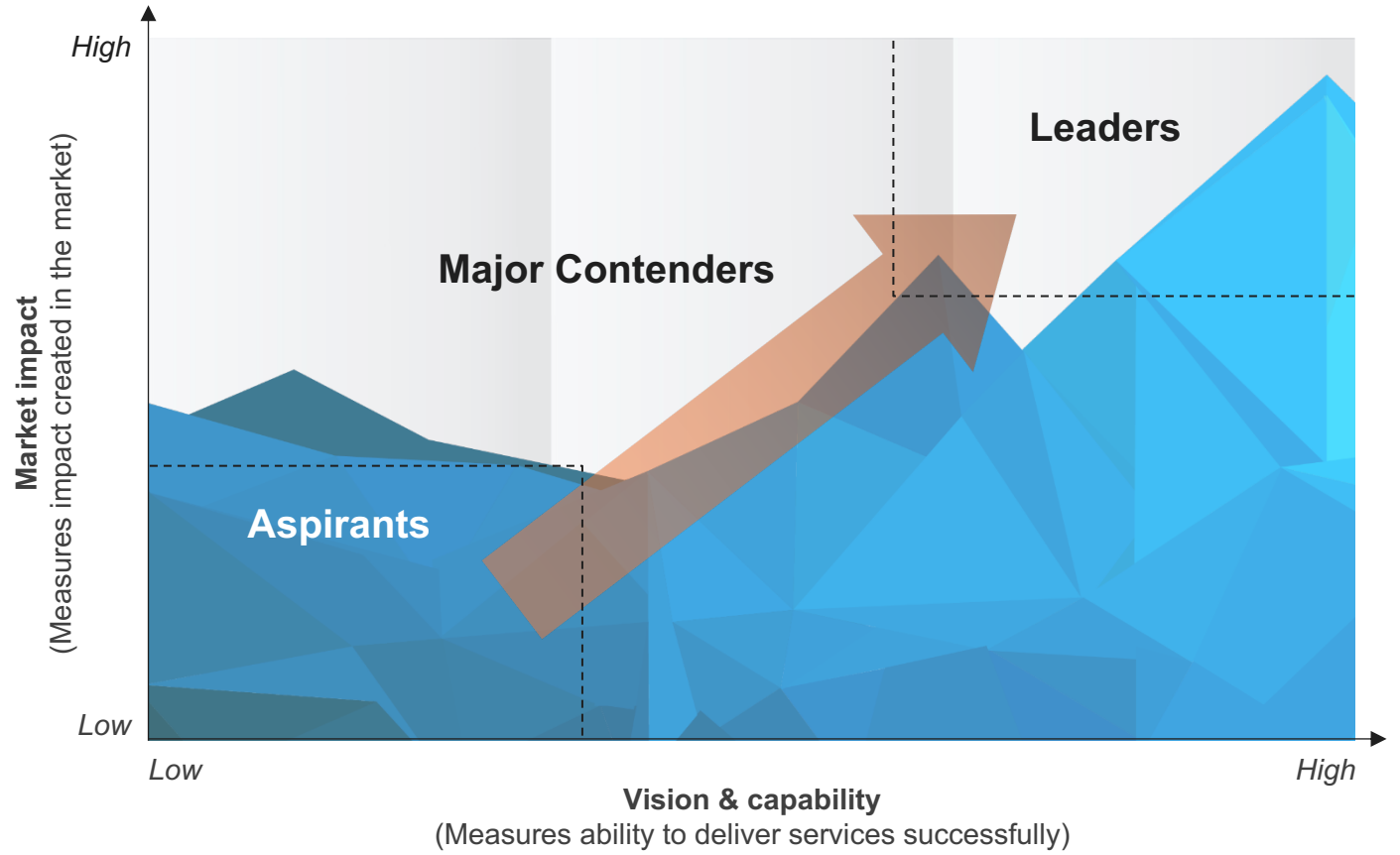
Appendix

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

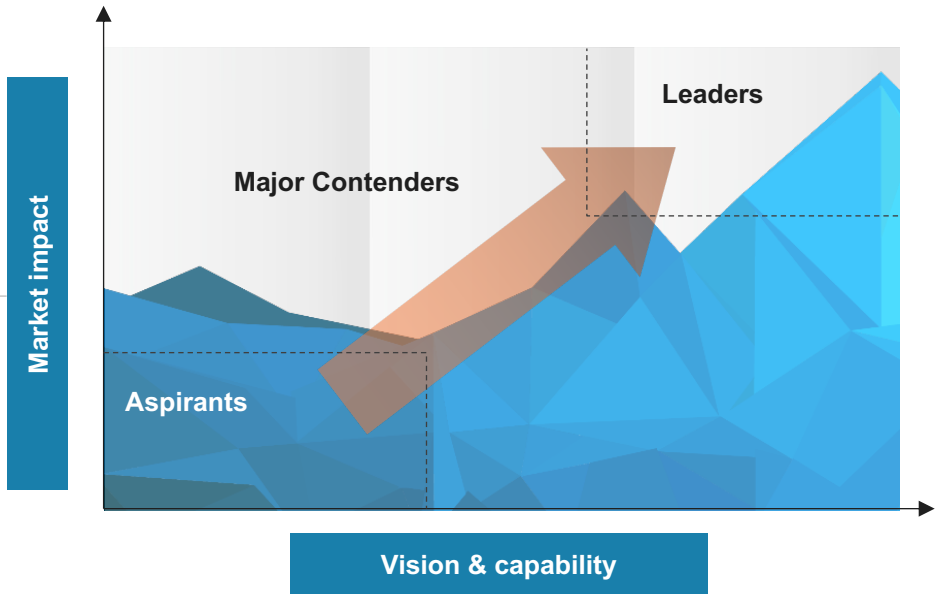
Number of clients, revenue base, YOY growth, and deal value/volume

Portfolio mix

Diversity of client/revenue base across geographies and type of engagements

Value delivered

Value delivered to the client based on customer feedback and transformational impact



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 subsegments/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

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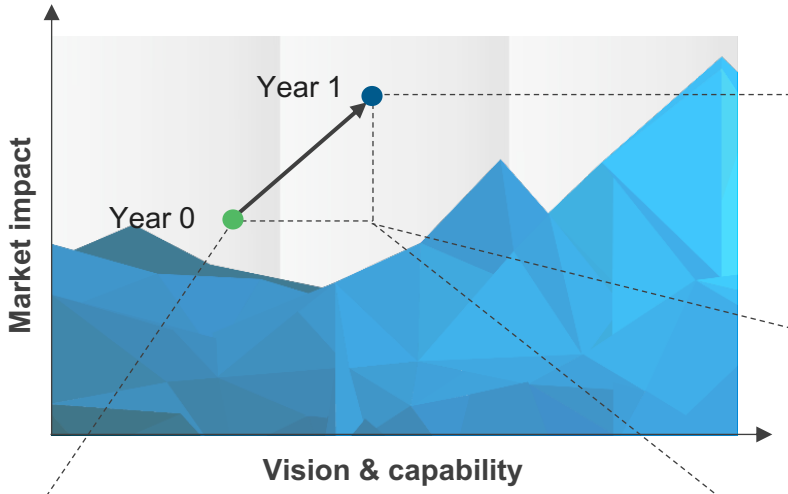
Everest Group confers the Star Performers title on providers that demonstrate the most improvement over time on the PEAK Matrix®

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

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

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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

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