

Everest Group PEAK Matrix® for Work at Home Agent (WAHA) Customer Experience Management (CXM) Service Providers 2021

Focus on Teleperformance
February 2021



Background and scope of the research

With the COVID-19 pandemic hitting the world in early 2020, economies across the globe came to a standstill. Customer experience took a hit as organizations responded to social distancing and the lockdown measures implemented around the world. This resulted in the Work at Home Agent (WAHA) business model for delivering Customer Experience Management (CXM) services becoming a crucial part of business continuity planning. Over the past years, service providers have pursued the WAHA business model, albeit on a limited scale. Elevated demand for virtual workforce, coupled with the need to ensure superior customer experience, has necessitated investments in technology, security, and talent management. Due to expectations that WAHA will become an embedded part of most organizations' CXM service delivery models post-COVID-19, an increasing number of service providers are scaling their WAHA business by fast-tracking the development of virtual hiring, onboarding, training, security solutions, workforce management, and technology capabilities to meet increased demand.

In this research, we present detailed assessments of the WAHA capability of 16 CXM service providers featured on the CXM Services PEAK Matrix® Assessment 2021. Each assessment provides a comprehensive picture of the service provider's market success, vision and innovations, service focus and capabilities, technology and security solutions, talent management capabilities, 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 16 leading CXM service providers featured on the PEAK Matrix :

- **Leaders:** Arise, Concentrix, and Teleperformance
- **Major Contenders:** Alorica, Conduent, Kelly Connect, Liveops, Sitel Group, Sutherland, SYKES, TTEC, and Webhelp
- **Aspirants:** Everise, HGS, Tech Mahindra, and Transcom

Scope of this report:



Geography
Global



Service providers
16



Services
Customer Experience
Management (CXM)

Work at Home Agent (WAHA) Customer Experience Management (CXM) services PEAK Matrix® characteristics

Leaders:

Arise, Concentrix, and Teleperformance

- Leaders have been successful in advancing their WAHA business model and continue to invest in strengthening their all-round WAHA capabilities through development of innovative solutions, expansion in new regions & verticals, and serving various buyer sizes
- They offer advanced technology and security capabilities (cloud-based omnichannel platforms, agent-assist solutions, real-time agent monitoring systems, facial recognition solutions, etc.) and talent management solutions (learning bots, microlearning, gamification, etc.), and are driving innovation beyond technology, security, and talent management by targeting areas such as outcome-based pricing and consulting to offer a more compelling value proposition to their clients

Major Contenders:

Alorica, Conduent, Kelly Connect, Liveops, Sitel Group, Sutherland, SYKES, TTEC, and Webhelp

- Major Contenders are focusing on building capabilities to serve a diverse set of buyers in different regions and industry segments. However, most of these providers currently serve a limited set of countries through work-at-home agents
- They are also developing sophisticated technology, security, and talent management solutions and have been successful in implementing them across their business. However, most of these providers are still in the process of developing an end-to-end suite of digital WAHA capabilities

Aspirants:

Everise, HGS, Tech Mahindra, and Transcom

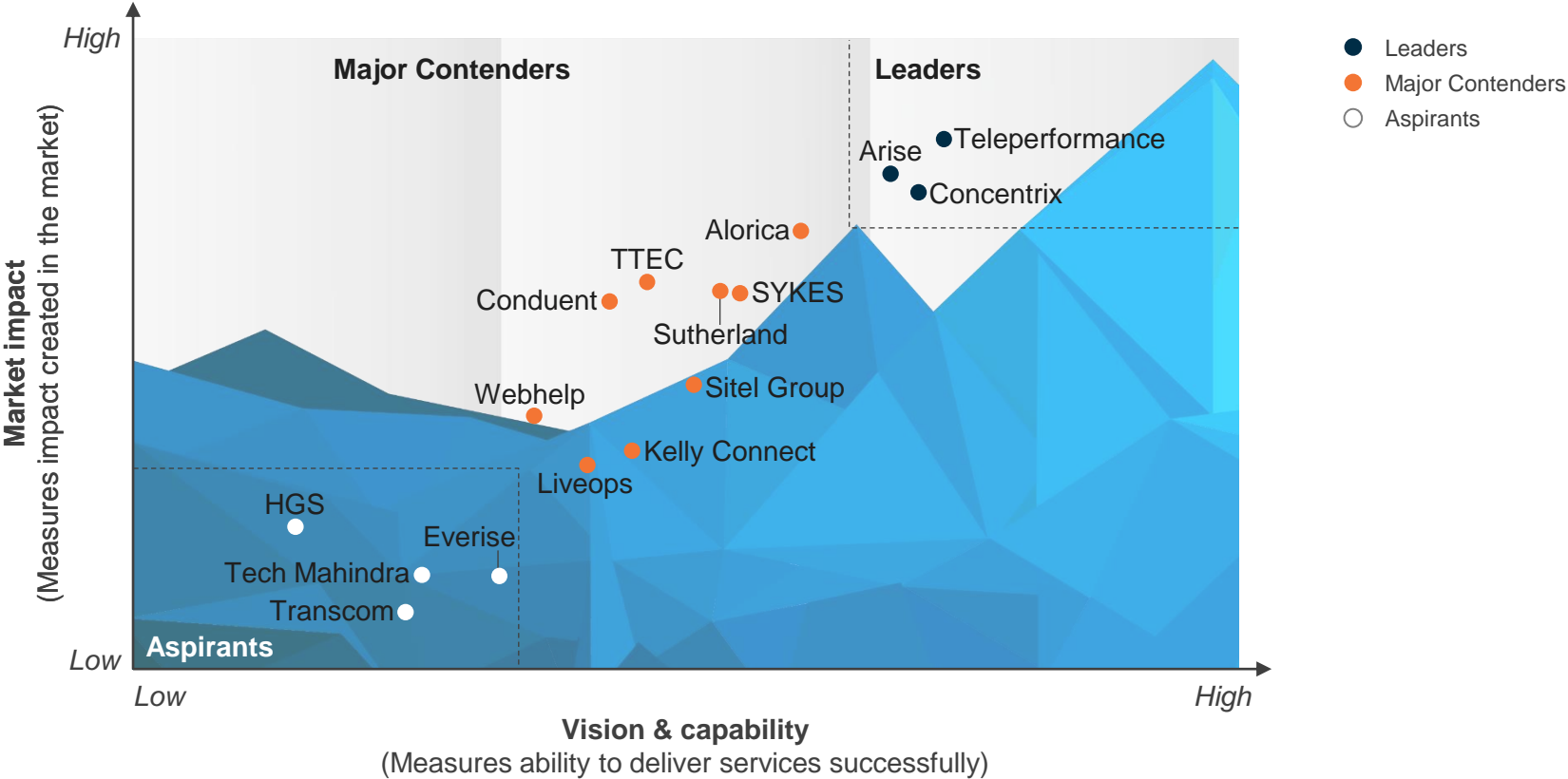
- Aspirants have a relatively limited range of capabilities to offer and are in the process of enhancing their suite of digital solutions
- They are either focused on a limited set of countries or verticals or currently have relatively small-scale WAHA CXM operations

Everest Group PEAK Matrix®

Work at Home Agent (WAHA) Customer Experience Management (CXM) Services PEAK Matrix® Assessment 2021 | Teleperformance positioned as Leader



Everest Group Work at Home Agent (WAHA) Customer Experience Management (CXM) Services PEAK Matrix® Assessment 2021



Source: Everest Group (2021)

Teleperformance | WAHA CXM profile (page 1 of 5)

Overview

Company overview

Teleperformance, a global group in digitally integrated business services, serves as a strategic partner to many companies and industries. It offers a one office support services model combining three wide solution families: customer experience management, back-office services, and business process knowledge services. The group has 331,000 employees based in 80 countries, supporting over 265 languages and 170 markets.

Key leaders

- **Daniel Julien**, Chairman of the Board and Chief Executive Officer
- **Olivier Rigaudy**, Deputy Chief Executive Officer and Group Chief Financial
- **Bhupender Singh**, Chief Transformation Officer
- **Eric Dupuy**, Chief Business Development Officer
- **Agustin Grisanti**, Chief Operating Officer
- **Scott Klein**, President of Specialized services
- **Fabio Luis**, Global Lead for Teleperformance Cloud Campus

Headquarters: Paris, France

Website: www.teleperformance.com

Major WAHA clients		
Client name	Region	Client since
Samsung	Global	Not disclosed
Grubhub	US	Not disclosed
Paypal	Global	Not disclosed

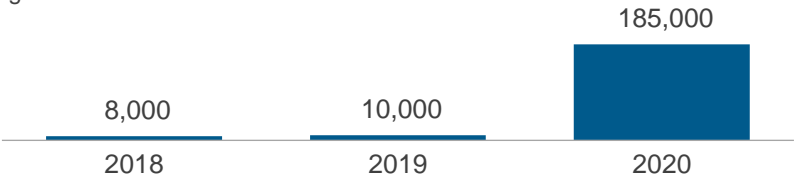
CCO WAHA revenue

In US\$ million

Not disclosed

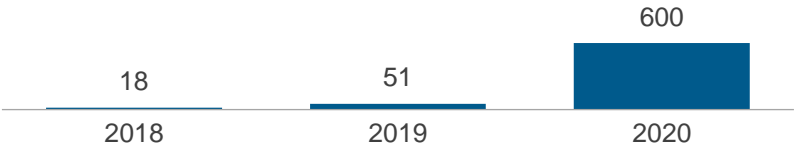
Scale of WAHA

Number of agents¹



CCO WAHA client base

Number of clients



1 Number of agents includes full-time FTEs, temporary/part time FTEs, and contractors

Teleperformance | WAHA CXM profile (page 2 of 5)

Capabilities

Split of WAHA FTEs by region
Number of agents

Not disclosed

Split of WAHA FTEs by language
Number of agents

Not disclosed

Split of WAHA revenue by process
US\$ million

Not disclosed

Split of WAHA revenue by channel
US\$ million

Not disclosed

Technology and security capabilities		
Description	Type	Comments
TP Observer	Security/monitoring tool	The system uses both AI and human review to identify suspicious or unusual activity, to ensure higher security
Olympus platform	Analytics solution	The platform utilizes a combination of commercial and proprietary tools to provide detailed, real-time analytics that help in decision-making
Noise cancelation	Technology solution	Improving quality of the calls by removing the background noise from agents' homes
Secure BYOD software	Security tool	Teleperformance uses software to completely isolate virtual desktop infrastructure from the agent's BYOD.

Talent management capabilities		
Description	Type	Comments
Virtual Working Floor	Internal communication tool	Teleperformance has developed a virtual floor with a permanent video/voice/chat connection for all the employees, thereby recreating the office environment.
TP Gamification	Employee Engagement / Training	Gamification is utilized for employee fun, socialization, and education.
Teleperformance Operational Processes and Standards (TOPS)	Performance management process	The framework ensures uniformity and quality management in programs around the world and enhances productivity and quality.
CCMS	Operational efficiency tool	A centralized repository for representatives' personal information that gives a comprehensive view of performance by integrating data from different systems or departments to form one web-based resource.

Teleperformance | WAHA CXM profile (page 3 of 5)

Client portfolio and investments

WAHA CCO revenue mix by country
US\$ million

Not disclosed

WAHA CCO revenue mix by industry
US\$ million

Not disclosed

WAHA CCO revenue mix by buyer size
US\$ million

Not disclosed

Key WAHA-specific investments			
Description	Investment type	Year of investment	Comments
TP Cloud Campus	Internal	2020	Investment to ensure consistent recruiting, training, and guidance, while enhancing efficiencies for TP clients
Collaboration tools	Internal	Ongoing	
Security/cybersecurity	Internal	Ongoing	The investment ensures that the virtual work environment is as secure as the B&M environment




Teleperformance | WAHA CXM profile (page 4 of 5)

Location landscape

CXM Work at Home Agents (WAHA) locations













Split of WAHA agents

	99% Full time FTEs
	0% Part time / temporary FTEs
	1% Contractors

Teleperformance | WAHA 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 innovation	Scope of services offered	Technology and security	Talent management	Delivery footprint	Overall
									

Strengths

- Teleperformance employs a mix of full-time work at home agents and contractors to provide sales services, customer support, and technical support services to its clients in healthcare, BFSI, government, technology, and retail industries
- It launched a virtual workforce platform, Cloud Campus, which enables it to source talent globally, keep agents connected and engaged, while providing support tools, coaching, and career advancement opportunities
- Teleperformance has been investing in developing hubs in its existing sites, stand-alone locations, and client premises for efficient governance and centralizing WAHA operations
- It also provides a comprehensive suite of security solutions, including TP Sentinel and TP Observer, which involves real-time infrastructure monitoring, suspicious behavior tracking, and facial recognition solutions
- Buyers highlighted its proactiveness, flexibility in operations, responsiveness, and business knowledge as key strengths

Limitations

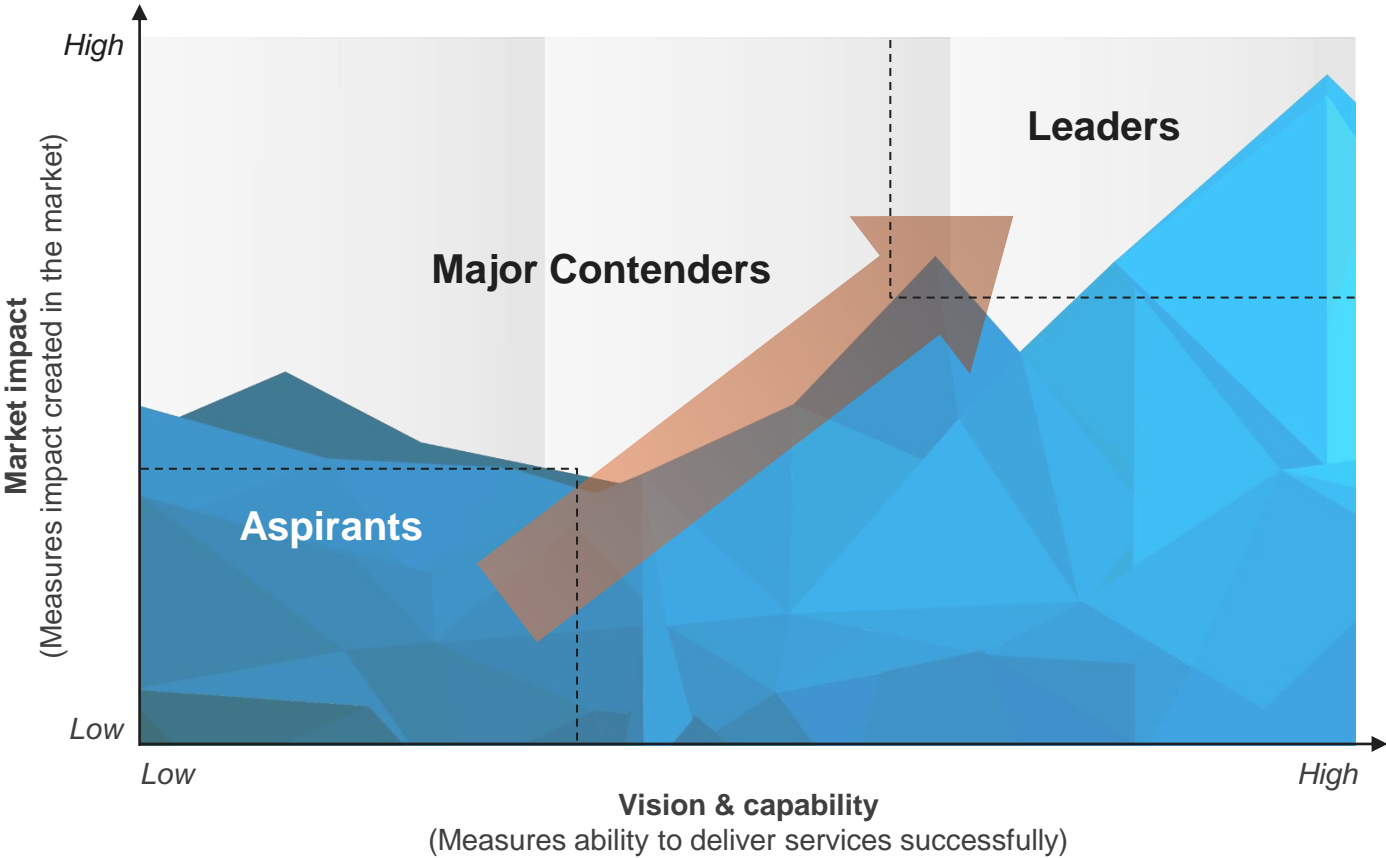
- Most of Teleperformance’s WAHA delivery capabilities are in the voice channel, which may not meet the requirements of clients looking for partners with extensive non-voice and omnichannel experience
- The majority of its clients are companies with revenue of more than US\$500 million. Its ability to successfully cater to smaller companies through work at home operations is still untested
- Teleperformance has not shown evidence in significantly employing next-generation hiring techniques (e.g., asynchronous digital video interviewing, recruiting chatbots, and audio screening solutions) as compared with peers
- Buyers would like to see improvement in the areas of more skilled talent pools, enhanced recruitment initiatives, more consistent quality of services across geographies, and proactive recommendations of business process improvements

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

Market adoption

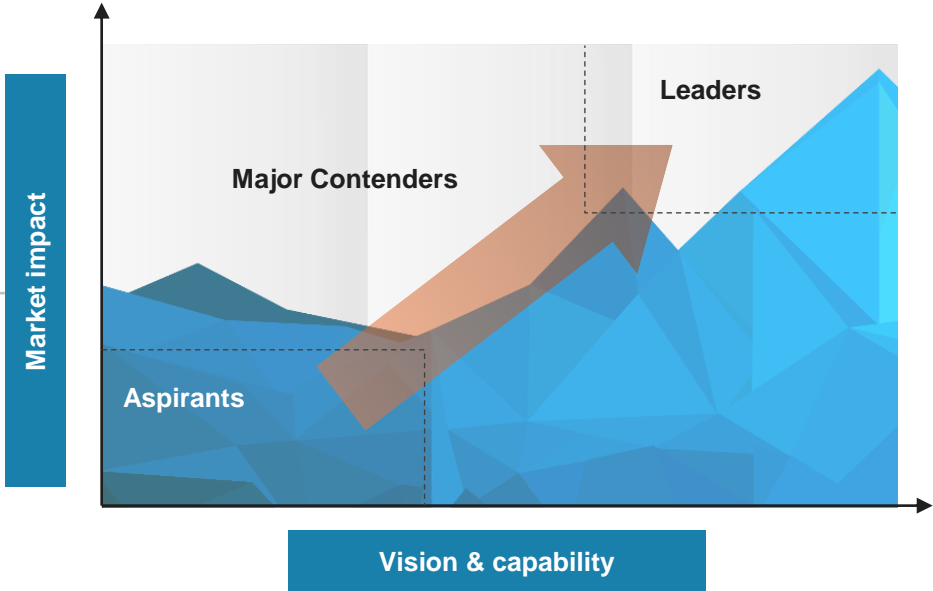
Number of clients, revenue base, growth, and deal value/volume

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 five subdimensions

Vision and innovation

Vision for the client and itself, future roadmap and strategy, and innovative commercial constructs

Scope of services offered

Depth and breadth of services portfolio across service subsegments/processes

Technology and security

Sophistication of enabling digital and security solutions across the technology suite

Talent management

Sophistication of talent solutions in hiring, onboarding, learning & development, performance management, agent engagement, etc.

Delivery footprint

Depth and breadth of delivery footprint and global sourcing mix

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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