Everest Group PEAK Matrix® for Customer Experience Management (CXM) Service Providers 2021

Focus on Webhelp

July 2021

Background and scope of the research

Background of the research

Over a year into the COVID-19 pandemic, there has been an increase in Customer Experience Management (CXM) outsourcing as enterprises looking to cut costs, balance risks, and maintain CX levels have turned to service providers to digitize their operations, shift to non-voice channels, and migrate to cloud services, all the while complying with regulatory and security norms and ensuring well-being while agents work from home. First-time outsourcers are foraying into the CXM market as customer expectations increase, behaviors evolve, and buyers lacking requisite experience and technological capabilities to manage post-COVID-19 CX demands look for more third-party outsourcing support. Service providers not only showed resiliency by setting up their own Work-At-Home-Agent (WAHA) models, designing hybrid offices and operating frameworks, and establishing instant scaling and flexing options, but also invested in digital offerings such as Intelligent Virtual Assistants (IVAs), intelligent automation, cloud-based contact centers, and omnichannel delivery to ensure business continuity for clients. They are also nurturing more strategic partnerships through consultative engagements, risk-sharing through outcome-based pricing models, and agent engagement through advanced learning and collaboration platforms. 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 39 Customer Experience Management (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 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 market.

In this research, we analyze the global CXM service provider landscape and its impact on the CXM market. We focus on:

- CXM Services PEAK Matrix® 2021
- Key insights into PEAK Matrix® dimensions
- Observations and comments on individual service providers
- Sourcing considerations for enterprises

The scope and methodology of this report:

This research covers the following CXM service providers: [24]7.ai, Alorica, Atento, Bosch Service Solutions, Capita, Cognizant, Comdata Group, Concentrix, Conduent, Covisian, Datamatics, DXC Technology, EXL, Genpact, GlowTouch, HGS, Ibex, Infosys, Inktel, Majorel, NTT DATA, Probe Group, Qualfon, ResultsCX, Sitel Group, Startek, Sutherland, SYKES, TCS, Tech Mahindra, Teleperformance, TELUS International, Transcom, transcosmos, TTEC, VXI, Webhelp, Wipro, and WNS

Scope of this report:

Geography	Service providers	Services
Global	39	CXM

CXM Services PEAK Matrix® characteristics

Leaders:

Concentrix, Sitel Group, Sutherland, SYKES, Teleperformance, TELUS International, TTEC, and Webhelp

- Leaders have been consistent in the delivery of CXM services and grew in 2020 through expansion by organic or inorganic means, entering or strengthening presence in new geographies, verticals, and serving smaller buyer sizes and start-ups through specific SMB offerings. They reported better client satisfaction scores due to greater domain expertise, access to a skilled talent pool, and better innovation and transition management in their engagements

- Leaders are also enhancing technological capabilities through proprietary solutions, partnerships, or acquisitions in the areas of AI, intelligent automation, omnichannel cloud contact centers, and remote working (both WAHA and GigCX models). Beyond technology, they are investing in innovation and design thinking labs to test and create new products, while also establishing well-being practices for agent engagement

Major Contenders:

[24]7.ai, Alorica, Atento, Bosch Service Solutions, Capita, Cognizant, Comdata Group, Conduent, Covisian, EXL, Genpact, HGS, Ibex, Infosys, Majorel, NTT DATA, Probe Group, Qualfon, ResultsCX, Startek, TCS, Tech Mahindra, Transcom, transcosmos, VXI, Wipro, and WNS

- Major Contenders are building capabilities in serving different geographies and industry segments, while specializing in a few regions or verticals

- They have also been able to develop sophisticated digital solutions, with some providers relying on third-party vendors to fill capability gaps. They are establishing experience centers and outcome-based commercial constructs for co-innovation and risk-sharing with clients, while also upskilling agents through partnerships or in-house learning platforms

Aspirants:

Datamatics, DXC Technology, GlowTouch, and Inktel

- Aspirants are focused on particular region(s), vertical(s), or buyers, and have relatively small-scale CXM operations, lower number of agents, and skewed shoring mix

- They also have digital capabilities and offer innovative models of delivery, but currently have limited digital and traditional capabilities to cater to requirements of large global buyers

Everest Group PEAK Matrix®
Customer Experience Management (CXM) Services PEAK Matrix® Assessment 2021 | Webhelp positioned as Leader

Everest Group Customer Experience Management (CXM) Services PEAK Matrix® Assessment 2021[1]
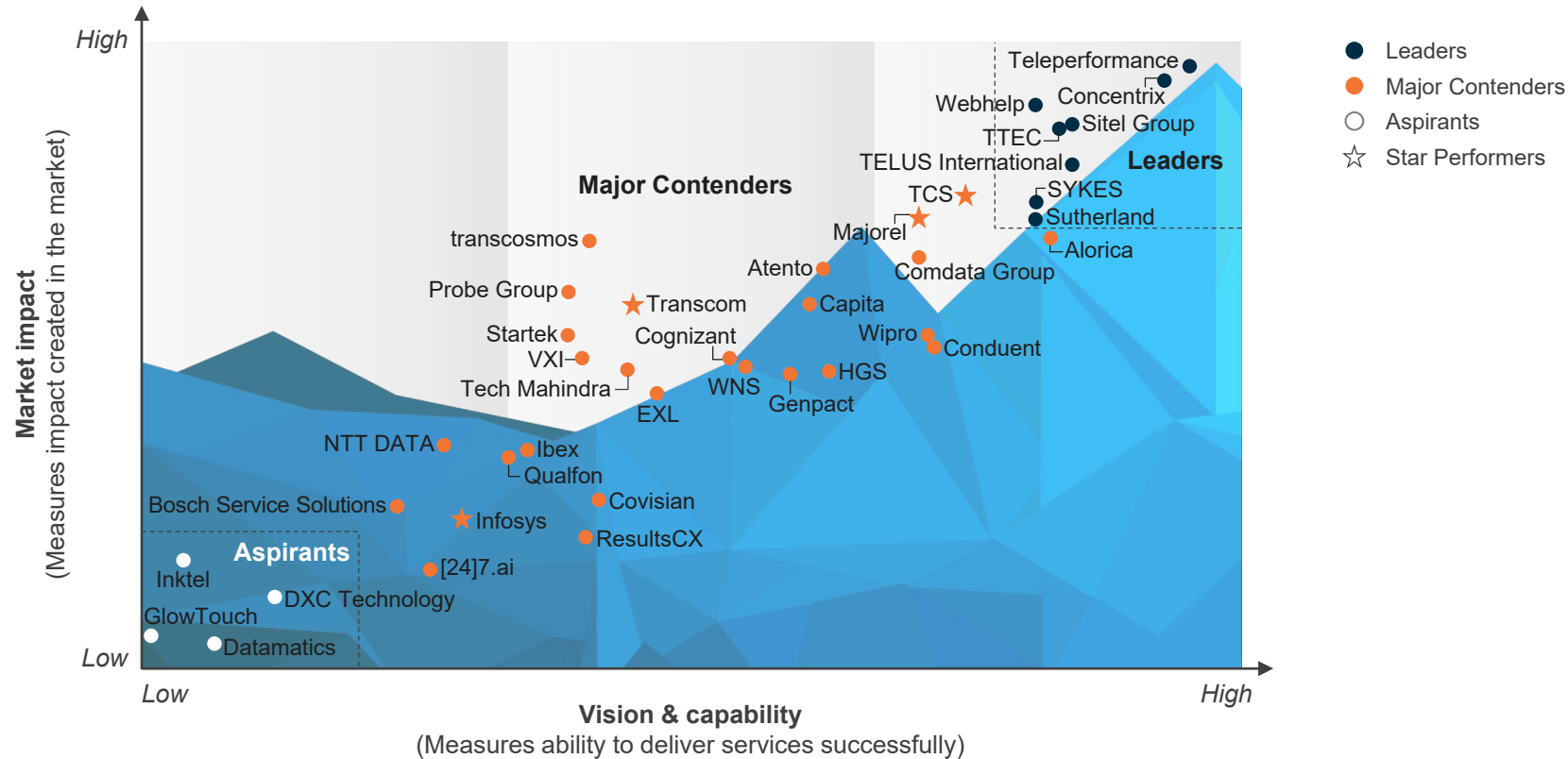
1   Assessment for DXC Technology and NTT DATA excludes service provider inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with buyers
Source: Everest Group (2021)

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Webhelp | CXM services profile (page 1 of 6)
Overview

Company mission/vision statement

Webhelp is a global BPO that designs, builds, and scales customer journeys. The company's mission is to manage customer experience for leading organizations across all major sectors. The company has a vision of working with its clients as an end-to-end, 360º partner for all B2B and B2C customer journey needs, leveraging sector expertise, technology enablement, and AI capabilities, to design tailor-made solutions and transformation to deliver better customer experiences, driving value for clients, and futureproofing their business success

Headquarters: Paris, France | **Website:** www.webhelp.com

Key leaders

- **Oliver Duha:** Co-Founder & CEO
- **Matthieu Bouin:** Group Managing Director Sales, Marketing & Solutions
- **Sandrine Asseraf:** Group Managing Director– Legal & Compliance

- **Bruno Vaffier:** Group Managing Director, Finance & IT
- **Jean-Baptiste Decaix:** Group Managing Director, Chief Client Officer
- **David Turner:** Group Managing Director, UK People & Business Development

- **Vincent Bernard:** Group Managing Director, COO
- **Vincent Tachet:** Group Chief Information Officer
- **Yan Noblot:** Group Chief Technology Officer

Recent developments

- **2021:** roll out of Polyglot, Webhelp's proprietary machine translation platform
- **2021:** acquired Dynamicall, a major LATAM BPO player with over 4,500 employees and gig CX capability. The acquisition enhances Webhelp's service portfolio in several strategic areas including Spanish and multilingual operations with on/nearshore and offshore delivery capacities for the local and international Spanish-speaking market
- **2021:** partnered with Microsoft in Egypt with commitment to grow to 1,000+ jobs in 2021
- **2021:** launched The Nest by Webhelp, a CX program for start-ups and scale-ups, in six new countries
- **2020:** Gobeyond Partners establishes DACH market HQ in Germany
- **2020:** initiated two partnerships with local providers in China (Kingwisoft) and Japan (Telenet) to support rapid expansion in APAC
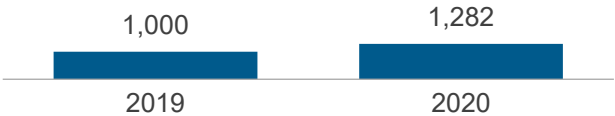
CXM revenue
In US$ million

1,553	1,869
2019	2020

Scale of CXM
Number of FTEs

55,000	73,318
2019	2020

CXM client base
Number of clients
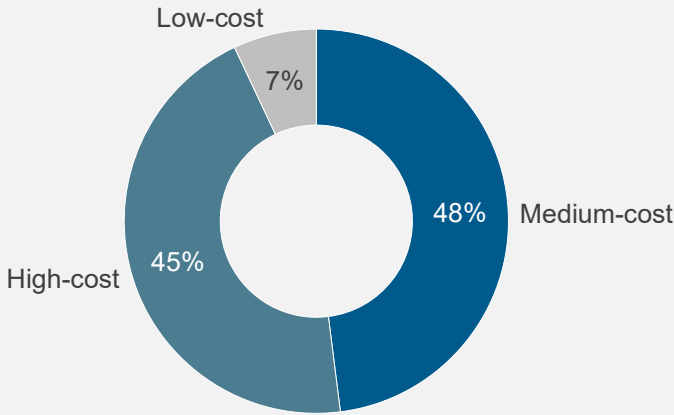
1,000	1,282
2019	2020

Note: This profile is based on 2020 data and the updated profile with 2021 numbers will be published in Q3 2021.

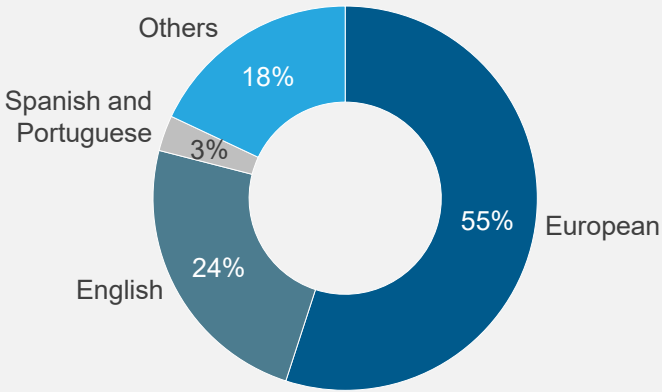# Webhelp | CXM services profile (page 2 of 6)
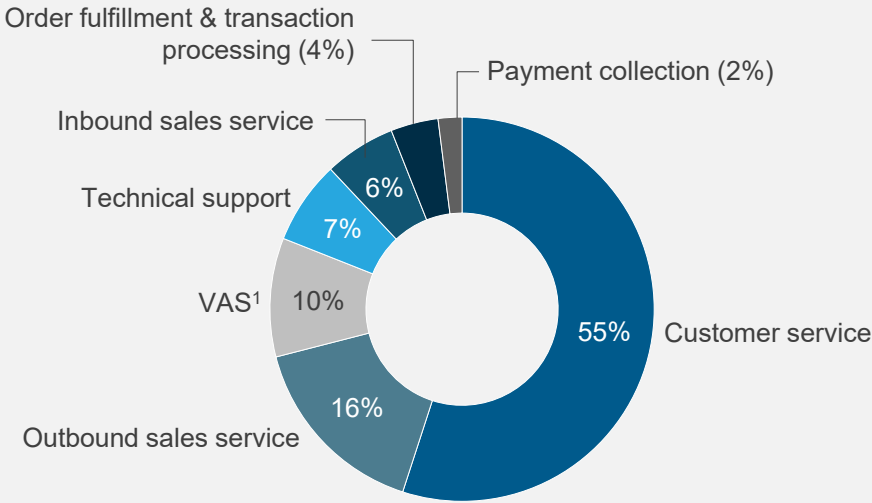## Capabilities

Split of CXM FTEs
Number of FTEs

By location

Low-cost 7%

High-cost 45%

Medium-cost 48%

By language

Others 18%

Spanish and Portuguese 3%

English 24%

European 55%

By process

Order fulfillment & transaction processing (4%)

Payment collection (2%)

Inbound sales service

Technical support 6%

VAS[1] 7%

10%

16%

Customer service 55%

Outbound sales service

1   Includes channel management, customer analytics, customer retention management, and performance management & reporting
Note: High-cost regions include North America, Western Europe, Japan, Singapore, and Australia & New Zealand; medium-cost regions are Latin America, Central and Eastern Europe, and Middle East & Africa, while low-cost regions are India, the Philippines, and Rest of Asia

Webhelp | CXM services profile (page 3 of 6)
Key CXM investments | proprietary solutions and partnerships
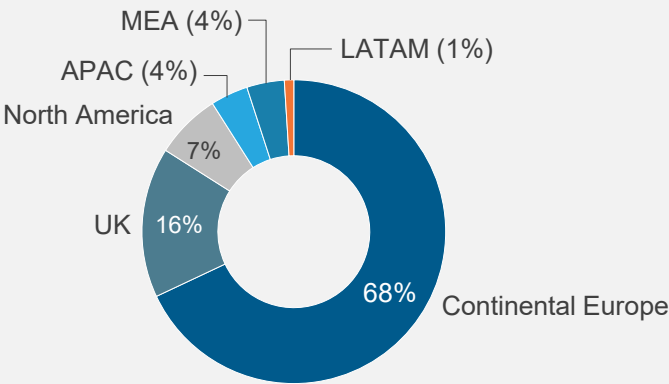
Key partnerships
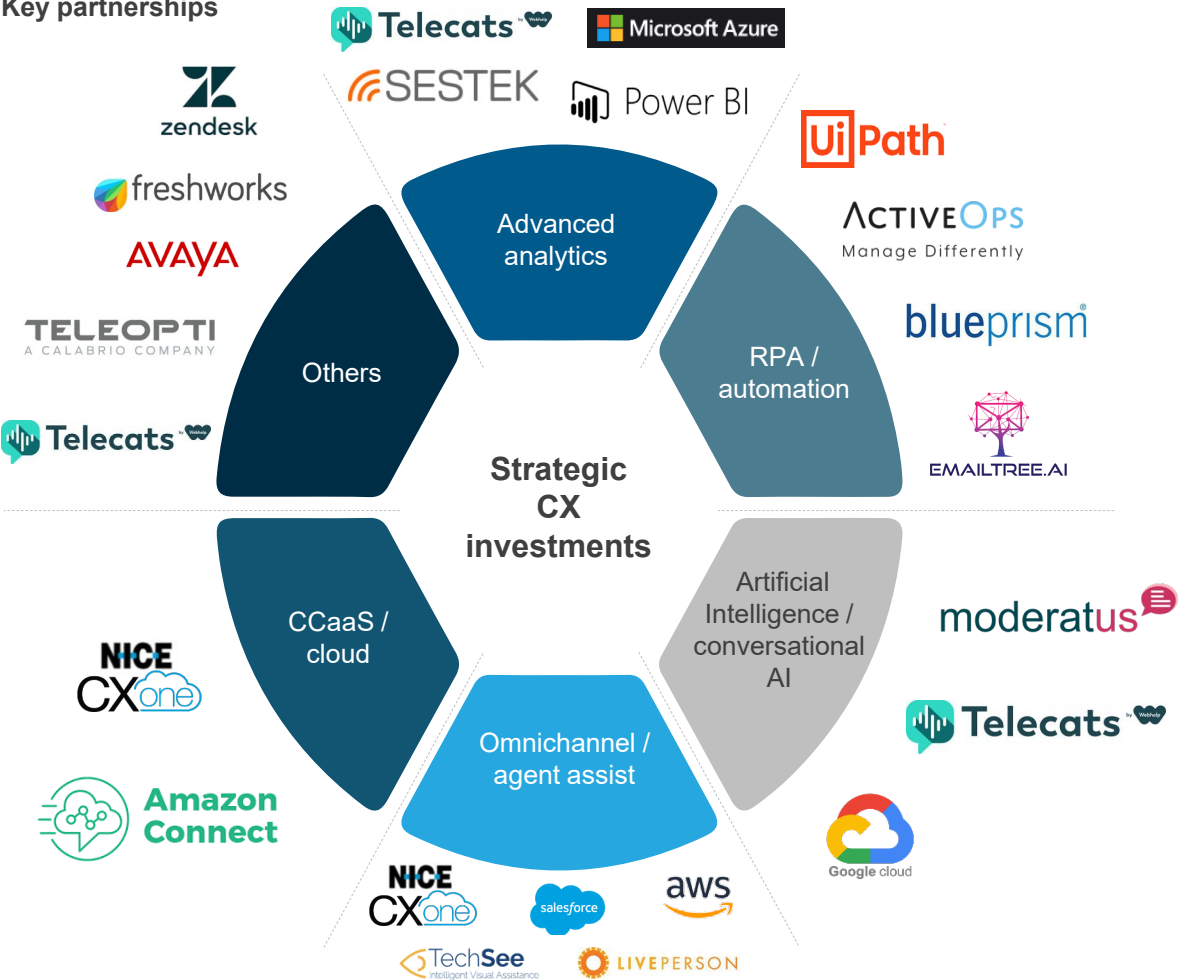
Key proprietary solutions

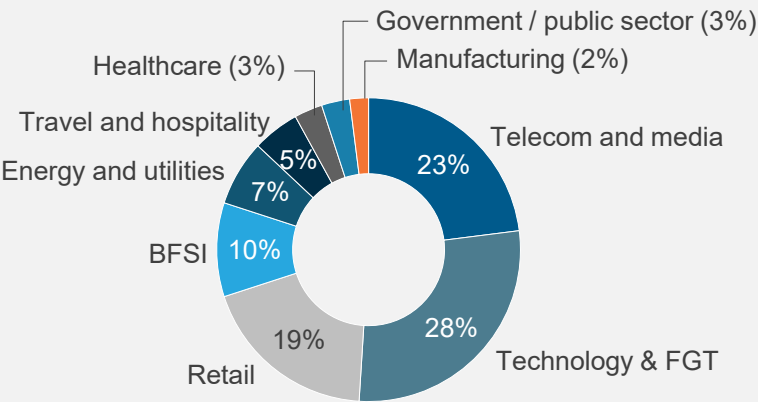|	
VoC Dashboard	It is a customer dashboard that visualizes both customer interactions and customer feedback (post-interaction surveys)
Unified Data Lake	It is a global platform that harnesses the power of group-wide data, provides enhanced reporting and advanced analytics to clients, and enables improved performance from a campaign level to an individual level
Polyglot	It is an omnichannel solution that combines translation engines and AI-powered machine learning algorithms with human expertise. It covers languages that are difficult to staff, improving NPS and response times while decreasing cost to serve
Self-Augmented Agent	It is an assistant that in real time helps the advisors process the call and ask the right questions at the right time to carry out the conversation so that they can focus on emotional intelligence
Predictive attrition model	The model is used to forecast and minimize attrition among agents and supervisors; deployed in EMEA
Webhelp Anywhere	It is a holistic client solution, combining location with delivery models (onsite/hybrid/virtual) - augmented by AI and automation
Voice automation services	It is a proprietary smart IVR platform providing natural language understanding and self-service capability

Webhelp | CXM services profile (page 4 of 6)
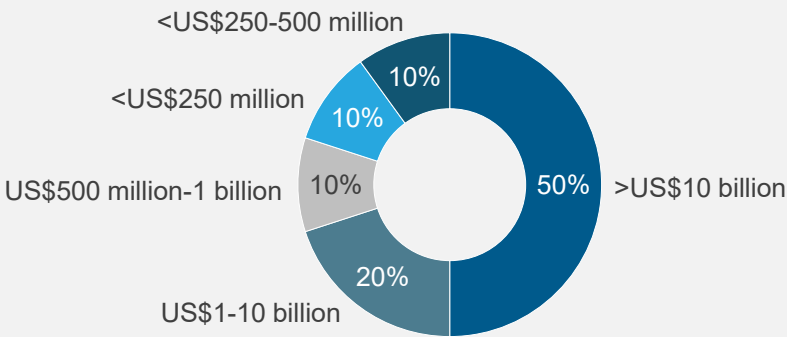## Client portfolio
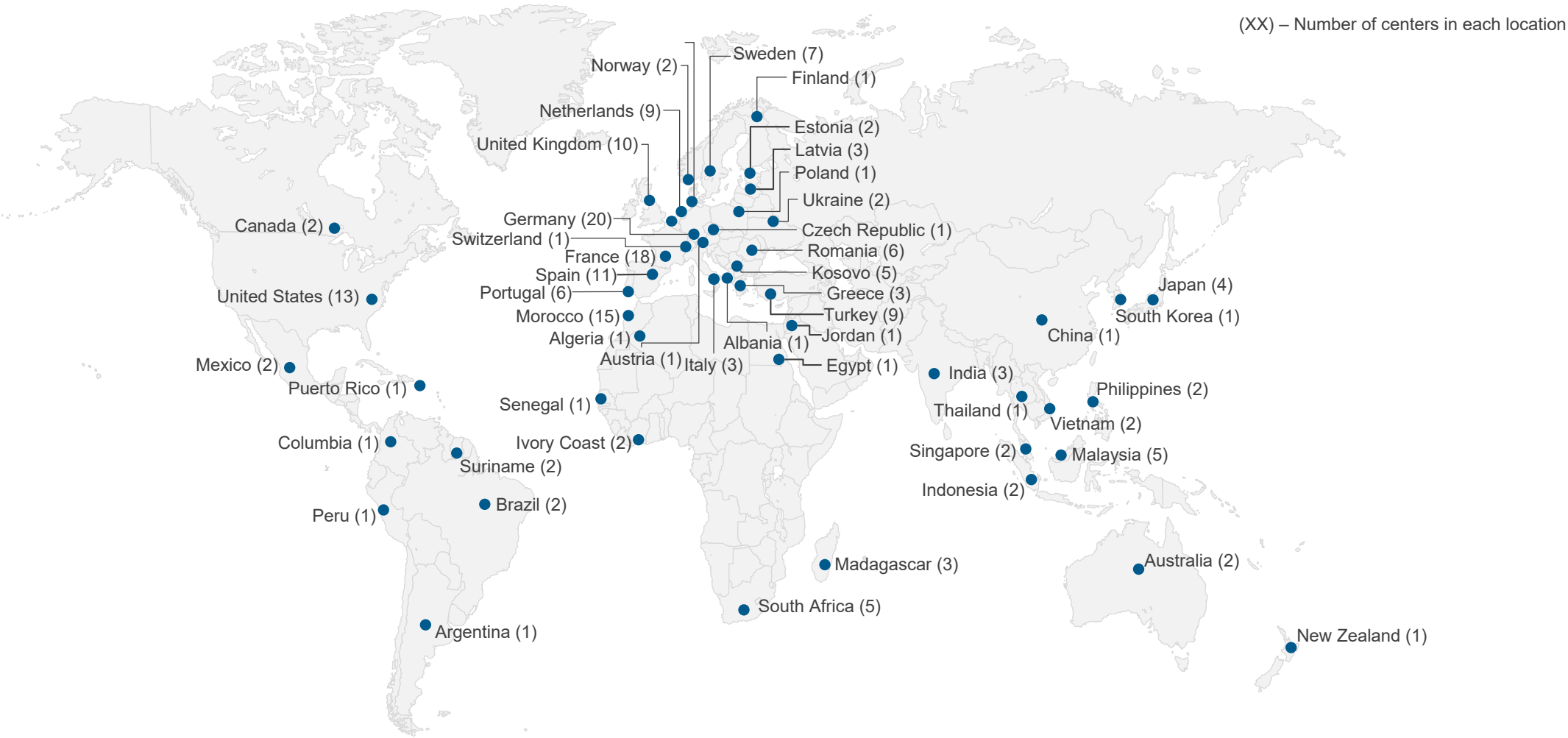
CXM revenue mix
US$ million

By geography

- MEA (4%)
- LATAM (1%)
- APAC (4%)
- North America 7%
- UK 16%
- Continental Europe 68%

By industry

- Government / public sector (3%)
- Manufacturing (2%)
- Healthcare (3%)
- Travel and hospitality 5%
- Energy and utilities
- Telecom and media 23%
- BFSI 10%
- Technology & FGT 28%
- Retail 19%
- 7%

By buyer size

- <US$250-500 million 10%
- <US$250 million 10%
- US$500 million-1 billion 10%
- >US$10 billion 50%
- US$1-10 billion 20%

Key customer experience engagements

Client name	Region	Client since
Global contracts with 6 out of the Forbes' top 10 digital tech companies 2020 - A majority of American multinational technology groups	Global - Multi Regions	1st contract: 2010 - Several contracts renewed in 2020
A multinational furniture retailer	Global - Multi Regions	2019
One of the top 10 most valuable FinTech companies	Global - Multi Regions	2019
World leader in lighting	North America - Europe - APAC	2018
A multinational low-cost airline group	Global - Multi Regions	2015
One of the largest sportswear manufacturers in the world	Global - Multi Regions	2019

Webhelp | CXM services profile (page 5 of 6)
Location landscape

CXM delivery locations

(XX) – Number of centers in each location

Norway (2)
Sweden (7)
Finland (1)
Netherlands (9)
Estonia (2)
United Kingdom (10)
Latvia (3)
Poland (1)
Ukraine (2)
Germany (20)
Czech Republic (1)
Switzerland (1)
Romania (6)
France (18)
Kosovo (5)
Spain (11)
Greece (3)
Portugal (6)
Turkey (9)
Morocco (15)
Jordan (1)
Algeria (1)
Austria (1)
Albania (1)
Italy (3)
Egypt (1)

Canada (2)
United States (13)
Japan (4)
South Korea (1)
China (1)

Mexico (2)
India (3)
Philippines (2)
Puerto Rico (1)
Thailand (1)
Vietnam (2)
Senegal (1)
Singapore (2)
Malaysia (5)
Columbia (1)
Ivory Coast (2)
Indonesia (2)
Suriname (2)
Peru (1)
Brazil (2)
Madagascar (3)
Australia (2)
South Africa (5)
Argentina (1)
New Zealand (1)

Webhelp | CXM services profile (page 6 of 6)
Everest Group assessment – Leader

Measure of capability: ◔ Low ● High

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

Strengths

- Webhelp envisions itself as a human-centric solution designer and technology enabler, and is a leading service provider in EMEA. To augment its LATAM footprint, it recently acquired Dynamicall, a Peruvian BPO provider

- Webhelp has strong capabilities in back-office processes and data annotation, which complement its CXM services suite. It caters to buyers across industries and sizes, and recently expanded The Nest, a unique CX program that targets start-ups and hyper-scaling firms interested in outsourcing CX and enabling exponential growth

- It has a stand-alone global consulting business, GoBeyond Partners, which offers consultative services such as customer journey orchestration, channel strategy, CX automation through chat, smart IVRs, and AI-led text analytics, as well as leadership programs for CX executives. To meet increasing transformation demands, it is also building CX labs for immersive experiences and co-innovation with clients

- Webhelp has virtual operations management capability built on its cloud-based Webhelp Anywhere platform. It has a series of associated tools supporting talent and workforce management, virtual infrastructure, biometric recognition and PCI-certified delivery, and contingency management. It also has AI-assisted GigCX capabilities through Ubycall

- It is adept in supporting agents throughout the customer life cycle, from pre-interaction solutions such as self-service, IVAs, and voice bots, mid-interaction support with email and desktop automation and agent assist, and post-interaction capabilities such as predictive analytics, quality monitoring, and performance tools. It has also invested in well-being analytics, predictive attrition modeling, and live coaching for agents' development and welfare

- Buyers pointed to adaptability, employee-orientation, cultural alignment, ease of doing business, and proactiveness as dominant factors in their engagements with Webhelp

Limitations

- Although it has a strong foothold in the EMEA market, Webhelp has limited capability to serve other geographies, especially Latin America and Asia, which might position it unfavorably to buyers looking for multi-regional support

- Webhelp has a massive workforce in onshore and nearshore locations, supplemented by strong capabilities in WAHA. However, it has a low offshore presence in India and the Philippines as compared with peers, which may impede cost-efficient delivery of services and may fail to attract buyers with operational costs as a parameter for CX outsourcing

- Buyers perceive speed of innovation, a tendency for over-collaboration and reluctance to challenge clients' ideas, program management, execution, reporting and analytics, cross-selling, and sharing of best practices as areas in which it can improve

Appendix

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

Everest Group PEAK Matrix
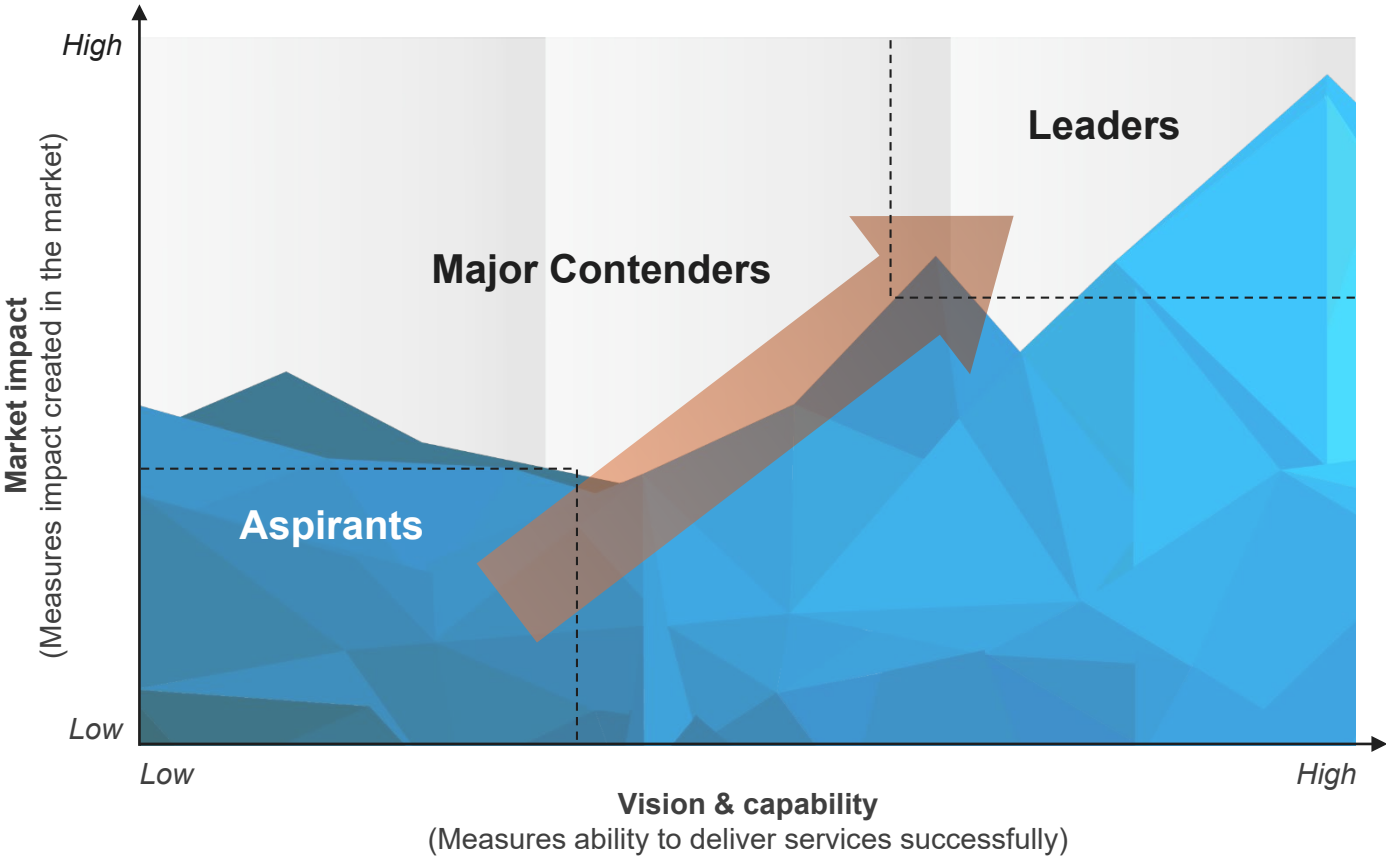
Services PEAK Matrix® evaluation dimensions

Measures impact created in the market – captured through three subdimensions
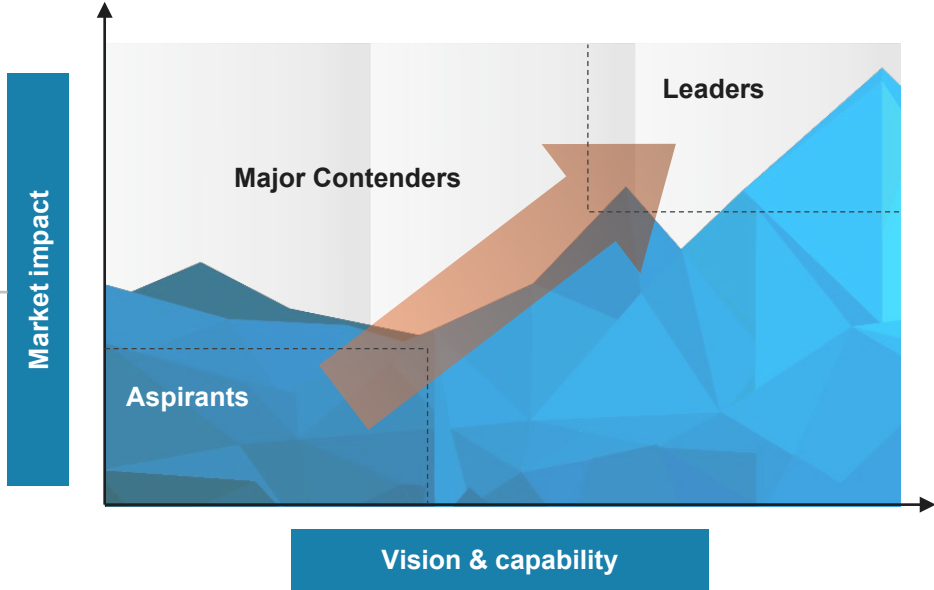
Market adoption

Number of clients, revenue base, 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

Market impact

Leaders

Major Contenders

Aspirants

Vision & capability

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.
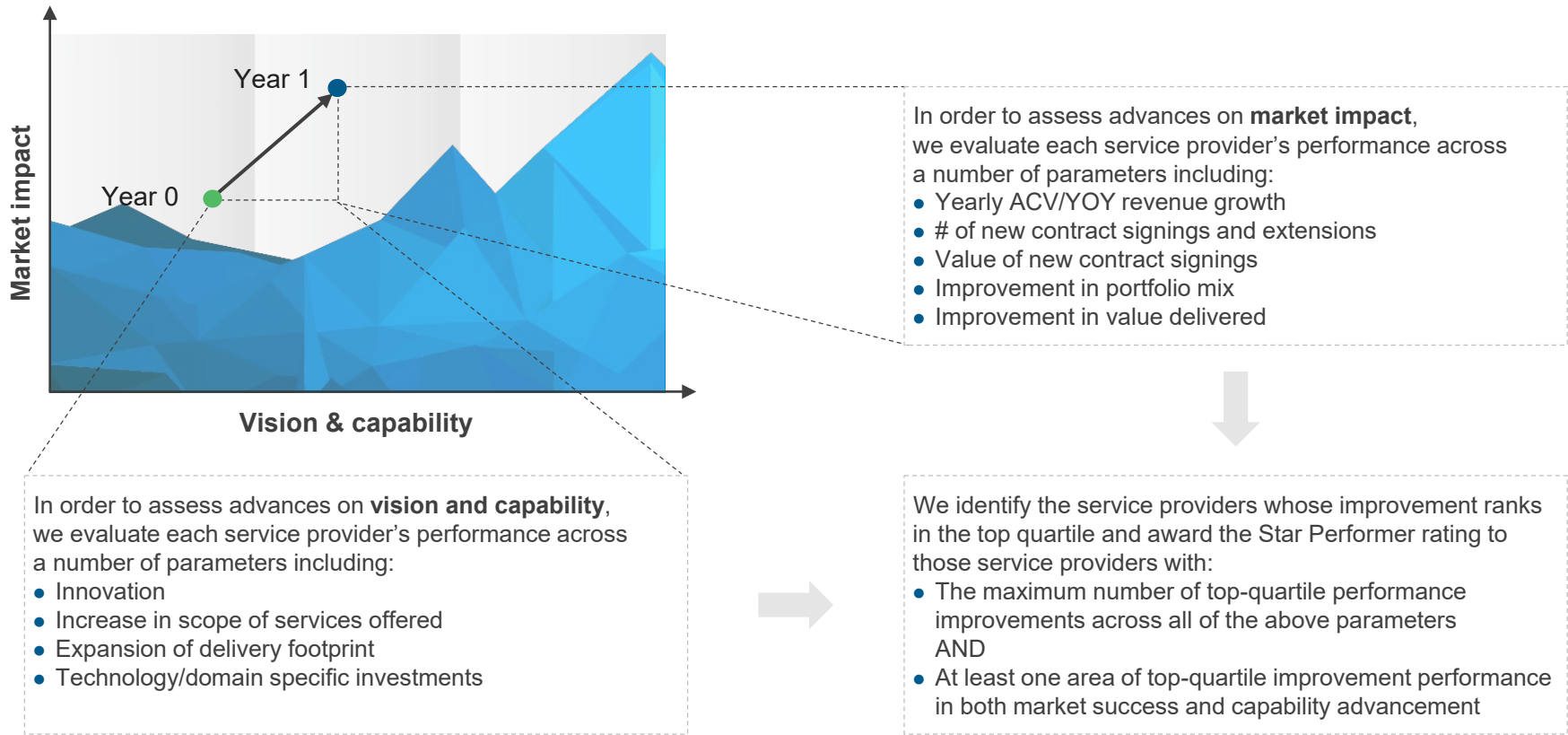
Delivery footprint

Delivery footprint and global sourcing mix

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

Market impact (y-axis)

Year 1

Year 0

Vision & capability (x-axis)

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.

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

Everest Group®

With you on the journey

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Dallas (Headquarters)
info@everestgrp.com
+1-214-451-3000

Bangalore
india@everestgrp.com
+91-80-61463500

Delhi
india@everestgrp.com
+91-124-496-1000

London
unitedkingdom@everestgrp.com
+44-207-129-1318

Toronto
canada@everestgrp.com
+1-647-557-3475