ISG Provider Lens™

Contact Center - Customer Experience Services

Archetype Report

A research report aligning enterprise requirements and provider capabilities

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About this Report

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The research and analysis presented in this report includes research from the ISG Provider Lens™ program, ongoing ISG Research programs, interviews with ISG advisors, briefings with services providers and analysis of publicly available market information from multiple sources. The data collected for this report represents information that ISG believes to be current as of September 2020, for providers who actively participated as well as for providers who did not. ISG recognizes that many mergers and acquisitions have taken place since that time, but those changes are not reflected in this report.

All revenue references are in U.S. dollars ($US) unless noted.

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ISG Provider Lens™

ISG Provider Lens™

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EXECUTIVE SUMMARY

Evolution of Contact Centers Post COVID

When COVID-19 struck, organizations worldwide grappled with a multitude of challenges, including call abandonments, high call waiting times and poor customer service that led to disgruntled customers. The pandemic hit captive operations in particular. While demand for core goods among enterprises plunged overnight, business costs remained the same. Many captives have struggled to scale operations up or down in the face of dramatic changes in demand. At the same time, digitally native entities, like fintech and insurtech companies, that had opted for outsourcing experienced minimal or no disruption due to the early adoption of flexible working models, cloud technologies and automation. In addition, the business process outsourcing (BPO) industry was better placed than in-house contact centers; the latter were the hardest hit as they are generally concentrated in one country instead of being spread across many. Subsequently, the enterprises that outsourced were in a much better position than the ones with captive operations. Enterprises that outsourced relied on the service provider's expertise, scale, and technology to enable a seamless shift. At the same time, the service providers went the extra mile to make the shift possible, with the necessary technologies, partnerships and scale. They even spent additional amounts to help employees with laptops and connectivity. In some instances, company CXOs and senior management delivered laptops to employees, in person, in their homes. Also, some of the global service providers with delivery centers in China and Italy anticipated the scenario earlier than their counterparts in other parts of the world. These service providers were able to act proactively to facilitate work from home sooner than that seen in other countries. They even proactively sought permission from their clients to enable work from home.

With COVID-19, organizational buying behavior has taken a sharp turn, pushing enterprises to rethink their customer experience strategies. Up to 50 percent of clients and some service providers are now re-evaluating their contact center strategies, and other aspects such as location, in-house/outsource, in/out of office and also human versus digital labor. The pandemic has highlighted local challenges/drawbacks in pre-COVID business continuity plans (BCPs).

Companies are looking at long-term business resilience. COVID-19 will bring several new normal practices to this industry, especially as companies have, so far, been fairly conservative in allowing the work-from-home model for employees.

Cloud technologies such as contact center as a service (CCaaS), cloud virtual private networks (VPNs) and cloud virtual desktop infrastructure (VDI) have been the biggest enablers in this context. Companies that adopted automation and relied on conversational artificial intelligence (AI) or bots were at an advantage as number of level 1 and level 2 queries were addressed by bots.

In the pre-COVID-19 era, we defined the buying journey of a customer as crawl, walk, run and transform. However, with COVID-19, organizations are no longer crawling; they have, at the bare minimum, embraced or will embrace automation to handle basic queries when they outsource. Therefore, transformation journey has been accelerated with COVID-19. Organizations are recognizing the need for technology to build resilient operations, and with this the mere lift-and-shift and FTE-driven models are no longer relevant. Organizations have begun walking on their transformation journeys with an eye on customer experience. Organizations that are in the run phase of the journey continue to undertake changes to build a highly resilient model and the ones in the transform stage have survived the pandemic with minimal or no disruptions.

Among the archetypes that we have defined, peak season buyers are companies that are looking for work-at-home agents (WAHA) to attend to peak season demands. However, with COVID-19, nearly 100 percent of contact center agents are working from home, and with the emergence of gig economies, this archetype no longer exists as the working model takes a paradigm shift.

With all these changes, contact centers will evolve significantly. Business priorities and technology adoption will undergo a significant change. Organizations will make customer experience a priority, and not limit their contact centers to just customer service.

Trends that are impacting contact centers

Figure 1 – Impact of COVID on Contact Centers and future of communication

Voice calls will see a drastic decline but will continue to serve as an important medium of communication, especially to resolve complex queries.

Working from home is the new norm. Lesser regulated industries will continue with the work-from-home set up or move to a hybrid model. This will help expand the talent pool.

The adoption of **digital channels** will increase significantly. With the increased channel proliferation, channels such as WhatsApp and social media are gaining traction.

Cloud contact centers are a necessity. With the impact of COVID-19 in this space, the adoption of cloud contact centers will be fast tracked to enable seamless connectivity.

Personalization is the need of the hour. Enterprises can truly differentiate themselves by providing personalization backed by analytics that empowers the agent.

The increased adoption of **chat bots/conversational AI** to drive connectivity and handle most level 1 and level 2 queries during the pandemic was a game changer.

Source: ISG Research 2020

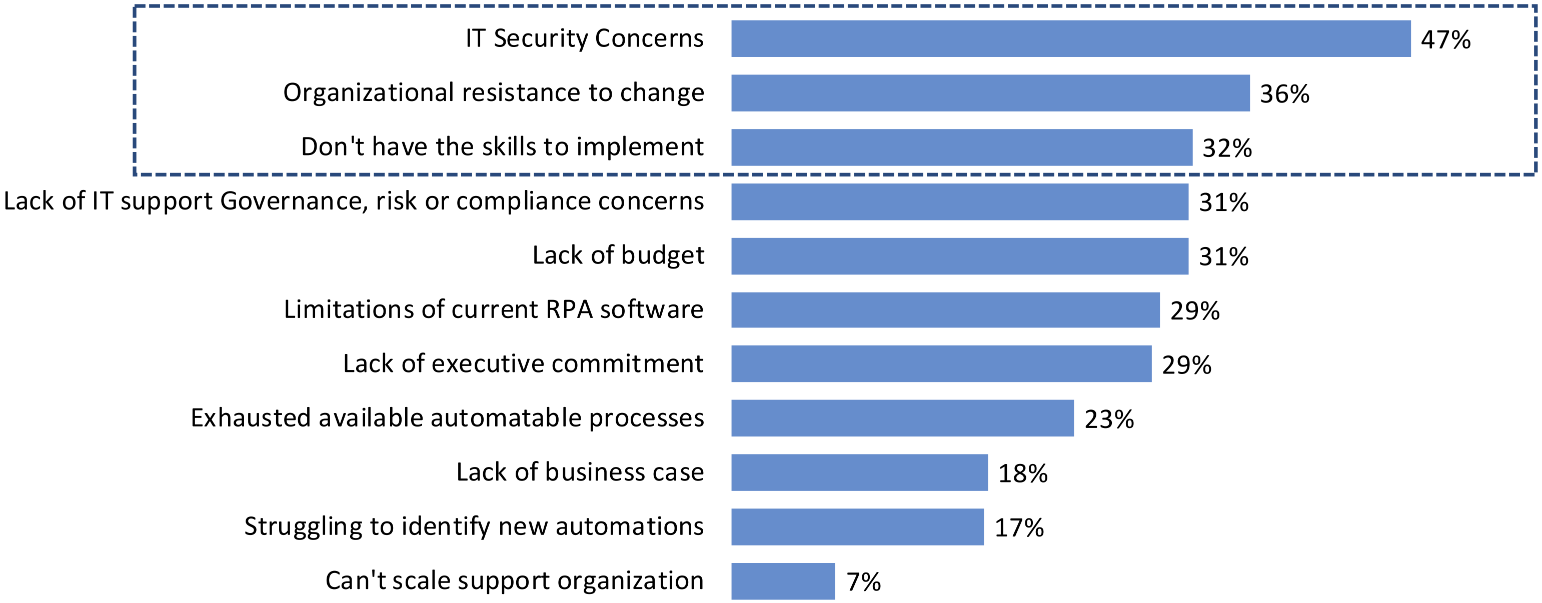
Automation will find increased significance: During the pandemic, enterprises that lacked automation faced the major challenge of surge in call volumes. At the same time, some enterprises were quick to adopt chatbots as was the need of the hour, whereas some digitally matured enterprises had already adopted bots to handle call volumes and thereby faced minimal disruption. Automation is inevitable and the industry is already witnessing a drastic increase in adoption. Most contact centers are actively looking at scaling automation and are turning to new technologies such as conversational AI in the form of digital/virtual assistants or chatbots. With bots becoming more mature and smarter to provide more human-like experience, agents will be able to dedicate themselves to handle complex queries.

It is to be noted that 80% of BOT 3.0, (the most mature state of enterprise automation capability, with robotic process automation (RPA) in multiple functional areas and cognitive solutions in production) enterprises state that with automation they are meeting their goals of internal and external customer experience, and 20% state that the adoption of automation is exceeding their expectations.

Source: ISG Insights - RPA Deployment & Capability Study 2019, n=346

Organizational change management is more important than ever: With companies prioritizing digital and scaling automation, change management in organizations is becoming more critical. Enterprises, particularly the ones at the lower end of the digital maturity curve, face resistance in making technological changes. To help people be open to the idea of automation, they must first understand the reason for change, understand their role to deliver that change and, most importantly, understand the impact this change will have on them. Proactively communicating a change program is the only way to create an open culture. An essential element to an organizational change management (OCM) and communication plan is listening.

Figure 2: Top three challenges companies face with RPA



Source: ISG Insights 2019 RPA Deployment & Capability Study, n=346

Channel proliferation has increased exponentially: Industries were not prepared for the aftermath of lockdown announcement across countries, when contact centers had to be shifted to the work-from-home model. Call volumes were unusually high and so were the wait times. Call abandonment rates, too, increased. Bandwidth challenges in a home environment caused some real frustration for customers on the phone — long waiting hours culminating in calls getting disconnected while talking to an advisor — and they have resulted in a huge shift to asynchronous channels such as e-mails and social and async messaging, where a customer can communicate the issue and get a response later, without waiting on a call. Some software vendors are reporting over 300 percent increase in the usage of these channels compared with traditional voice.

Analytics to drive empathetic conversations: True customer experience (CX) is derived through true employee experience (EX). If an agent is not empowered with basic information, such as name and phone number, it is nearly impossible to respond to a call. But this is changing with AI and analytics; an agent can get complete background information to have more contextual, proactive and meaningful conversations with end users. Speech analytics, text analytics, sentiment analytics, customer behavior prediction, persona-based interactions etc. are enabling such meaningful conversations.

Evolution of cloud contact centers: In this crisis situation, enterprises face new challenges, especially while delivering highly personalized services seamlessly across channels. They are compelled to rethink their technology strategy. Even legacy-heavy enterprises are making cloud platforms a priority. The ones that have already adopted cloud contact centers have been able to implement a work-from-home setup easily with minimal disruption while making this transition. With recognition of the benefits of remote working, there is a push to adopt this setup for the long-term; some of the benefits include productivity gains from employees, cost optimization and flexibility to tap into a larger pool of talent. Thus, to enable better business outcomes, contact centers are looking to accelerate their move to cloud solutions.

Building secure work-from-home environments: In the current work-from-home scenario, contact center employees are moving away from secure facilities and desktops, and in some cases following the BYOD model, which has made security a priority. Several technologies are evolving and are being adopted to support the work from home model. Companies are increasingly adopting security measures such as facial recognition, auto screen lock, voice biometrics, robust usage of VPN, screen monitoring and data discovery tools to fortify the work from home environment. AI is a game changer, in this context, and will be leveraged to bring the latest security solutions to agents.

Bearing in mind that the contact center industry has exposed to breaches in the past, the sudden shift to the work-from-home model has made systems more vulnerable than ever. Hence, organizations must take stringent measures to address security, including frequent and extensive training for agents to make them aware of security breaches and the importance of following security protocols.

Talent management and development is the essential next step: There has been a major shift in agent development and management and agents need to adapt to new ways of working. They will be required to unlearn certain protocols that were more appropriate for a bricks-and-mortar set up, and learn new protocols that are more suitable in a work-from-home environment. Also, agents need to adapt to new as companies are looking to accelerate their digital transformation. With rapid automation, agents must look at reskilling to be able to handle complex calls or queries. With new skills, agents will play an important role in retaining customers. In this context, investing in training programs and agent development programs, including security training and education, will become critical. With the work-from-home model, the adoption of robust collaboration tools is on the rise to enable peer interactions and agent to supervisor interactions. Also, in the recent times, gamification has gained popularity and is highly engaging, fostering healthy competition, which, in turn, has an impact on productivity and motivation levels.

CX consulting: With increased transformation needs and the need to draw a roadmap for the same, organizations will lean on sourcing partners. Implementing learnings from research and development (R&D) and bringing in design thinking capabilities has become highly essential. This is a critical capability that will help in the development of holistic relationship between clients and their sourcing partners.

Introduction

Contact centers have evolved from providing contact center services to offering customer experience services and transformation. With COVID-19, there has been a paradigm shift in buyer behavior. Services have evolved from being agent driven to becoming human and machine driven. An agent's co-worker or peer is no longer just another human agent, but can also be a machine. COVID-19 has triggered multiple changes across industries, including changing customer requirements significantly. With the restrictions imposed by the pandemic, enterprises have naturally transitioned to higher levels of the digital maturity curve. The journey of contact center outsourcing begins with automation in the new era. With this change, automation is table stakes and, hence, the archetype of customer services buyers that relied heavily on FTE driven transactions has transformed into automation embracers.

With the world moving to the virtual working set up, contact centers are no exception. Bare minimum and highly restricted virtual set ups of industry contact centers have always been in existence, but, with COVID-19, the contact center space has seen an overnight shift to the virtual mode. Another significant impact has been on the sourcing worlds. Pre-pandemic, enterprises opted for work at home agents to address peak season demands, but with the virtual set up, organizations have several options to choose from such as gig economy, BYOD agent onboarding and larger work from home set up that allows organizations to seamlessly address peak seasons. This change has had an impact of another archetype, peak season buyers.

Digital connoisseurs and CX evangelists have become very prominent in this changing scenario. Enterprises are proactively adopting new technologies to make significant changes in the way they serve their customers; to address evolving customer demands and help enterprises during this transition, service providers must not only offer technologies but also add to their skill sets and engage in expansive consulting exercises.

About This Research

This ISG Provider Lens™ report summarizes the relative capabilities of 21 contact center providers service providers and their abilities to address the requirements of three typical, frequently encountered categories of enterprise buyers (archetypes). Each archetype represents a unique set of business and technological needs and challenges. Our research found no shortage of providers with capabilities adequate to satisfy the contact center needs across most user archetypes. This is due in large part to two core realities regarding the archetypes:

1. The characteristics of each archetype are moving targets because, while the core requirements rarely change, the relative importance of different requirements can vary based on business and/or technological environment changes.
2. Most enterprises, especially larger firms, tend to include multiple archetypes. As each archetype's requirements evolve based on business and technological changes, so too does the presence and value of each archetype within the enterprise. Therefore, enterprises have an ongoing series of choices when it comes to contact center services provider selection. They will need to strike a balance between optimal business value and relative cost of the provider engagement, integration and management. Market changes, new business models, fluctuating economic factors and other variables will continually add to and subtract from user needs.

This report uses research and analysis from ISG's long-running work with enterprise clients and BPO services providers to identify and examine key changes in, approaches for and buyers of contact center services. We map the user-side requirements to provider-side offerings and capabilities. Not every user enterprise has the same requirements. In this report, we use three buyer archetypes – detailed in the following sections – to identify and assess buy-side requirements for business value relative to provider-side offerings and capabilities. All revenue references are in U.S. dollars ($US) unless noted.

The assessment methodology has been developed and refined over several years of working with buyers to understand and articulate their services requirements and from working with services providers to understand how those buyer requirements influence the development of suitable solutions and go-to-market strategies.

This report assesses the capabilities of 21 providers. Some services providers that are typically included in our work are not included in this report because they were unable to or declined to participate. They may be included in future versions of this report, based on merit and on the services providers' willingness to provide current and relevant materials. Readers should not make any inferences based on a services provider's absence from this report.

How to Use This Report

This report is intended to provide advice founded on ISG's experienced-based, proprietary assessment of services providers' relative suitability to the needs of the typical contact center customer. This advice is then applied across each of the three archetypes as profiled. No recommendation or endorsement is indicated, suggested or implied. Clients must make the decision to engage with any provider based not only on their specific, current workplace needs, but also on other factors such as cost, culture and timing.

This report is organized as follows:

Client archetype description: This section identifies and describes the most common user-side archetypes that we have identified in our ongoing research and analysis.

Assessments by archetype: These sections first detail each of the client archetypes, along with the types of service offerings that each typically requires to realize the most business value. Each archetype section includes our assessment of the relevant capabilities and positioning of the services providers surveyed and interviewed. It covers the relative suitability of the providers for each archetype based on the information they have provided to ISG. These assessments are developed using the data, analysis and comparative methodology described in the methodology section.

Methodology: In this section, we outline and explain how we developed and applied the data, analysis and insights provided in this report.

***Please note:** This report presents services providers' known capabilities in the context of user enterprises' typical project needs (which are categorized as specific archetypes). This report is not meant to rank providers or to assert that there is one top provider with capabilities that can meet the requirements of all clients that identify themselves as a particular archetype.*

CLIENT ARCHETYPE DESCRIPTIONS

Client archetypes used in this report (and in our ongoing advisory and consulting engagements) represent the various types of clients ISG has observed and how we classify them according to their relative outsourcing maturity and objectives. Each client archetype encapsulates the typical characteristics of a specific type of buyer that is looking to outsource one or more processes or functions. The use of archetypes enables us to develop sets of characteristics and needs that can be applied uniformly and repeatedly across multiple environments, industries, provider types and other variables within one service line.

The archetypes are not meant to be comprehensive examinations of all potential or likely client situations and requirements. They are meant to provide a simple, relevant and repeatable set of user-side requirements against which a similarly simple, relevant set of provider capabilities can be assessed.

The archetypes included in our reports are based on the most current marketplace knowledge regarding prevalent buy-side goals, resources, initiatives and requirements. Archetype characteristics are also developed (and refined over time) based on our advisory and consulting work with enterprise clients and IT service providers, and on our global business IT market research and advisory programs.

A1 AUTOMATION EMBRACERS

Automation embracers are still low on the digital maturity curve, but are a looking to embark on an automation journey. FTEs will continue to play an important role and channel adoption has matured to chatbots that go beyond regular voice, email, and text options. Buyers in this archetype have made digital a priority and are looking for a healthy shoring mix. Cost savings continue to be a priority, hence the leverage on automation to reduce overhead costs.

Buyers in this archetype are looking for providers that can offer operations at scale, with delivery centers spread across the globe, trained and experienced FTEs, multi-channel support and automation to help with the initial stages of their transformation journey.

A2 DIGITAL CONNOISSEURS

As the name suggests, digital connoisseurs are digitally more mature or have made digital their top priority. These enterprises have explored multiple channels and automation. Familiar with technology and its implications, enterprises in this archetype are looking to scale digital transformation (and automation) to have a larger impact on customer experience. Enterprises in this archetype have leveraged multiple channels to enable better connectivity and communication.

These buyers are looking at partnering with providers that have widespread digital capabilities to implement omnichannel solutions, cloud transformation and even scale automation to leverage AI and ML.

A3

CX EVANGELISTS

For CX evangelists, transformation is the highest priority. Driving superior customer experience by leveraging technology driven insights is the prime focus. These buyers are looking to leverage analytics services to bring about improvements at every stage of the customer service lifecycle. Bringing highly skilled and domain experts as agents is critical for these buyers. Their transformation goal is long term and strategic and steers clear of point solutions or quick fixes.

These clients are looking for strategic business partners as they outsource, and are keen on partnering with service providers that bring industry experience, implementation experience, technological offerings and domain expertise to deploy the right solutions, and are partial to providers that bring skin in the game to transform CX. Key performance indicators (KPIs) are tied to business outcomes such as revenue, opportunity generation, and CSAT and NPS scores.

Contact Center - Customer Experience Services Archetypes

AUTOMATION EMBRACERS

Traditionally, these buyers were identified as enterprises that were looking to adopt the lift and shift model, with no or minimal digital priorities. Largely FTE driven, the clients were on the lower side of the digital maturity curve. Contact centers were largely reactive with more focus on cost savings and offshore models. However, with COVID-19 and the sudden shift to work from home, digital adoption has accelerated, compelling a large number of enterprises turned to chatbots to save the day. The pandemic has impacted these buyers significantly; so much so that digital is part of every buyer's journey and, as a consequence, the traditional customer services buyer archetype has become outmoded.

Automation embracers are still low on the digital maturity curve but are a looking to embark on their automation journey. FTEs will continue to play an important role and channel adoption has matured to chatbots, which goes beyond regular voice, email, and text options. Buyers in this archetype have made digital a priority, looking for a healthy shoring mix. Cost savings continues to be a priority and, hence, these buyers are leveraging automation as a means to reduce overhead costs. These buyers will also be looking for more flexible pricing options that go beyond per FTE-based pricing. RPA too is more prevalent among these buyers that are looking to scale. Most deals today are RPA embedded and have become table stakes. The pandemic has pushed these buyers to rethink their digital strategy and adopt other channels or leverage automation to ensure customer loyalty and retention. Business benefits are gradually gaining traction with these buyers compared with standard KPIs that are slowly losing relevance.

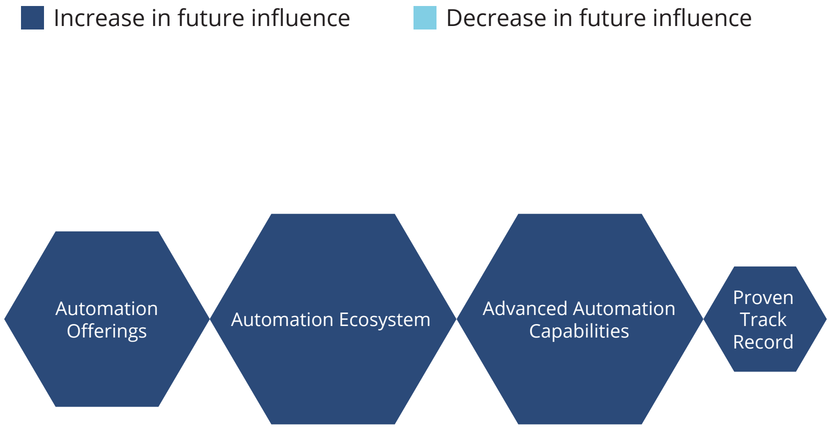
Buyers in this archetype are looking for providers that can offer operations at scale with delivery centers spread across globally, trained and experienced FTEs, multi-channel support and automation to help them in the initial stages of their transformation journeys.

Automation Embracers Client Objectives

- Leveraging global expertise and presence
- Overcoming inadequacies in own capabilities in terms of skills and technology
- Prioritizing on cost savings to continue
- Harnessing automation expertise and capabilities
- Pricing flexibility is an important factor for these clients
- Leveraging industry experience and domain expertise to change customer service

Fig 3

Automation Embracers Influence of Provider Capabilities



Size based on relative current importance in the archetype profile

Fig 4 Automation Embracers Leaders

● Score 4 out of 4 ◕ Score 3 out of 4 ◑ Score 2 out of 4 ◔ Score 1 out of 4

Of the 21 services providers included in our research, we found 10 that stand out above the others as automation embracers based on our assessment of their capabilities as described in the methodology section in the appendix. These 10, referred to as Archetype Leaders, and their relevant capabilities are presented in Figure 4, and briefly examined in the following sections.

Note: The service providers listed are arranged in alphabetical order. No ranking is implied.

A1	Automation offerings	Automation Ecosystem	Advance automation capabilities	Proven Track Record
Cognizant	4	4	4	3
Conduent	4	4	3	3
CSS Corp	4	3	4	4
Genpact	4	4	4	3
Hexaware	3	3	2	2
HGS	4	3	3	3
Sitel Group	4	4	4	4
Sutherland	4	3	4	4
TechM	4	4	3	2
WNS	3	3	3	2

Hexaware

One of Hexaware's key strategies is to "automate everything," and the company implements automation in almost every client engagement. With the recent acquisition of Mobiquity, Hexaware has added digital consulting to its portfolio to help transform back office and front office services. Hexaware leverages its strong ecosystem of partners and solution accelerators to design automation solutions for its clients. Like some of its competitors, Hexaware offers competitive pricing, flexibility and outcome-driven or gain-share model. Hexaware has several transformation case studies that demonstrate the deployment of automation, at scale, to deliver significant business benefits. During the pandemic, Hexaware has deployed automation such as chatbot services for several clients, thus helping them to address service disruptions effectively.

OTHER NOTEWORTHY PLAYERS – AUTOMATION EMBRACERS ARCHETYPE

Some other providers scored high in or more areas that are important for the automation embracers client. However, they were not categorized as leaders for this archetype because they did not rate high in enough categories.

Noteworthy providers (services providers with a high score in one or more categories) for automation embracers clients are:

Fig 5 Other Noteworthy Players – Automation Embracers

Automation offerings	Automation Ecosystem	Advance automation capabilities	Proven Track Record
Alorica	Alorica	Concentrix	Alorica
Atento	Atento	EXL	Atento
Capita	Capita	Infosys	Capita
Concentrix	Concentrix	Teleperformance	Transcom
EXL	EXL	TTEC	
Infosys	Infosys	Wipro	
Startek	Teleperformance		
Teleperformance	Transcom		
Transcom	TTEC		
TTEC	Wipro		
Wipro			

A2 DIGITAL CONNOISSEURS

Buyers in this archetype are digitally mature or have made digital their top priority. Familiar with technology, these companies are looking to scale digital transformation to have a holistic impact on customer experience. Enterprises in this archetype have leveraged multiple channels and automation, reaped the subsequent benefits and are now looking to scale them. These enterprises have large volumes of data and scattered channels and are looking at bringing cohesiveness between these channels for improved visibility and seamless experience for their customers. At the same time, they are also focusing on scaling automation to leverage AI and ML to bring more efficiencies in customer service. FTE forms an important component of digital transformation and digitally skilled FTEs are critical for success.

Enterprises in this archetype are looking to partner with providers that have widespread digital capabilities and expertise in implementing omnichannel solutions, cloud transformation and can even scale automation to leverage AI and ML. Skilled agents to manage multiple channels, technical capabilities like automation and cloud advisory teams are a prerequisite for such engagements. With COVID-19 pushing most employees to work from home, providers must be equipped with cloud contact centers and other solutions. This is one of the critical requirements along with robust security and compliance adherence.

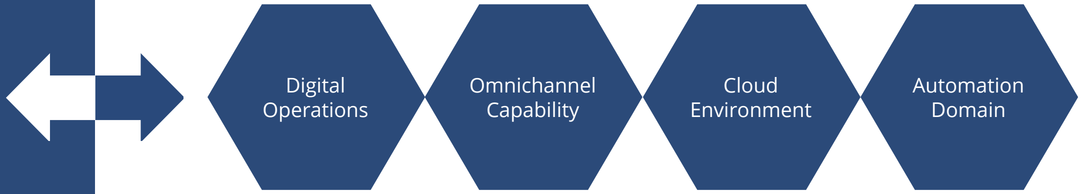
A2 Digital Connoisseurs Client Objectives

- Improving CX is a priority
- Leveraging technology is critical
- Introducing multichannel strategy to clients
- Recognizing omnichannel as essential for seamless CX
- Prioritizing cloud with a sudden shift to work from home
- Engaging in partnerships
- Looking for flexible and competitive pricing – inclined toward gain-sharing models
- Gaining competitive edge with digital technologies
- Leveraging advanced automation
- Harnessing technology and domain expertise

Fig 6

Digital Connoisseurs Influence of Provider Capabilities

Increase in future influence | Decrease in future influence



Size based on relative current importance in the archetype profile

Of the 21 services providers included in our research, we found nine that stand out as digital connoisseurs based on our assessment of their capabilities as described in the methodology section in the appendix. These mome, referred to as Archetype Leaders, and their relevant capabilities are presented in Figure 7, and briefly examined in the following sections.

Note: The service providers listed are arranged in alphabetical order. No ranking is implied.

Fig 7 Digital Connoisseurs Leaders

● Score 4 out of 4 ◕ Score 3 out of 4 ◑ Score 2 out of 4 ◔ Score 1 out of 4

A2	Digital scale of Operations	Omnichannel Technologies	Cloud Enablement	Automation & AI Ecosystem
Alorica	●	◕	◕	◑
Concentrix	●	●	◕	◑
Conduent	●	●	◕	◕
HGS	◕	◕	◕	●
Sitel Group	●	●	●	●
Sutherland	●	●	◕	●
TechM	◕	◕	◕	◕
Teleperformance	●	●	●	●
TTEC	●	●	◕	●

OTHER NOTEWORTHY PLAYERS – DIGITAL CONNOISSEURS ARCHETYPE

Some other providers scored high in or more areas that are important for the digital connoisseurs client. However, they were not categorized as Leaders for this archetype because they did not rate high in the requisite number of categories.

Noteworthy providers (services providers with a high score in one or more categories) for digital connoisseurs clients are:

Fig 8 Other Noteworthy Players – Digital Connoisseurs

Digital scale of Operations	Omnichannel Technologies	Cloud Enablement	Automation Ecosystem
Atento	Atento	Cognizant	Atento
Capita	Capita	CSS Corp	Capita
Transcom	Cognizant	Transcom	Cognizant
Hexaware	CSS Corp	Wipro	CSS Corp
	EXL	WNS	EXL
	Genpact		Genpact
	Hexaware		Hexaware
	Infosys		Infosys
	TechM		TechM
	Transcom		Wipro
	Wipro		WNS
	WNS		

A3 CX EVANGELISTS

For CX evangelists, transformation is of highest priority, where superior customer experience, by leveraging technology driven insights, is of prime focus. These buyers are looking to leverage analytics services to bring about improvements at every stage of customer service lifecycle. Bringing highly skilled and domain experts as agents is critical for these buyers. Their transformation goal is long term and strategic and not focused on point solutions or quick fixes. These clients are looking to expand to several channels, leverage cloud for flexibility and implementation of AI/ML to bring about more efficiencies. Highly customer centric, and frequently digital native companies, these clients are technically advanced and do not have the burden of legacy systems. They are looking for extensive changes within the organizations to drive superior customer experiences. Highly data driven, clients in this archetype rely on turning data into insights for enhanced customer service.

These clients look for strategic business partners for outsourcing and are keen on partnering with service providers that bring industry experience, implementation experience, domain expertise and transformation solutions, in short, skin in the game to transform CX. Providers that offer technological advances , bring implementation experience and a range of analytics services. Speech, text and sentiment are important criteria for providers to qualify. KPIs are tied to business outcomes such as revenue, opportunity generation, and CSAT and NPS scores. These service providers offer highly digitally skilled FTEs and bring about the right balance of human and machine.

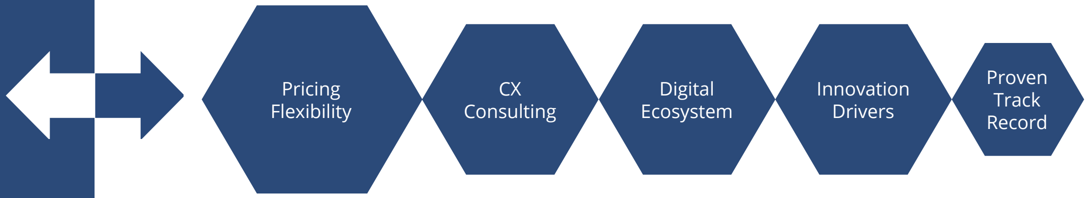
CX Evangelists Client Objectives

- Leveraging outsourcing ecosystem and relying on partners to drive business outcomes
- Using technology extensively
- Recognizing that digital transformation is key to drive CX
- Gaining real time insights to deliver improved CX
- Leveraging technology and domain expertise
- Leveraging industry research to manage CX transformation roadmap
- Adopting innovative approaches to transform
- Recognizing the importance of pricing flexibility such as gain share models
- Having a proven track record of transforming CX
- Focusing on business-outcome-driven KPIs

Fig 9

CX Evangelists Influence of Provider Capabilities

Increase in future influence   Decrease in future influence



Size based on relative current importance in the archetype profile

Of the 21 services providers included in our research, we found eight that stand out as CX evangelists based on our assessment of their capabilities as described in the methodology section in the appendix. These eight, referred to as Archetype Leaders, and their relevant capabilities are presented in Figure 10, and are briefly examined in the following sections.

Note: The service providers listed are arranged in alphabetical order. No ranking is implied.

Fig 10 CX Evangelists Leaders

● Score 4 out of 4 ◕ Score 3 out of 4 ◑ Score 2 out of 4 ◔ Score 1 out of 4

A3	CX Consulting	Digital Ecosystem	Pricing Flexibility	Innovation drivers	Proven Track Record
Cognizant	◕	◕	◕	●	●
Conduent	●	◕	●	◕	◕
CSS Corp	◕	◕	●	●	●
Hexaware	◕	◕	●	●	◕
HGS	◕	◕	◕	●	●
Sitel Group	●	●	●	●	●
Sutherland	●	◕	●	◕	●
Teleperformance	●	●	◕	◕	◕
TTEC	●	●	◕	◕	◕

Hexaware

With more than 3,500 employees serving clients in multiple geographies, Hexaware is an emerging player in this space. Leveraging synergies from its Mobiquity acquisition and partnership ecosystem, the firm has been actively showcasing its capabilities and implementing design thinking in its deployments to transform the customer experience. Its five innovation centers that are spread across multiple geographies are also focused on solving specific client issues through the integration of design thinking capabilities with advanced technologies such as analytics, AI and app development. Domain expertise and automation are other key differentiators, empowering agents with information to bring empathetic conversations. Hexaware also has a team of multiple analytics experts and automation advisors who have been instrumental in developing custom solutions for several verticals. Its automation-first approach, flexible pricing model, passionate leadership coupled with fast market growth have not only helped clients reduce costs but have also created newer revenue streams with tangible business outcomes.

OTHER NOTEWORTHY PLAYERS – CX EVANGELISTS ARCHETYPE

Some other providers scored high in or more areas that are important for the CX evangelists client. However, they were not categorized as Leaders for this archetype because they did not rate high in adequate number of categories.

Noteworthy providers (services providers with a high score in one or more categories) for CX evangelists clients are:

Fig 11 Other Noteworthy Players – CX Evangelists

CX Consulting	Digital Ecosystem	Pricing Flexibility	Innovation drivers	Proven Track Record
Alorica	Alorica	Capita	Alorica	Alorica
Atento	Atento	EXL	Concentrix	Atento
Capita	Capita	Infosys	Genpact	Capita
Concentrix	Concentrix	WNS	TechM	Genpact
EXL	EXL		Wipro	Transcom
Genpact	Infosys			
Infosys	TechM			
TechM	Transcom			
Transcom	WNS			
WNS				

SERVICE PROVIDERS ACROSS ARCHETYPES

	Automation Embracers	Digital Connoisseurs	CX Evangelists
Alorica	✓✓✓	✱	✓✓✓✓
Atento	✓✓✓	✓✓✓	✓✓✓
Capita	✓✓✓	✓✓✓	✓✓✓✓
Cognizant	✱	✓✓✓	✱
Concentrix	✓✓✓	✱	✓✓✓
Conduent	✱	✱	✱
CSS Corp	✱	✓✓✓	✱
EXL	✓✓✓	✓✓	✓✓✓
Genpact	✱	✓✓	✓✓✓
Hexaware	✱	✓✓✓	✱
HGS	✱	✱	✱

✱ = Leaders

✓ = Noteworthy Providers *(number of check marks indicate the degree of alignment with the capability requirements of each client archetype)*

☐ = *Not In (the Service Provider wasn't considered a leader in any of the capability requirements for this archetype)*

NOTE: All Service Providers evaluated for this report have the abilities to service all four archetypes, only those with the best fit to the capability requirements were identified as Leaders or Noteworthy Providers

SERVICE PROVIDERS ACROSS ARCHETYPES

	Automation Embracers	Digital Connoisseurs	CX Evangelists
Infosys	✓✓✓	✓✓	✓✓✓
Sitel Group	*	*	*
Startek	✓		
Sutherland	*	*	*
TechM	*	*	✓✓✓
Teleperformance	✓✓✓	*	*
Transcom	✓✓✓	✓✓✓	✓✓✓
TTEC	✓✓✓	*	*
Wipro	✓✓✓	✓✓✓	✓
WNS	*	✓✓✓	✓✓✓

* = Leaders
✓ = Noteworthy Providers *(number of check marks indicate the degree of alignment with the capability requirements of each client archetype)*
☐ = *Not In (the Service Provider wasn't considered a leader in any of the capability requirements for this archetype)*

NOTE: All Service Providers evaluated for this report have the abilities to service all four archetypes, only those with the best fit to the capability requirements were identified as Leaders or Noteworthy Providers

GUIDANCE

It might sound cliched, but it is a fact that COVID is the single most important driver of digital transformation today. Enterprises that were in a state of inertia and were lagging in terms of digital transformation, have had unpleasant surprises like mass operational disruptions and disgruntled customers.

With the changing landscape, a partnership driven relationship between enterprises and service providers is highly essential. It goes without saying that both parties must be equally invested to drive successful digital transformation.

Enterprise Leadership Actions

Redefine BCP: We believe that no organization had a business continuity plan (BCP) that was pandemic proof. The overall critical learning to take from this is to revisit existing BCPs that can enable nearly 100 percent secure work from home and accommodate emergency situations like the current pandemic.

Companies are looking at long-term business resiliency plans. The COVID-19 pandemic has brought about several "new normal" practices to this industry, especially as companies have, so far, been fairly conservative in allowing the work-from-home model. Enterprises are focused on reevaluating policies/practices and foremost among these is improving on existing BCPs. In case of outsourced engagements, enterprises must diligently work with their sourcing partner to draft a highly resilient BCP to avoid disruptions and importantly, make provisions for the current pandemic like situation.

Flexibility is key: Reservation to move agents to work from home was one of the common challenges confronted by service providers. As a result, a small percentage of employees continued to work from office to manage the expectations of clients. Acquiring the necessary authorization to make the shift took time, resulting in service disruptions when lockdown was announced. Showing flexibility during such critical situations to let the outsourcing provider take the best course of action and working together with partners is important for seamless functioning of operations.

Make digital a priority: It is a wake-up call for enterprises that did not make digital transformation a priority. Several enterprises leveraged chatbots and automation to manage high call volumes. In some cases, enterprises that leveraged cloud contact centers were equipped to manage service disruptions and work from home shift seamlessly. Accelerating digital transformation or scaling technology adoption is essential to enhance customer experience.

Provider Leadership Actions

Address security to address trust: While a large number of clients encouraged service providers to move employee base to home facilities, few clients had reservations about such a move. One of the primary concerns was security. Therefore, service providers must ensure that a robust security system is in place to avoid any breaches. In addition to a successful switch to work from home facilities, service providers must also ensure a long-term success of this move with the necessary security measures.

Display true partnership: Several enterprises have taken a hit with the pandemic and the impact varies from minimal to severe. It is widely known that industries such as travel and hospitality have been badly impacted. It is during these times that a service provider would be expected to balance relationships with empathy. Many service providers have adopted a proactive approach to deploy solutions, helping enterprises with their transformation journey and, in some cases, offering solutions free of cost or cannibalizing revenue to ensure business continuity for enterprises. Service providers must continue to exhibit attributes of true partnership during these trying times to build enduring relationships.

Managing change: With the advent of automation, organizational changes are anticipated, which includes skillset changes or role displacements. However, with the new working model, changes have been unprecedented as agents are getting used to the new work environment; managing technological changes; anticipated role/career changes brought about by automation; and staying updated with security measures. Service providers are faced with challenges at different levels and addressing these to ensure long-term business resiliency is quintessential.

Appendix

APPENDIX

Methodology

As previously noted, this report uses three archetypical sets of buy-side client requirements to assess the relative suitability of Contact Center services providers. Data regarding the providers' capabilities and positioning was provided to ISG via briefings, ISG advisor interviews and surveys of service providers, including client references if appropriate.

Contact center services providers (SPs) shared their data across different contact center service dimensions through the research initiatives noted above. These dimensions cover their technological competency, preferred engagement models, scope of work performed, service capability, functional expertise and industry and regional presence.

Report Methodology

1. Categorize and assess provider data
2. Weight Importance of capability requirement
3. Determine provider position in quartile
4. Create cumulative score
5. Categorize providers in archetypes

Methodology Details

1. The data provided by the services providers were categorized and assessed according to the contact center services requirements described for each of the three client archetypes. In cases in which provider descriptions and data were not worded as precisely as our archetype requirements, our contact center services analysts relied on their expertise and experience to classify provider capabilities.

2. Each archetype capability requirement was weighted based on its relative importance to that archetype's typical requirements. Weightings for each archetype's requirements add up to a total of 100 percent. Specific weightings are not disclosed in this report. The relative importance of each capability requirement is depicted in illustrations at the beginning of each archetype section using differently sized "hexagon" icons.

3. Once the relative ability of each services provider was assessed for each of the archetype requirements, each provider was then positioned in a relevant quartile (for example, top 25 percent, second 25 percent and so on). The top quartile was awarded a numerical "capability score" of 4/4; the second quartile earned a score of 3/4, the third quartile earned a score of 2/4, and the fourth quartile earned a score of 1/4. Those with no capabilities to meet the archetype requirements were not included in the assessment.

4. Provider capability scores from Step 3 were then multiplied by the weightings developed for each client archetype requirement in Step 2. The results for each provider were then totaled to develop a cumulative score for each service provider. These cumulative scores are not disclosed in this report.

5. The cumulative scores were then used to identify the services providers most well suited for each archetype's requirements. These providers are listed alphabetically and briefly profiled in each archetype section. Where relevant, additional services providers with noteworthy capabilities are also mentioned (for example, providers that may have scored well on a specific requirement but not across all the requirements for that archetype).

Please note: This report simply presents services providers' known capabilities in the context of user enterprises' typical project needs. This report is not meant to rank providers or to assert that there is one top provider with abilities that meet the requirements of all clients that identify themselves with a particular archetype.

Fig 12 Provider Capability Scores as Harvey Balls

Score	Harvey Ball representation
Score 4 out of 4	●
Score 3 out of 4	◕
Score 2 out of 4	◑
Score 1 out of 4	◔

The cumulative score for each of the selected services providers against each archetype requirement is represented using Harvey Balls. For example: if a provider is assessed with a score of 4 out of 4, then a full Harvey Ball is used to represent their capability against that requirement. Similarly, if a provider is assessed a score of 1 out of 4, then a one-quarter Harvey Ball is used, as shown in below.

Additional relevant contact center services providers

The capabilities of 21 providers were assessed in this report. Some services providers that are typically included in our work are not included in this report. Some of the companies that were not included were not able to participate and others declined. Providers that do not offer a full portfolio of contact center services have not been included in the study. They may be included in future versions of this report, based on merit and on the services providers' willingness to provide current and relevant materials. Readers should not make any inferences about a services provider's absence from this report.

Other Relevant Service Providers	Headquarters Country
DXC	U.S.
NTT DATA	Japan
Premier Response	U.S.
Shapiro Shaik Defries And Associates	South Africa
TCS	India

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