Everest Group®

Everest Group PEAK Matrix® for Customer Experience Management (CXM) Service Provider in EMEA 2022

Focus on Webhelp
September 2022

Everest Group PEAK MATRIX®

Background and scope of the research

The Customer Experience Management (CXM) market in Europe, the Middle East, and Africa (EMEA) grew at an unprecedented pace in 2021. Buyers showed a greater propensity to outsource and shifted their priorities with heightened awareness of the importance of personalized CX in driving customer acquisition and retention and creating market differentiation. To provide an unparalleled personalized experience, organizations are pushing for digital customer experience management through a combination of digital tools, such as advanced analytics, intelligent automation, conversational AI, and omnichannel and agent-assist tools. There has also been a strong surge for transformation consulting services such as customer journey mapping and design thinking by enterprises to accelerate their digital transformation initiatives and achieve business continuity leading to scope expansion of existing CXM contracts. To effectively cater to these requirements, providers are developing capabilities through internal investments, their partnership ecosystem, and acquisitions. They are also setting up multilingual hubs across Europe to serve diverse language needs of this region.

In this research, we present detailed assessments of 25 CXM service providers in EMEA featured on the [Customer Experience Management (CXM) in EMEA – Service Provider Landscape with PEAK Matrix® Assessment 2022](#). 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 2022, interactions with leading CXM service providers, client reference checks, and an ongoing analysis of the CXM services market.

In this study, we analyze the CXM service provider landscape across various dimensions:

- Everest Group's PEAK Matrix® evaluation, a comparative assessment of 25 leading CXM service providers
- Competitive landscape in the CXM service provider market
- Remarks on key strengths and limitations for each CXM service provider

Scope of this report

Geography
EMEA

Providers
25

Services
Customer Experience
Management (CXM)

CXM services in EMEA PEAK Matrix® characteristics

Leaders:

Comdata Group, Concentrix, Majorel, Sitel Group®, Teleperformance, and Webhelp

- Leaders have been successful in orchestrating end-to-end CX capabilities and processes across verticals through proprietary solutions, partnerships, and acquisitions, targeting aggressive growth both organically and inorganically. They have also been successful in fulfilling buyers' expectations for consultative engagements, risk-based commercial constructs, and have received better customer satisfaction scores due to their skilled talent pool, proactiveness in operations, and contact center security technologies and governance

- Further, Leaders have built multilingual hubs across Europe to cater to the diverse language requirements of the customers in this region and have invested in process innovation by setting up design thinking labs, CoEs, and customer experience centers. Amidst the talent war, they have also invested in talent management and engagement initiatives to attract, hire, and coach talent, and build a better, more diverse, and inclusive workplace

Major Contenders:

Atento, Bosch Service Solutions, Capita, Conduent, EXL, Genpact, HGS, Infosys, Startek®, TCS, Tech Mahindra, TELUS International, Transcom, and TTEC

- Major Contenders have established their presence across a few major markets, serving clients across different industry verticals, mostly leveraging onshore and offshore locations at scale to support enterprises in this region

- They have been able to develop and successfully implement digital tools and technologies for buyers in this region, extensively leveraging third-party technology providers to build their technology stack. They are also focused on driving innovation through outcome-based pricing models and setting up innovation labs to promote co-innovation and risk-sharing with clients, while also upskilling agents through partnerships or in-house AI-based learning platforms
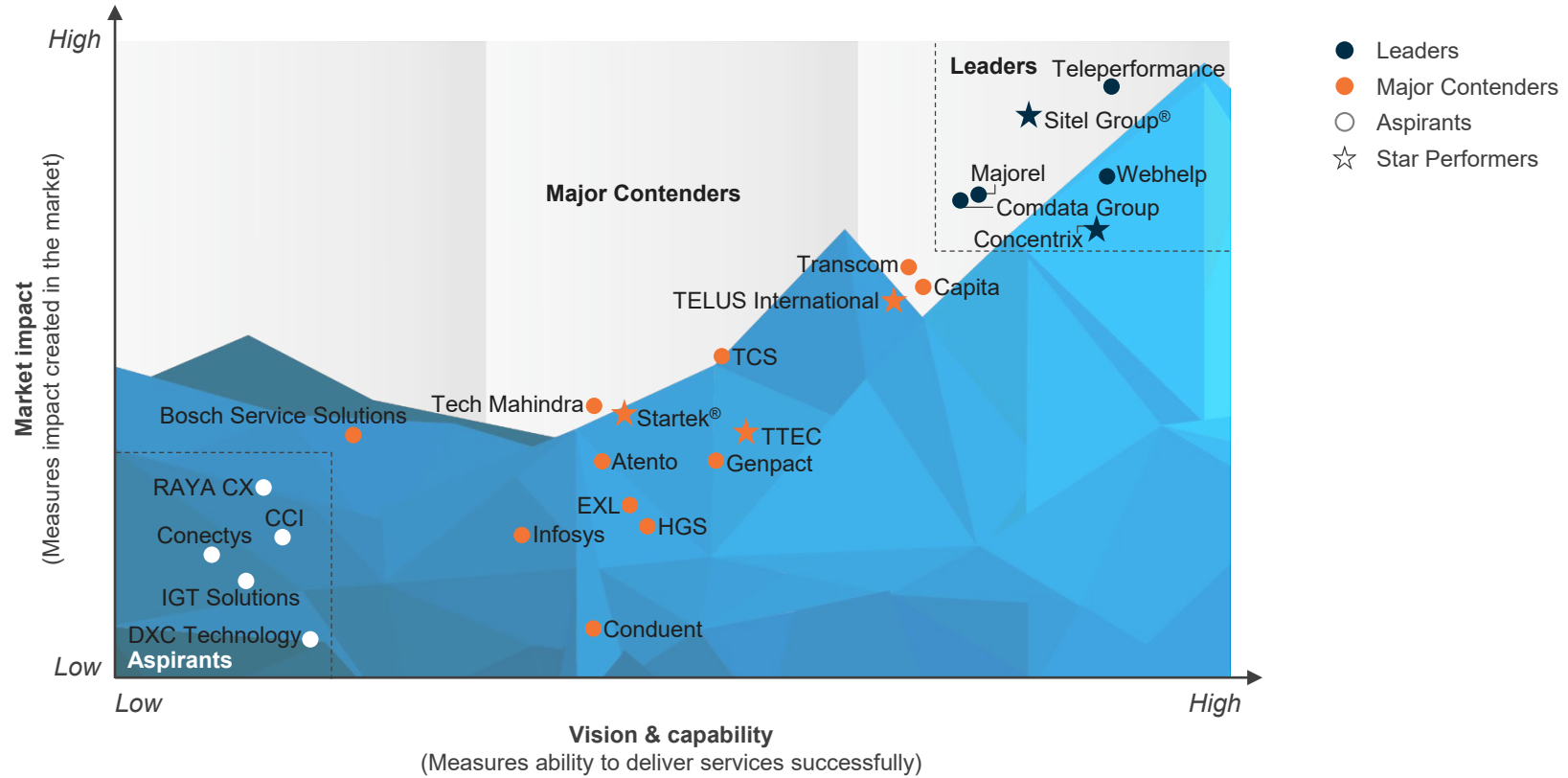
Aspirants:

CCI, Conectys, DXC Technology, IGT Solutions, and RAYA CX

- Aspirants are focused on particular region(s), vertical(s), or buyers, and have relatively smaller 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 large buyers in this region with more complex requirements

Everest Group PEAK Matrix®

Customer Experience Management (CXM) in EMEA PEAK Matrix® Assessment 2022 | Webhelp positioned as Leader

Everest Group Customer Experience Management (CXM) in EMEA PEAK Matrix® Assessment 2022

Webhelp | EMEA CXM profile (page 1 of 7)
Overview

Company mission/vision statement

Webhelp is a global BPO that designs, builds, and scales customer journeys. The company's mission is to manage the 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. It strives to do so by leveraging sector expertise, technology enablement, and AI capabilities, to design tailor-made solutions and transformation to deliver better customer experiences, drive value for clients, and future-proof their business success.

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

Key leaders

- **Olivier 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 and Chief Client Officer
- **David Turner:** Group Managing Director – People & Business Development

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

Recent developments

- **2022:** acquired Uitblinqers, a Dutch marketing agency, to strengthen its position in the Dutch market
- **2022:** expanded its global footprint to Israel through a new location in Tel Aviv
- **2021:** partnered with Microsoft in Egypt with a commitment to creating 1,000+ jobs in 2021

ESG Initiatives

- Webhelp launched a group-level initiative called Greenhelp and adopted it within its entire business
- Webhelp initiated a roadmap aligned with the Paris Agreement (COP21) and is in the process of aligning this roadmap with the SBTi with the ambition of reducing its carbon footprint by 55% by 2030 on all scopes and in absolute value and being carbon-neutral by no later than 2050
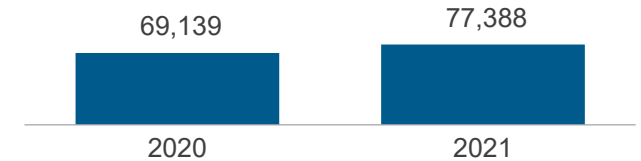
EMEA CXM revenue
In US$ million

2020	2021
1,133	1,400

Scale of EMEA CXM
Number of agents

2020	2021
69,139	77,388

CXM client base
Number of clients

2020	2021
1,141	1,166

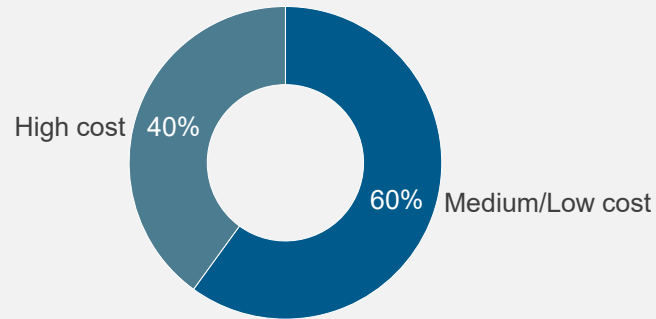# Webhelp | EMEA CXM profile (page 2 of 7)
Capabilities

Split of EMEA CXM FTEs
Number of FTEs

By location

High cost 40%

60% Medium/Low cost

Split of EMEA CXM FTEs
Number of FTEs

By language

Others 8%

Nordic languages (2%)

Dutch 8%

German 11%

English 18%

34% French

19% Middle Eastern languages
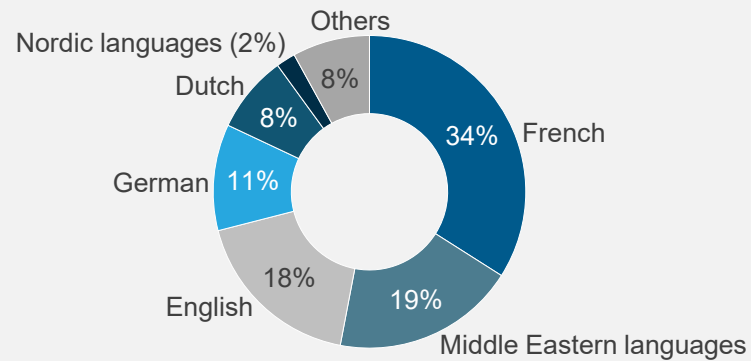
EMEA CXM revenue mix
Revenue in US$ million

By process

Payment collections (2%)
Outbound sales services

Order fulfillment and transaction processing (1%)

Others (2%)

VAS[1] 7%

6%

Inbound sales services

8%

Technical support 11%

63% Customer service

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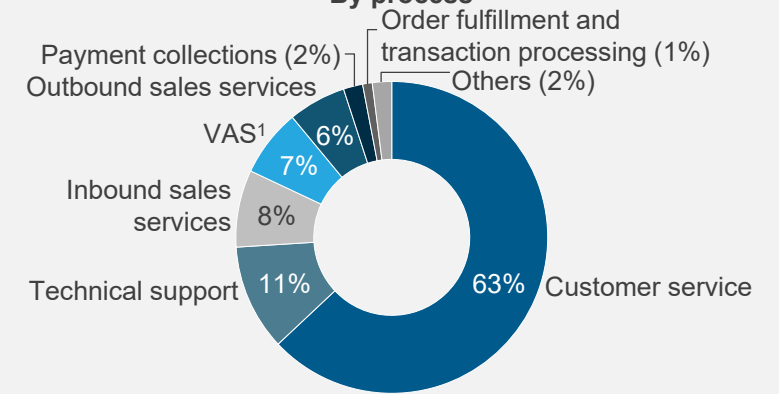
1   Includes channel management, customer analytics, customer retention management, and performance management & reporting

Note: High-cost regions include Germany, France, UK/Ireland, Spain, Portugal, Benelux, Nordics, and Italy and medium-/low-cost regions include Eastern Europe, Middle East and Africa, and Others (such as India and Philippines)

Webhelp | EMEA CXM profile (page 3 of 7)
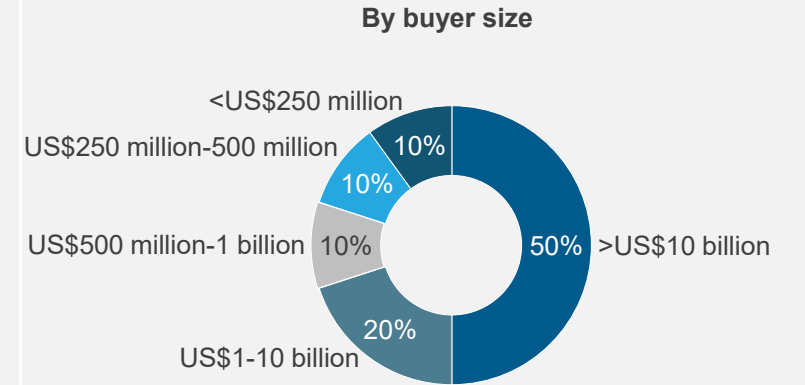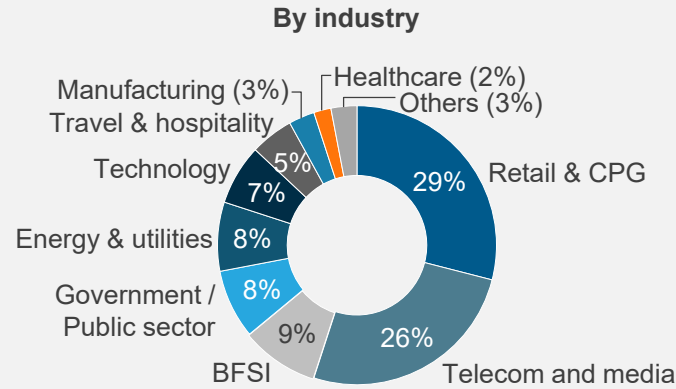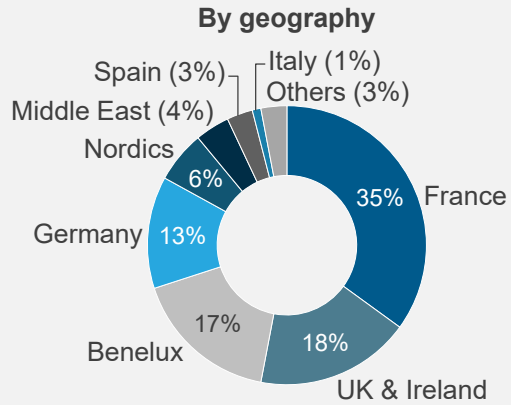## Key CXM investments | proprietary solutions and partnerships

Key partnerships

Strategic CX investments

- Advanced analytics
- RPA/Automation
- Artificial Intelligence / Conversational AI
- Omni-channel / Agent Assist
- CCaaS/cloud
- Others
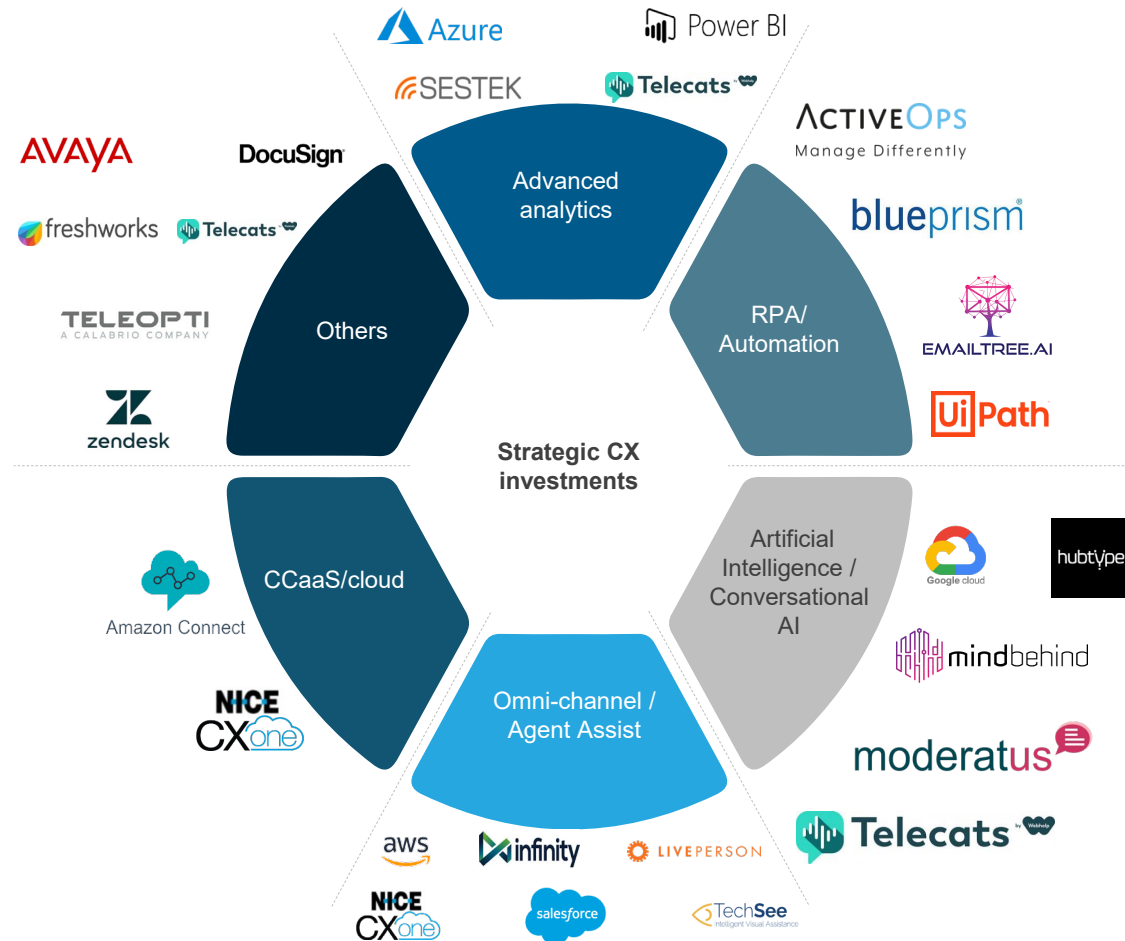
Key proprietary solutions

Solution	Description
VoC dashboard	It is a customer dashboard that visualizes both customer interactions and customer feedback (post-interaction surveys).
Predictive operational performance	It is an operational performance model forecasting the performance based on contract types, production data, and quality information.
Predictive attrition model	It is deployed in EMEA to forecast and minimize attrition among agents and supervisors.
Well-being analytics	It supports Webhelp's content moderation teams. This pilot in India for 1,500 employees is now being rolled out across multiple geographies.
Polyglot	It is an omnichannel solution that combines translation engines and AI-powered ML algorithms with human expertise. It covers languages that are difficult to staff and focuses on improving NPS and response times while decreasing the cost to serve.
Self-augmented agent	It is an assistant that in real-time helps advisors process the calls and ask the right questions at the right time to carry out the conversation so that they can focus on the aspect of emotional intelligence.
CX Leader development program	It is a program that provides training and best practices to clients, enabling them to create sustainable CX excellence in their frontline operations.
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 | EMEA CXM profile (page 4 of 7)
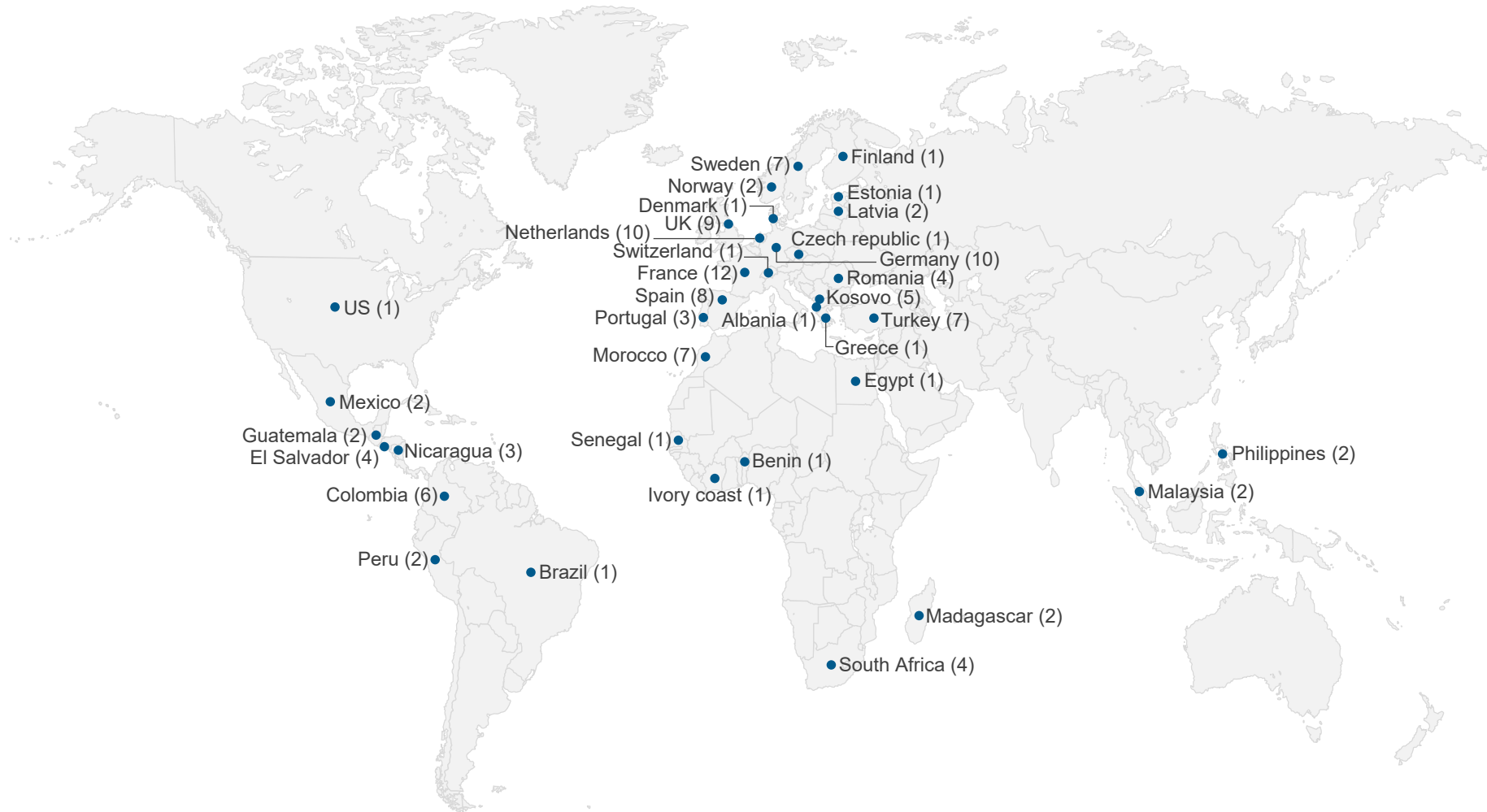## Client portfolio

EMEA CXM revenue mix
US$ million

By geography

- Spain (3%)
- Italy (1%)
- Others (3%)
- Middle East (4%)
- Nordics
- Germany
- France 35%
- Benelux 17%
- UK & Ireland 18%
- 13%
- 6%

By industry

- Manufacturing (3%)
- Healthcare (2%)
- Others (3%)
- Travel & hospitality
- Technology
- Energy & utilities
- Government / Public sector
- BFSI
- Retail & CPG 29%
- Telecom and media 26%
- 5%
- 7%
- 8%
- 8%
- 9%

By buyer size

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

Key customer experience engagements		
Client name	**Region**	**Client since**
A dedicated video-on-demand streaming service for one of the world's leading media conglomerates	EMEA and APAC	2020
A Fortune Future 50 multinational electronics company	Europe and Middle East	2019
One of the highest-valued technology start-ups in the world	EMEA and APAC	2019
A leading global technology company operating across a range of content platforms	EMEA and APAC	2018
A multinational consumer goods company	Europe and Africa	2016

Webhelp | EMEA CXM profile (page 5 of 7)
Location landscape

Sweden (7)
Finland (1)
Norway (2)
Estonia (1)
Denmark (1)
Latvia (2)
UK (9)
Netherlands (10)
Czech republic (1)
Switzerland (1)
Germany (10)
France (12)
Romania (4)
Spain (8)
Kosovo (5)
Portugal (3)
Turkey (7)
Albania (1)
Greece (1)
Morocco (7)
Egypt (1)
US (1)
Mexico (2)
Senegal (1)
Guatemala (2)
Benin (1)
El Salvador (4)
Nicaragua (3)
Philippines (2)
Colombia (6)
Ivory coast (1)
Malaysia (2)
Peru (2)
Brazil (1)
Madagascar (2)
South Africa (4)

Webhelp | EMEA CXM profile (page 6 of 7)
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 offered	Technology and innovation	Delivery footprint	Overall
●	◕	◑	◕	●	●	●	●	●

Strengths

- Webhelp has over 77,000 CXM FTEs serving the EMEA region. It has deep experience in serving clients in Germany, France, the UK, Spain, and Middle East & Africa across different verticals with telecom & media, and retail being the largest. It expanded in Egypt (through an alliance with Microsoft), the Dutch markets (through the acquisition of Uitblinqers), and Israel in 2022, and has been in partnership with South Africa's Harambee Youth Employment Accelerator since 2012 to hire economically disadvantaged youth

- Webhelp's consulting bran – Gobeyond Partners – has increased its footprint to support its global delivery from the UK and France by opening new offices in Germany and Turkey in 2021. Plans are also in place to open a location in the Nordics and Spain in the near future

- To strengthen the value proposition of its B2B sales capability and offer end-to-end capabilities across the customer journey, Webhelp developed Lead Factory, which leverages API & RPA solutions to generate or enrich databases in the B2B space in order to support lead generation. It also offers as-a-service solutions for workforce management, quality assurance, and knowledge management

- It leverages several multilingual hubs with 7,000+ agents covering 50+ languages, its WAHA model Webhelp Anywhere, and its gigCX model to cater to the multilingual and multi-shoring demands of the EMEA region. It also uses its proprietary solution, Polyglot, an AI-/ML-based translation tool that addresses the demand for long-tail languages with low volumes, and rare languages that are difficult to recruit for

- Webhelp has engaged clients with output- and outcome-based, risk and reward, and gainshare pricing structures, which enables a more strategic partnership with them

- It is driving digital-first thinking and deeper partnerships with technology providers for hyper-personalized CX, especially for its SMB, hyper-growth clients through its subsidiary, The Nest. It is also co-creating innovative solutions with clients, offering value-added consulting services such as design thinking, customer journey mapping, Voice of the Customer (VoC), operational excellence, and business design, and offering outcome-based pricing constructs to its clients

Webhelp | EMEA CXM profile (page 7 of 7)
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 offered	Technology and innovation	Delivery footprint	Overall
◔	◑	◕	◔	◕	◔	◔	◔	◑

Limitations

- Webhelp has a large workforce in onshore locations, such as the UK and France, and nearshore locations, such as Morocco and South Africa, which is supplemented by strong capabilities in WAHA. However, it has a low offshore presence in the Philippines compared to its peers, which might be unfavorable for buyers looking for a greater offshore presence

- Although it has a strong presence in industries such as telecom and retail, its experience in catering to other key industries such as insurance, healthcare, and consumer packaged goods in the EMEA region is slightly untested

- While it has a diverse mix of processes to offer, its experience is slightly limited in some processes such as order fulfillment, transaction processing, and payment collections

Appendix

Everest Group®

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

Everest Group PEAK Matrix
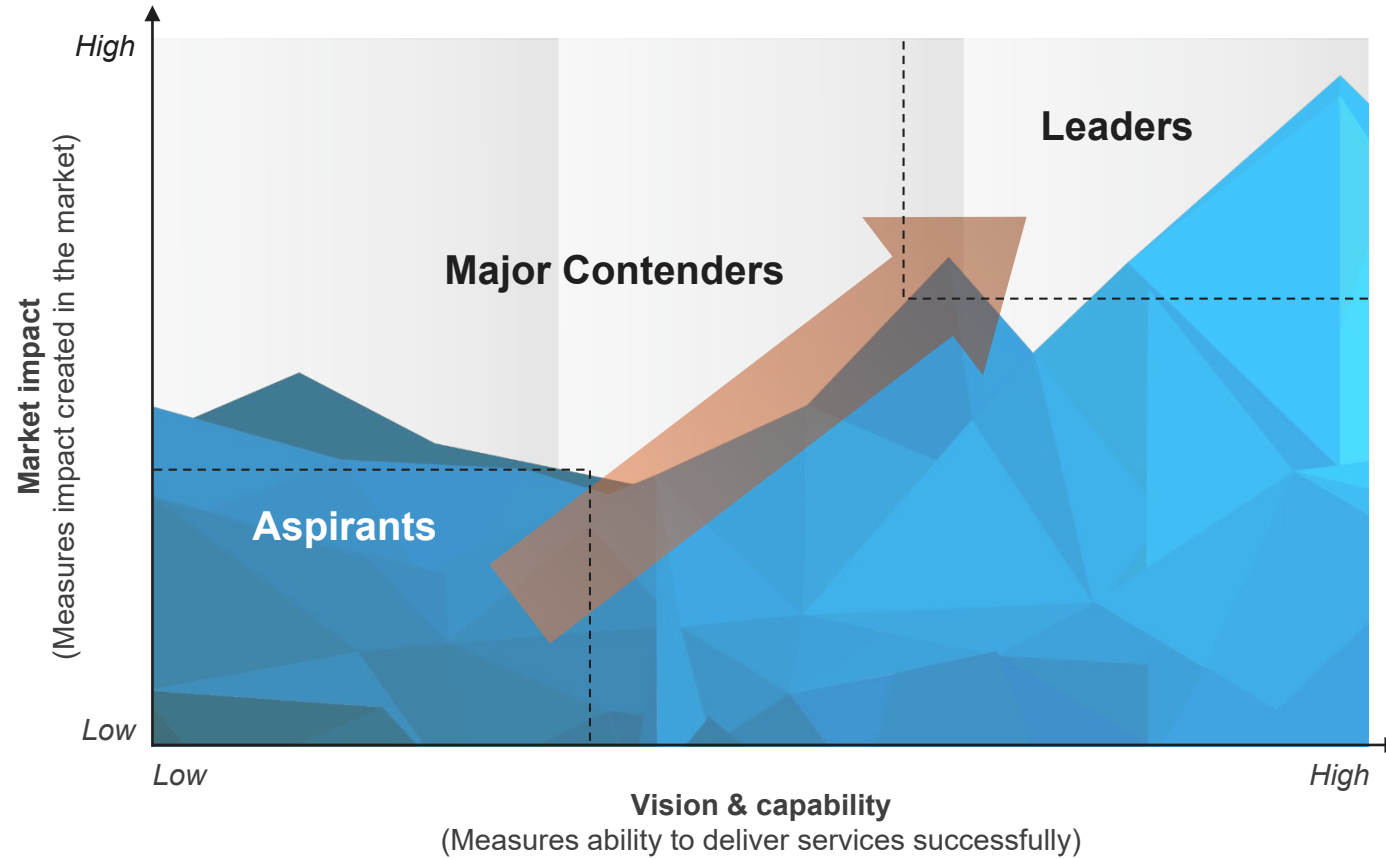
Services PEAK Matrix® evaluation dimensions

Measures the 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
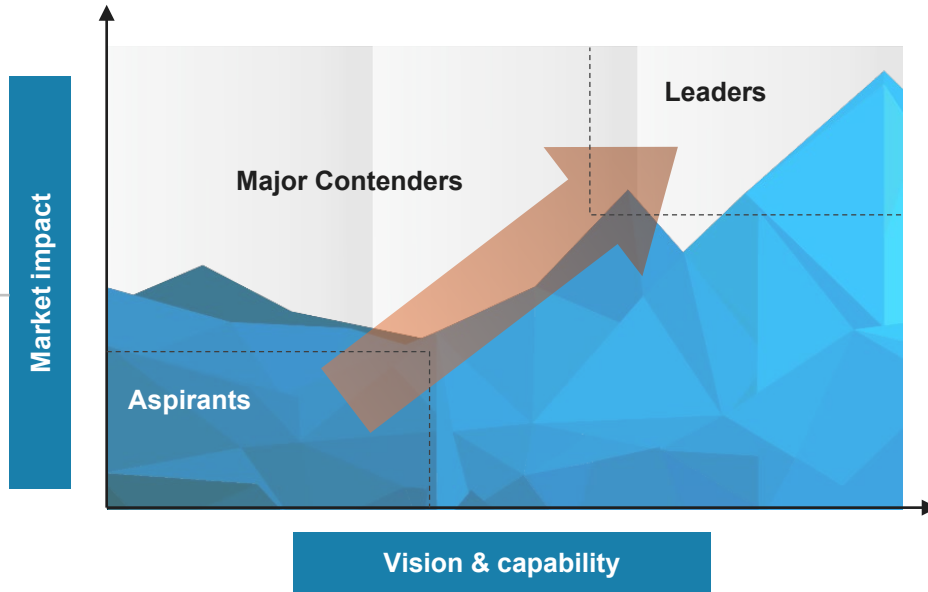
Measures ability to deliver services successfully. This is captured through four subdimensions

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

Technology and innovation

Innovation and investment in the enabling areas, e.g., technology IP, industry/domain knowledge, innovative commercial constructs, alliances, and M&A

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

In order to assess advances on **market impact**, we evaluate each 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 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 providers whose improvement ranks in the top quartile and award the Star Performer rating to those 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 takes an unbiased and fact-based approach that leverages provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information. In addition, we validate/fine-tune these results based on our market experience, buyer interaction, and provider/vendor briefings.

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

What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?
- Enterprise participants receive summary of key findings from the PEAK Matrix assessment
- For providers
  - The RFI process is a vital way to help us keep current on capabilities; it forms the basis for our database – without participation, it is difficult to effectively match capabilities to buyer inquiries
  - In addition, it helps the provider/vendor organization gain brand visibility through being in included in our research reports

What is the process for a provider / technology vendor to leverage its PEAK Matrix positioning?
- Providers/vendors can use their PEAK Matrix positioning or Star Performer rating in multiple ways including:
  - Issue a press release declaring positioning; see our citation policies
  - Purchase a customized PEAK Matrix profile for circulation with clients, prospects, etc. The package includes the profile as well as quotes from Everest Group analysts, which can be used in PR
  - Use PEAK Matrix badges for branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)
- The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with Everest Group; please contact your CD or contact us

Does the PEAK Matrix evaluation criteria change over a period of time?
PEAK Matrix assessments are designed to serve enterprises' current and future needs. Given the dynamic nature of the global services market and rampant disruption, the assessment criteria are realigned as and when needed to reflect the current market reality and to serve enterprises' future expectations.

Everest Group®

With you on the journey

Everest Group is a research firm focused on strategic IT, business services, engineering services, and sourcing. Our research also covers the technologies that power those processes and functions and the related talent trends and strategies. Our clients include leading global companies, service and technology providers, and investors. Clients use our services to guide their journeys to maximize operational and financial performance, transform experiences, and realize high-impact business outcomes. Details and in-depth content are available at **www.everestgrp.com**.

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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