



Everest Group Customer Experience Management (CXM) Services PEAK Matrix® Assessment 2023 – EMEA

Focus on Capita
September 2023



Background and scope of research

The Customer Experience Management (CXM) market in the Americas, APAC, and EMEA regions has shown resilience post the pandemic. In the Americas, enterprises invested in digital CX implementations to modernize contact centers. The APAC region saw increased digitization and emphasis on superior CX for customer acquisition. Transformation consulting services were in high demand in both regions. In EMEA, businesses focused on personalized CX through digital tools and transformation consulting. Generative AI has revolutionized the CXM market by enabling personalized customer experiences at scale, by leveraging its ability to create custom content and recommendations based on individual preferences. As businesses increasingly prioritize customer-centric strategies, generative AI's relevance will continue to grow, ushering in an era of hyper-personalization and enhanced customer engagement, ultimately shaping the future of CXM. Detailed assessments of CXM service providers both on a global as well as a regional level in the Americas, APAC, and EMEA regions are provided in this report, with an evaluation of their market success and vision and capabilities. Providers are adapting to meet the evolving customer requirements through technology investments and partnerships. Overall, businesses recognize the importance of CXM in retaining and attracting customers, driving market differentiation, and ensuring business continuity.

In this report, we present an assessment and detailed profiles of 54 CXM service providers globally featured on the [Customer Experience Management \(CXM\) Services PEAK Matrix® Assessment 2023](#). Each provider profile provides a comprehensive picture of its service focus, key Intellectual Property (IP) / solutions, domain investments, and case studies. The assessment is based on Everest Group's annual RFI process for the calendar year 2023, interactions with leading CXM service providers, client reference checks, and an ongoing analysis of the CXM services market.

The full report includes the profiles of the following 54 leading CXM providers featured on the CXM PEAK Matrix® :

24]7.ai, Alorica, Altius Link, Arise, Ascensos, Atento, Bosch Service Solutions, BellSystems24, Capita, CCI, Centro, Cognizant, Concentrix, Conduent, Conectys, Datamatics, EXL, Firstsource, Genpact, GlowTouch, HCLTech, HGS, ibex, Ignition Group, IGT Solutions, Infosys, Intelcia, IntouchCX, iSON Xperiences, itel International, Konecna, Majorel, MerchantsCX, Probe CX, Qualfon, RayaCX, ResultsCX, Sigma Connected, Foundever, Startek®, Sutherland, TaskUs, TCS, TDCX, Tech Mahindra, Teleperformance, TELUS International, TMJ, Transcom, transcocosmos, TTEC, VXI, Webhelp, and Welsend

Scope of this report



Geography
Global, Americas,
EMEA and APAC



Providers
54



Services
Customer Experience
Management (CXM)

Customer Experience Management (CXM) Services PEAK Matrix® Assessment 2023 – EMEA characteristics

Leaders

Concentrix, Foundever, Konecna, Majorel, 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 strong language capabilities, enabling them to serve clients in the EMEA region effectively. These Leaders have established delivery locations across multiple countries in the EMEA region, including Germany, France, Spain, Portugal, the UK, Benelux, Eastern Europe, and the Middle East and Africa
- They possess extensive industry expertise and cater to diverse verticals such as telecom and media, travel and hospitality, retail, energy and utilities, and manufacturing. They provide comprehensive CXM services, including customer support, technical support, back-office services, analytics, and omnichannel solutions. Buyers have highlighted their strengths in areas such as scalability, multilingual capabilities, innovative solutions, and enabling of digital-first customer journeys

Major Contenders

Atento, Bosch Service Solutions, Capita, Conduent, EXL, Firstsource, Genpact, HCL Tech, HGS, IGT Solutions, Infosys, iSON Xperiences, RAYA CX, Startek®, Sutherland, TaskUs, TCS, Tech Mahindra, TELUS International, Transcom, and TTEC

- Major Contenders have language capabilities that enable them to serve clients in the EMEA region effectively. They offer support in various languages, including English, French, German, Spanish, Portuguese, Arabic, Dutch, Nordic, Eastern European, and African languages. These Major Contenders have established delivery locations across multiple countries in the EMEA region, including Spain, Germany, the UK, France, Benelux, Eastern Europe, and the Middle East and Africa
- They have expertise in serving clients across various verticals such as telecom and media, banking and financial services, retail, manufacturing, government, travel and hospitality, and more. These providers continuously expand their delivery capabilities through new centers, acquisitions, and partnerships to meet the evolving needs of their clients. Buyers have emphasized their strengths in areas such as operational efficiency, technology solutions, language diversity, and industry-specific expertise

Aspirants

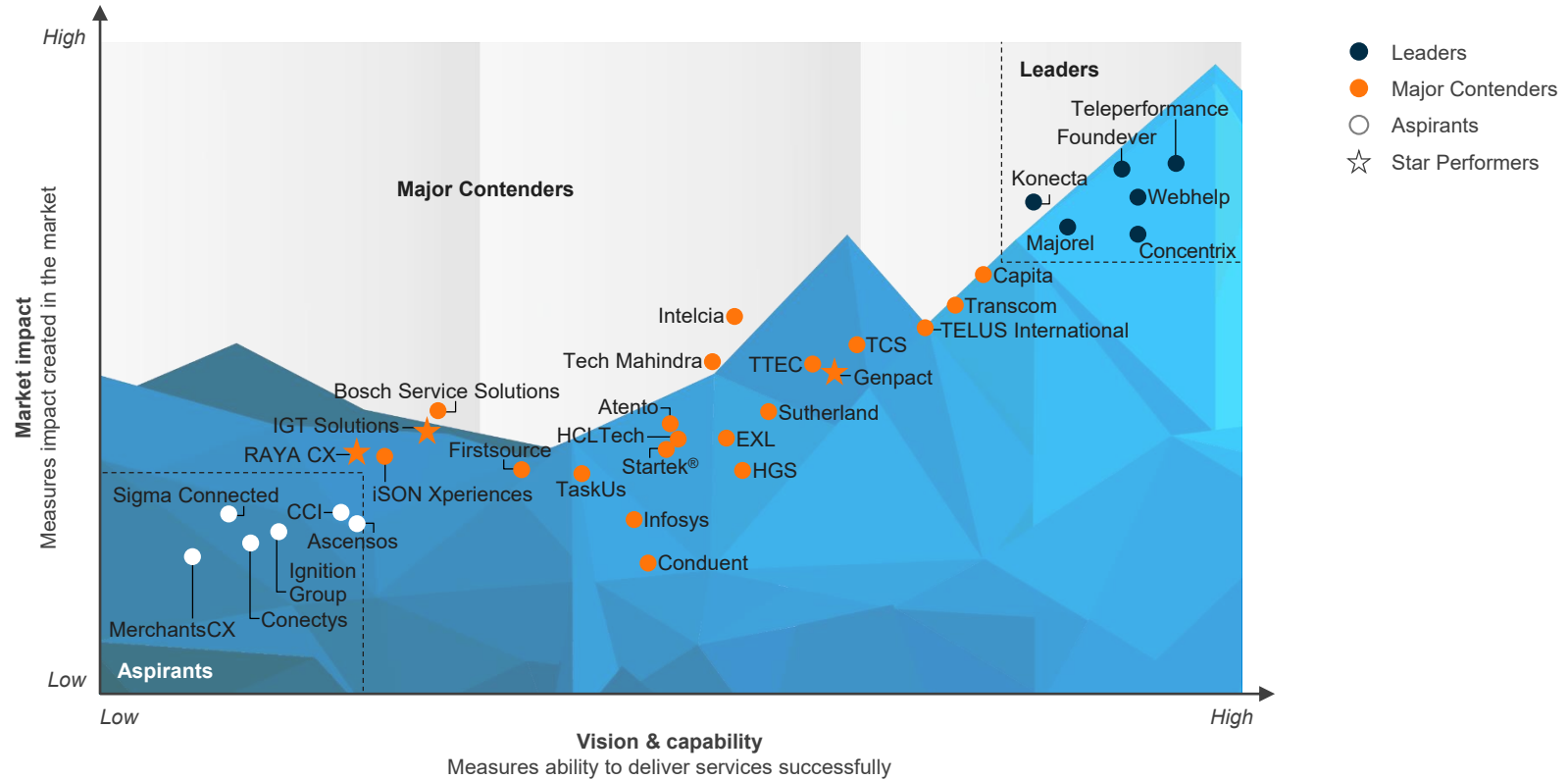
Ascensos, CCI, Conectys, Ignition Group, MerchantsCX, and Sigma Connected

- Aspirants are focused on region(s), vertical(s), or buyers, and have a relatively smaller scale of CXM operations, a lower number of agents, and a skewed shoring mix, which enable them to serve specific segments in the EMEA region
- These providers are embarking on strategic initiatives such as remote working programs, partnerships with technology providers, the development of proprietary tools and platforms, and outcome-based pricing models to bring differentiation in the market

Everest Group PEAK Matrix®

Customer Experience Management (CXM) PEAK Matrix® Assessment 2023 – EMEA | Capita is positioned as a Major Contender

Everest Group Customer Experience Management (CXM) PEAK Matrix® Assessment 2023 – EMEA¹



¹ Analysis for Concentrix and Teleperformance is based on their capabilities before their mergers with Webhelp and Majorel respectively
Source: Everest Group (2023)

Capita | EMEA CXM profile (page 1 of 7)

Overview

Company overview

Capita is a leading provider of business process services, driven by data and technology, and powered by people. In the UK, Germany, Ireland, and Switzerland, it offers front-office customer experience services and back-office management to private and public sector organizations in a variety of industries, including telecommunications, financial services, and energy.

Headquarters: London, UK

Website: www.capita.com

Key leaders

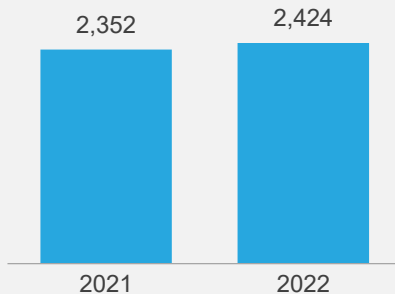
- **David Lowden**, Chairman
- **Adolfo Hernandez**, Chief Executive Officer
- **Corinne Ripoché**, Chief Executive Officer, Capita Experience
- **Tim Weller**, Chief Financial Officer
- **Scott Hill**, Chief People Officer
- **Manpreet Singh**, Chief Technology Officer

Recent deals and announcements (excluding ESG initiatives)

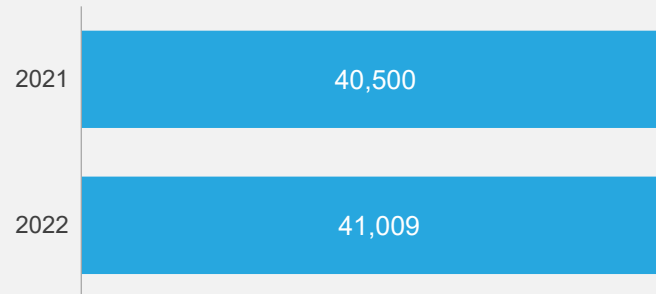
- **2023:** The TechMarketView Innovation Partner Programme (TIPP) teamed up with Capita Scaling Partner, the corporate venture unit of Capita plc, to support start-up and hyper-scaling companies in delivering game-changing solutions
- **2023:** signed a seven-year contract extension with Freenet AG, a German telecommunications and web content provider to continue providing customer services support for the telecommunications and digital services company

EMEA

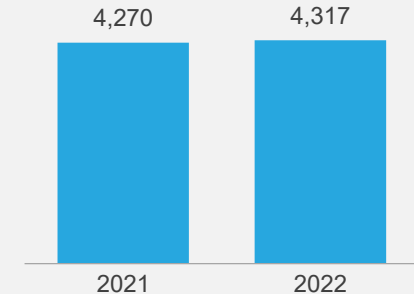
CXM revenue (In US\$ million)



Scale of CXM (number of agents)



CXM client base (number of clients)



Capita | EMEA CXM profile (page 2 of 7)

Capabilities

EMEA CXM revenue mix US\$ million

By geography

UK and Ireland	91%
Germany	5%
Others	4%

By buyer size

>US\$10 billion	56%
US\$1-10 billion	36%
<US\$250 million	3%
US\$250-500 million	3%
US\$500 million-1 billion	2%

By industry

Government / Public sector	41%
Telecom and media	22%
BFSI	17%
Energy and utilities	7%
Other industries	5%
Retail	3%
Technology	2%
Travel and hospitality	2%
Manufacturing (includes automobile)	1%

By process

Customer service	42%
Others	24%
Payment collection	14%
VAS ¹	10%
Outbound sales	4%
Inbound sales	3%
Order fulfillment and transaction processing	2%

Split of EMEA CXM FTEs Number of FTEs

By location²

High cost	76%
Low cost	12%
Medium cost	12%

By language

English	88%
German	11%
Others	1%

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









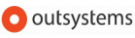































² High-cost regions include the UK, the US, and Western Europe; medium-cost regions include Eastern Europe, Middle East & Africa, and Latin America, and low-cost locations include India, the Philippines, and the Rest of Asia

Capita | EMEA CXM profile (page 3 of 7)

Key CXM investments | proprietary solutions and partnerships

Key partnerships

Strategic CX investments

 Advanced analytics	 Power BI   
 RPA/Automation	     
 Artificial Intelligence (AI) / Conversational AI	  
 Omni-channel / Agent Assist	     
 CCaaS/Cloud	              
 Others	

Key proprietary solutions

Alexa Customer Service	Capita owns the Customer Service skill name on Alexa, allowing brands to interact with the customer and automate tasks.
Portio	This solution enables the user to share location, photos, videos, and signed documents, all in real time on customized temporary sites.
Octal – Red SMS	It provides a real-time online customer journey tracking with proactive customer contact capability to support broken journeys and basket abandonment.

Capita | EMEA CXM profile (page 4 of 7)

Client portfolio and Environmental, Social, and Governance (ESG) initiatives

NOT EXHAUSTIVE

Key CXM clients		
Client name	Region	Client since
Deutsche Telekom	Germany	2019
Freenet (formerly Mobilcom)	Germany	2016
Transport for London	United Kingdom	2014
Department for Work and Pensions	United Kingdom	2013
BBC	United Kingdom	2002
Swisscom	Switzerland	1998
O2 (now Virgin Media O2)	United Kingdom	1982

Environmental initiatives

- Capita has committed to become net zero by 2035 from a 2019 base year. Its plans are AOList accredited by the Carbon Disclosure Project (CDP)
- Capita’s WFH and hybrid working options reduce emissions from buildings and lighting, heating, and energy and reduce emissions related to business travel

Social initiatives

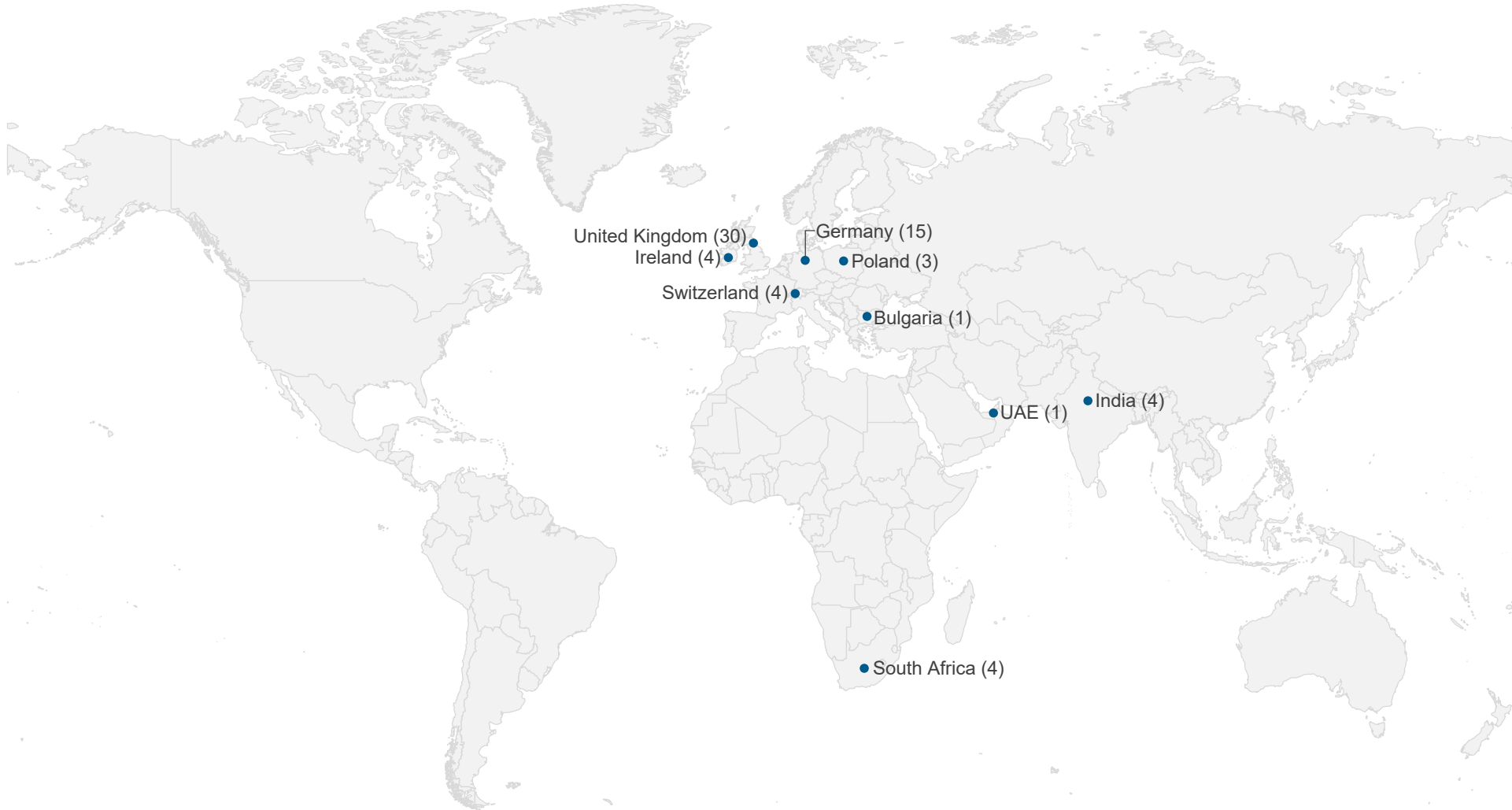
- Launched a new **life leave** policy, to support employees with paid time off for fertility treatment and early pregnancy loss
- It conducted lunch and learn sessions, celebrated awareness events, supported employee wellbeing, and engaged in impact sourcing programs

Governance initiatives

In 2022, as a part of its Governance initiatives, it added a board ESG committee to ensure its ESG governance and decisions were in line with other governance areas and embedded at all levels of the organization.

Capita | EMEA CXM profile (page 5 of 7)

Location landscape












Note: (XX) implies the number of delivery centers

Capita | EMEA CXM profile (page 6 of 7)

Everest Group EMEA assessment – Major Contender

Measure of capability:  Low  High

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










Strengths

- Capita is a Europe-focused CXM service provider with 44,500+ FTEs across eight delivery countries serving four key European countries, including the UK, Ireland, Germany, and Switzerland. It primarily caters to telecom and media, technology, financial services, energy and utilities, retail, and public sector verticals
- Capita offers data-driven service delivery with its five core market offerings, which are CX transformation, CX delivery, collections, acquisition and retention, and pension administration
- Through its Capita Public division, it provides services to over 500 government agencies and public offices in the UK such as justice, transport, defense, fire, security, welfare, and education departments with tailored offerings, including army recruitment, tax collection services, ultra-low emission zone control, and revenue and benefits services, among others. It has also invested in developing the pensions platform, Comet, to enhance user experience and improve efficiency
- It has a wide partner ecosystem consisting of well-renowned technology leaders such as AWS, Salesforce, Microsoft Power Platform, UiPath, Blue Prism, Nice, LivePerson, and Genesys that help it to develop digital tools in intelligent automation, assisted customer conversation tools, workflow management, a cloud omnichannel platform, conversational AI, and analytics technology
- Capita has invested in three CoEs in India that are leveraged for omnichannel support, web chat, and web content development, as well as back-office services such as FP&A, complex management reporting, and HR shared services
- Its experiment with risk-sharing commercial constructs has been successful, resulting in over 70% of buyers opting for the cost-effective outcome- or output-based pricing models focused on enhancing business objectives, which indicates its ability to successfully execute client outcomes
- Buyers highlighted flexible service delivery, account management practices, technology stack, and employee engagement as Capita’s key strengths

Capita | EMEA CXM profile (page 7 of 7)

Everest Group EMEA assessment – Major Contender

Measure of capability:  Low  High

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

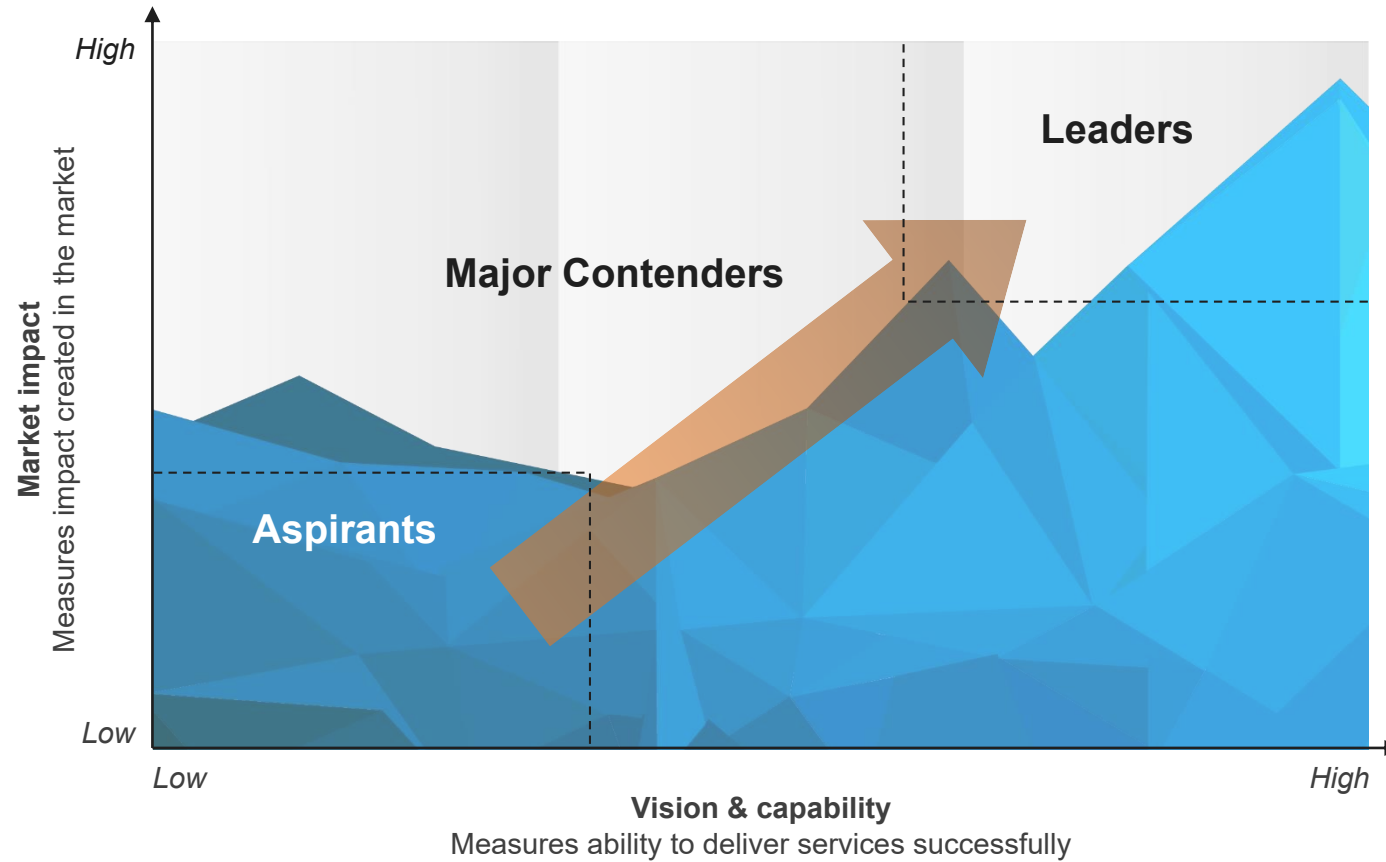
Limitations

- Capita’s customers are concentrated in four major markets, i.e., the UK, Ireland, Germany, and Switzerland; it lacks the experience to cater to clients from other European countries
- It predominantly caters to clients in English and German languages, and clients looking for customer support in French, Italian, Portuguese, and other European languages might be deterred by its limited capabilities in these languages
- Large buyers with revenue over US\$1 billion dominate its customer portfolio, while its limited experience in catering services to small and midsized buyers may inhibit its ability to cater to a diverse buyer range
- Although it serves a large number of longstanding clients in the telecommunications, BFSI, energy and utilities, and retail industries, its ability to cater to clients in the manufacturing, technology, travel and hospitality, and healthcare sectors is untested
- Buyers noted decision-making assistance by providing customer insights, BCP/risk mitigation strategies, and competitive pricing as areas where Capita can improve

Appendix

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

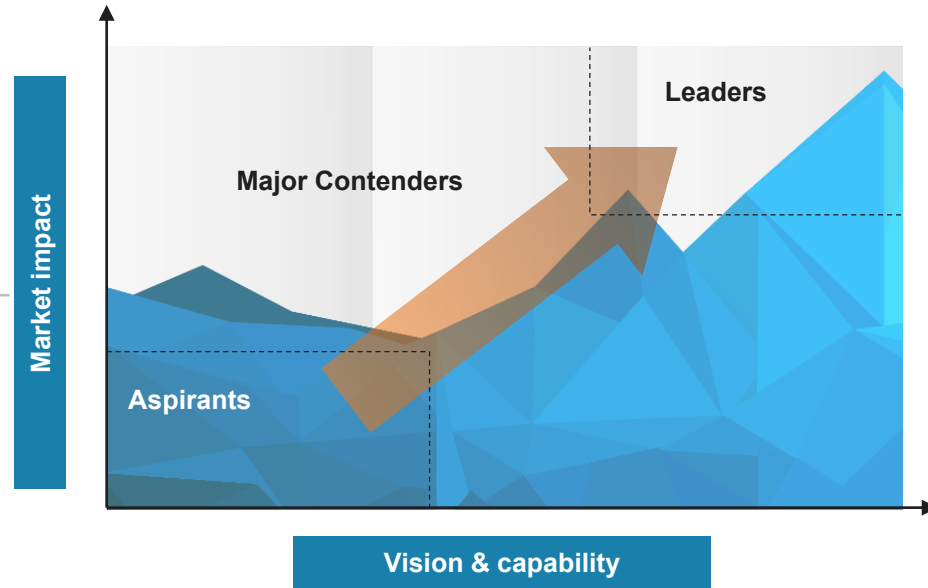
Everest Group PEAK Matrix



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



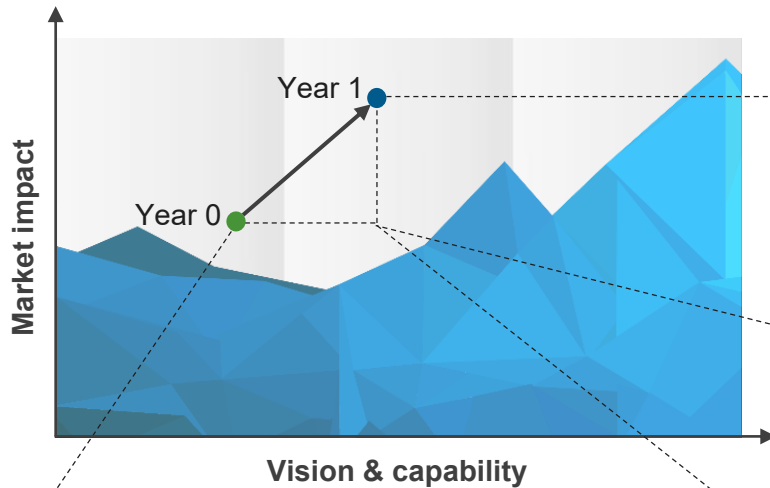
Measures ability to deliver services successfully. This is captured through four subdimensions

- 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



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 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 leading research firm helping business leaders make confident decisions. We guide clients through today's market challenges and strengthen their strategies by applying contextualized problem-solving to their unique situations. This drives maximized operational and financial performance and transformative experiences. Our deep expertise and tenacious research focused on technology, business processes, and engineering through the lenses of talent, sustainability, and sourcing delivers precise and action-oriented guidance. Find further details and in-depth content at www.everestgrp.com.

Stay connected

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
+1-214-451-3000

This document is for informational purposes only, and it is being provided "as is" and "as available" without any warranty of any kind, including any warranties of completeness, adequacy, or fitness for a particular purpose. Everest Group is not a legal or investment adviser; the contents of this document should not be construed as legal, tax, or investment advice. This document should not be used as a substitute for consultation with professional advisors, and Everest Group disclaims liability for any actions or decisions not to act that are taken as a result of any material in this publication.

Website
everestgrp.com

Social Media
 @EverestGroup
 @Everest Group
 @Everest Group
 @Everest Group

Blog
everestgrp.com/blog

NOTICE AND DISCLAIMERS

IMPORTANT INFORMATION. PLEASE REVIEW THIS NOTICE CAREFULLY AND IN ITS ENTIRETY. THROUGH YOUR ACCESS, YOU AGREE TO EVEREST GROUP'S TERMS OF USE.

Everest Group's Terms of Use, available at www.everestgrp.com/terms-of-use/, is hereby incorporated by reference as if fully reproduced herein. Parts of these terms are pasted below for convenience; please refer to the link above for the full version of the Terms of Use.

Everest Group is not registered as an investment adviser or research analyst with the U.S. Securities and Exchange Commission, the Financial Industry Regulatory Authority (FINRA), or any state or foreign securities regulatory authority. For the avoidance of doubt, Everest Group is not providing any advice concerning securities as defined by the law or any regulatory entity or an analysis of equity securities as defined by the law or any regulatory entity.

All Everest Group Products and/or Services are for informational purposes only and are provided "as is" without any warranty of any kind. You understand and expressly agree that you assume the entire risk as to your use and any reliance upon any Product or Service. Everest Group is not a legal, tax, financial, or investment advisor, and nothing provided by Everest Group is legal, tax, financial, or investment advice. Nothing Everest Group provides is an offer to sell or a solicitation of an offer to purchase any securities or instruments from any entity. Nothing from Everest Group may be used or relied upon in evaluating the merits of any investment. Do not base any investment decisions, in whole or part, on anything provided by Everest Group.

Products and/or Services represent research opinions or viewpoints, not representations or statements of fact. Accessing, using, or receiving a grant of access to an Everest Group Product and/or Service does not constitute any recommendation by Everest Group that recipient (1) take any action or refrain from taking any action or (2) enter into a particular transaction. Nothing from Everest Group will be relied upon or interpreted as a promise or representation as to past, present, or future performance of a business or a market. The information contained in any Everest Group Product and/or Service is as of the date prepared, and Everest Group has no duty or obligation to update or revise the information or documentation. Everest Group may have obtained information that appears in its Products and/or Services from the parties mentioned therein, public sources, or third-party sources, including information related to financials, estimates, and/or forecasts. Everest Group has not audited such information and assumes no responsibility for independently verifying such information as Everest Group has relied on such information being complete and accurate in all respects. Note, companies mentioned in Products and/or Services may be customers of Everest Group or have interacted with Everest Group in some other way, including, without limitation, participating in Everest Group research activities.