

Everest Group PEAK Matrix[®] for Marketing BPS Service Providers 2020

Focus on Cognizant
September 2020



Background and/or Introduction of the research

Organizations are shifting focus from traditional marketing models to digital and data-driven marketing. This shift, caused by the digital disruption, has created a new market with multiple service providers emerging and attempting to capture market share through innovative means. While enterprises primarily look for cost reduction in their marketing portfolio, service providers are tested on their capabilities in building marketing intelligence, omnichannel marketing, and content customization for diverse audiences. Given the growth and huge potential of the market, service providers continue to invest in a host of capabilities including in-house technology and analytics, and partnerships with marketing technology providers. As they strive to create differentiation in the market, intelligent automation through RPA and AI, cognitive capabilities, and predictive analytics are leveraged to attain higher speed-to-market and enhanced customer experience.

In this research, we present an assessment of 14 leading service providers featured on the Marketing BPS services PEAK Matrix®. The assessment is based on Everest Group's annual RFI process for calendar year 2020, interactions with leading Marketing BPS services providers, client reference checks, and an ongoing analysis of the Marketing services market.

This report includes Everest Group's view of the following 14 leading service providers featured on the Marketing BPS PEAK Matrix:

- **Leaders:** Accenture and Cognizant
- **Major Contenders:** Concentrix, EXL, HCL, Infosys, Isobar, Merkle, TCS, Wipro, and WNS
- **Aspirants:** HGS, Stefanini, and Webhelp

Scope of this report:



Geography
Global



Service providers
Accenture, Cognizant,
Concentrix, EXL, HCL, HGS,
Infosys, Isobar, Merkle,
Stefanini, TCS, Webhelp, Wipro,
and WNS



Services
Marketing BPS

Marketing BPS services PEAK Matrix® characteristics

Leaders:

Accenture and Cognizant

- Leaders have invested aggressively in common themes such as technology capabilities, analytics-based marketing intelligence, and maintaining a strong ecosystem of partnerships with marketing technology vendors. They have also built strong consulting and strategy offerings to augment marketing BPS
- Leaders have built a strong and balanced delivery portfolio, with significant presence in all major geographies and a workforce adept at multiple languages. They also invest heavily in certifications and structured learning programs to strengthen the digital marketing capabilities of the workforce

Major Contenders:

Concentrix, EXL, HCL, Infosys, Isobar, Merkle, TCS, Wipro, and WNS

- Major Contenders have a lot of catching up to do in terms of market success as well as in capabilities to provide end-to-end marketing services to their clients, along with necessary data management, analytics, and strategy support
- The ability to provide localization in terms of content customization and management is emerging as a major differentiator for clients. They must ensure that they are able to provide a balanced delivery mix to enable a high degree of localization support

Aspirants:

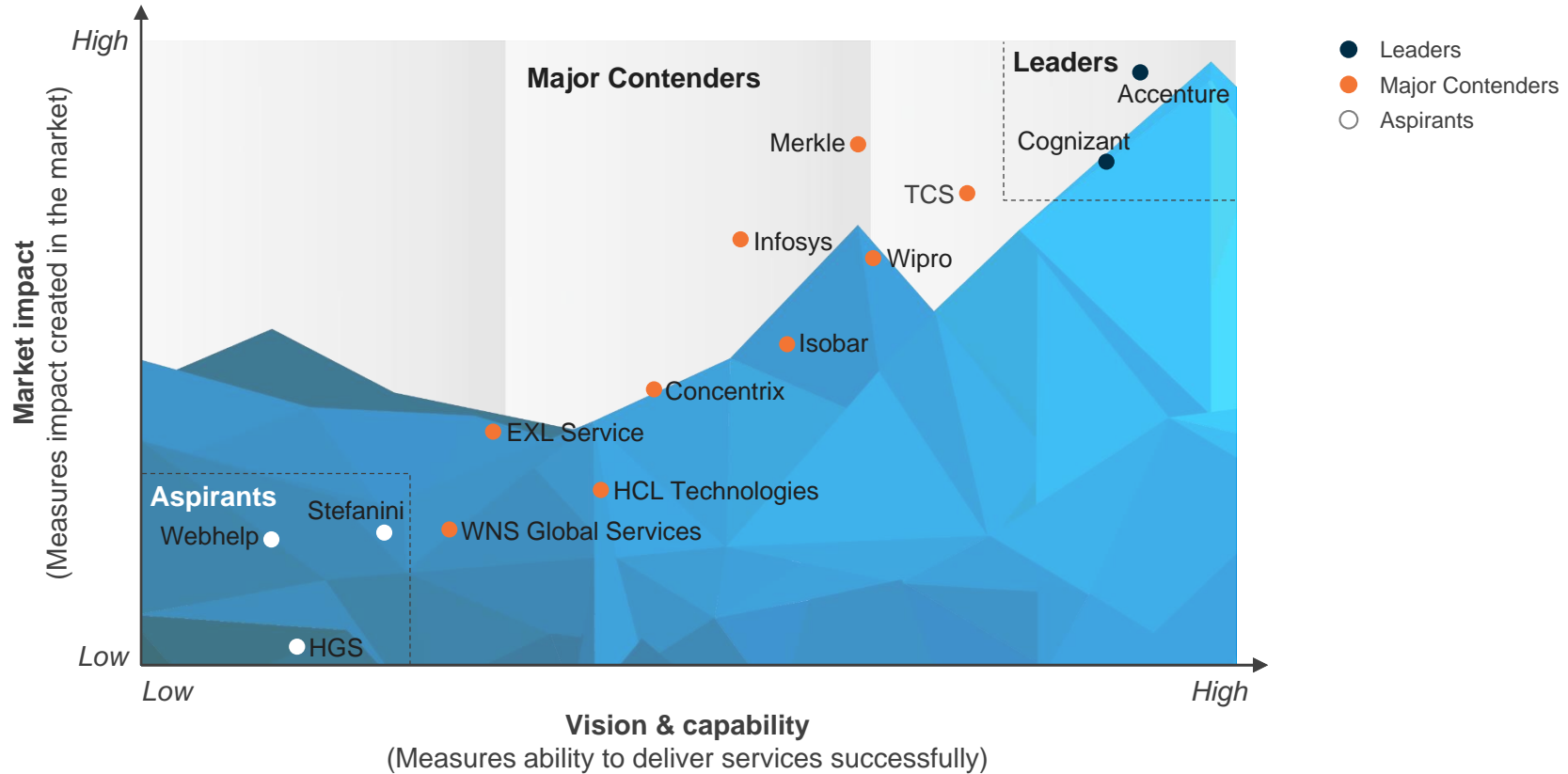
HGS, Stefanini, and Webhelp

- Aspirants lack the ability to provide end-to-end marketing services to their clients.. They should accelerate efforts to create adequate breadth in their offerings and fill any gaps in infrastructure or skill sets
- They should focus on strengthening partnerships with marketing technology vendors. This will enable them to automate processes further, increase speed-to-market, and provide services at scale
- Aspirants also find the limited presence across various geographies as a barrier to increasing their market share, despite having requisite capabilities. In the long run, their market success will be determined by their readiness to integrate into other geographies

Everest Group PEAK Matrix®

Marketing BPS Services PEAK Matrix® Assessment 2020 | Cognizant positioned as Leader

Everest Group Marketing BPS Services PEAK Matrix® Assessment 2020



Note: Assessments for HGS, Isobar, Merkle, Webhelp, and WNS Global Services excludes service provider inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with marketing BPS buyers

Source: Everest Group (2020)

Cognizant | marketing BPS profile (page 1 of 5)

Overview

Cognizant is a US multinational corporation that provides business & technology consulting, systems integration, application development & maintenance, IT infrastructure services, AI, digital engineering, analytics, business intelligence, data warehousing, CRM, supply chain management, engineering & manufacturing solutions, enterprise resource planning, research and development outsourcing, and testing solutions. The company operates through more than 100 development and delivery centers and 291,700 employees globally, of which over 150,000 are in India, across 10 locations. It serves industry sectors such as banking, financial services, & insurance, healthcare, life sciences, manufacturing & logistics, retail & consumer goods, information, and media & entertainment.

Key leaders

- Brian Humphries, Chief Executive Officer
- Gaurav Chand, Chief Marketing Officer
- Rebecca Schmitt (Becky), Chief People Officer
- Andrew Stafford, Head of Global Delivery
- Anil Cheriyan, EVP Strategy and Technology
- Malcolm Frank – President, Digital Business
- Ganesh Ayyar – President, Digital Operations

Headquarters: Teaneck, New Jersey, the United States

Website: www.cognizant.com

Marketing BPS	2017	2018	2019
Revenue (US\$ million)	Not Disclosed		
Number of FTEs			
Number of clients			

Recent marketing BPS related developments/investments

Areas	Developments/investments
Technology	2019: Acquired Contino, an enterprise DevOps and cloud transformation consultancy, to offer and deploy transformative cloud-based solutions
Capability growth: creative/content	<ul style="list-style-type: none"> • 2018: Acquired Mustache, a privately-held creative content agency based in Brooklyn, New York, to enhance its portfolio of digital capabilities in the interactive and digital marketing space • 2018: Acquired Softvision, a privately-held digital engineering and consulting company to leverage Softvision's approach to digital engineering and scale it across its studios • 2017: Acquired Netcentric, a provider of digital experience and marketing solutions with offices in the UK, Netherlands, Switzerland, Germany, and Romania. Netcentric has expertise in adobe technology with five specializations • 2016: Acquired Mirabeau, a digital marketing and experience agency based in Amsterdam
Strategy / data analytics	2017: Acquired Zone, one of the leading independent full-service digital agencies in the UK to enhance its established digital interactive capabilities in experience design, content strategy, human science-driven insights, and analytics

Cognizant | marketing BPS profile (page 2 of 5)

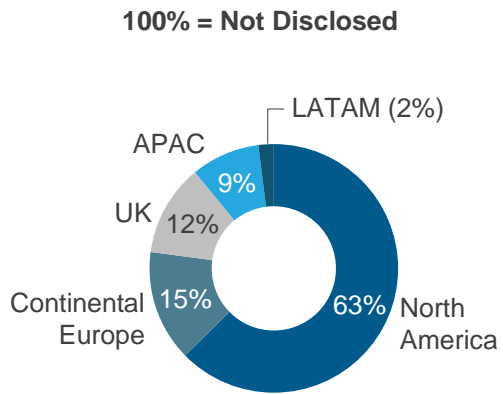
Capabilities

Major marketing BPS clients

Not disclosed

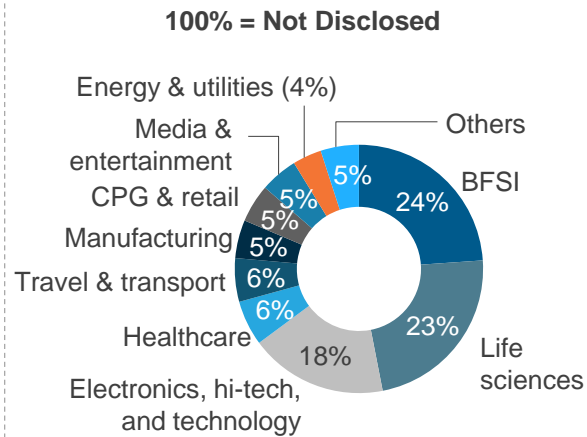
Marketing BPS revenue mix by geography

Revenue in US\$ million



Marketing BPS revenue mix by industry

Revenue in US\$ million



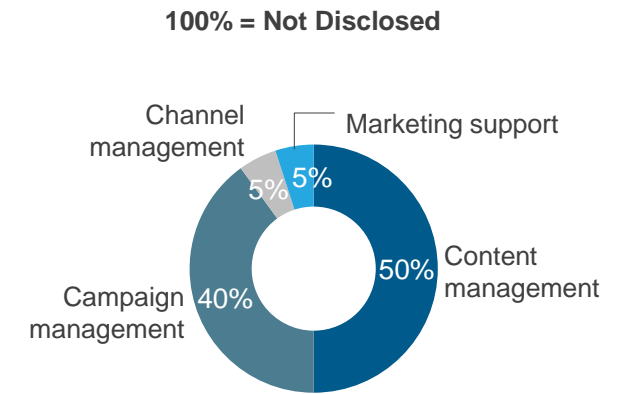
Marketing BPS number of clients by buyer size

Number of active clients

Not disclosed

Marketing BPS FTE mix by process

Number of FTEs



Cognizant | marketing BPS profile (page 3 of 5)

Location landscape

Marketing BPS delivery location



Cognizant | marketing BPS profile (page 4 of 5)

Technology solutions/ tools

Technology name	Processes served	Year launched	Description	No. of BPS clients
Sybil	Not disclosed	2020	A cloud-based application that uses Google NLP to perform text analytics like sentiment & syntax analysis and text categorization. It is useful in generating insights from any type of unstructured data like user feedback comments. It also uses Google's Translate API to translate text from multiple languages to English, to generate insights from multiple locations, and give a consolidated view of the voice of the customer	Not disclosed
BigDecisions®	Not disclosed	2011	An integrated analytical platform that enables organizations to improve their CX and optimize their business processes by providing them data-driven insights	Not disclosed
Intelligent pricing simulator	Not disclosed	2015	A simulator that leverages AI to recommend the optimal price and promotion strategy to increase revenue and profit margin	Not disclosed
Preplanned Packaged Weekender (PPW) recommendation engine	Not disclosed	Not disclosed	An AI-enabled solution to provide PPW recommendations for shipping to stores to increase sales revenue	Not disclosed
Personalized product recommendation engine	Not disclosed	Not disclosed	An AI-enabled solution to provide personalized product recommendations to e-commerce customers	Not disclosed
Crystal Gazer	Not disclosed	Not disclosed	A tool enabling predictive operations leveraging machine learning models	Not disclosed
Pixel Perfect	Not disclosed	Not disclosed	A tool that compares actual content output with baseline specifications and reports the differences pixel to pixel	Not disclosed

Cognizant | marketing BPS profile (page 5 of 5)

Everest Group assessment – Leader

Measure of capability: ● High ◐ Low

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

Strengths

- Cognizant has one of the highest number of clients in the market and has consistently generated high revenues for the past couple of years. It offers end-to-end marketing services, complemented by strong strategy and consulting offerings
- It has built a healthy suite of automation solutions leveraging machine learning and AI to improve productivity (such as Ad Group prioritizer and Audience list implementation), error proofing, and knowledge management
- Cognizant deploys solutions leveraging AI and predictive analytics to enhance campaign management and marketing support offerings
- In the last few years, the company has made key acquisitions to bolster its capabilities such as Mustache for content production, and Netcentric and Mirabeau for digital experience. The most recent acquisition of Lev is intended to expand Cognizant’s salesforce practice, in addition to strengthening its consulting capabilities
- It has a balanced delivery presence across major geographic regions with large delivery capacity in content and campaign management
- Referenced clients have expressed high satisfaction in parameters such as relationship management, tools and platform expertise, and transition management

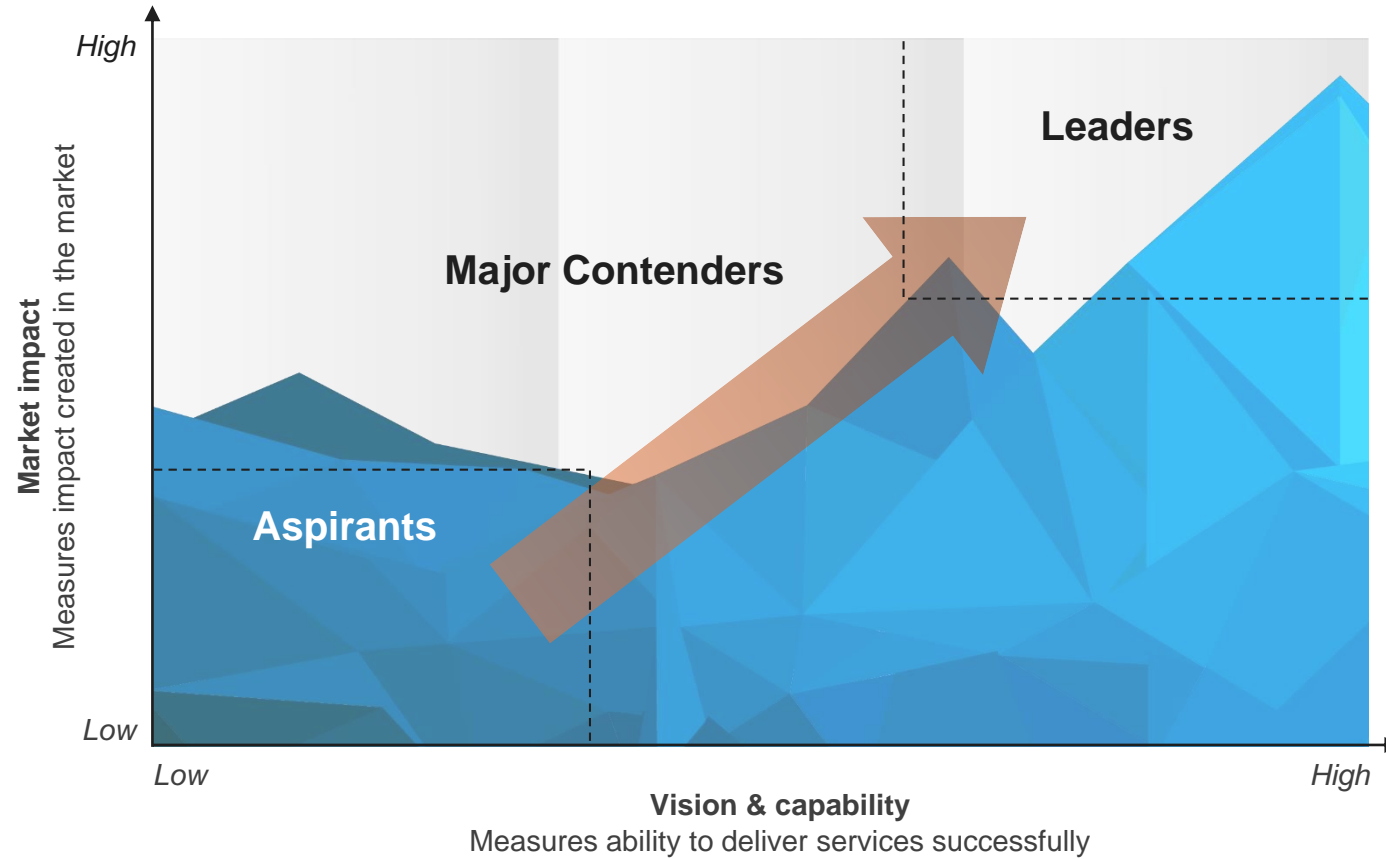
Areas of improvement

- Since it has tested capability in North America and Europe, it can now focus on expansion into LATAM and APAC markets
- Cognizant has a strong focus on content delivery and campaign management. It can augment delivery capacity in channel attribution and brand management to maintain its position
- While Cognizant has a large client base, it can look to increase the average deal size to ensure greater market success
- A large segment of its revenues from marketing services is generated as a part of broader BPS deals. Cognizant should focus on engaging new clients in marketing BPS to sustain its leadership position in the market
- Referenced clients feel that Cognizant can further improve innovation and customization of solutions

Appendix

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

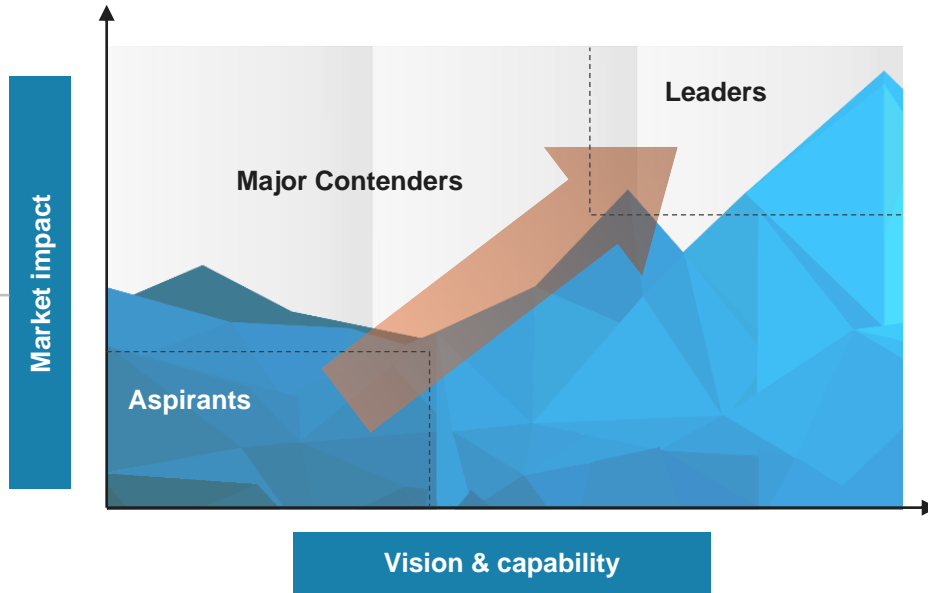
Everest Group PEAK Matrix



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

FAQs

Does the PEAK Matrix® assessment incorporate any subjective criteria?

Everest Group's PEAK Matrix assessment adopts an unbiased and fact-based approach (leveraging service provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information). In addition, these results are validated / fine-tuned based on our market experience, buyer interaction, and provider/vendor briefings

Is being a “Major Contender” or “Aspirant” on the PEAK Matrix, an unfavorable outcome?

No. The PEAK Matrix highlights and positions only the best-in-class service providers / technology vendors in a particular space. There are a number of providers from the broader universe that are assessed and do not make it to the PEAK Matrix at all. Therefore, being represented on the PEAK Matrix is itself a favorable recognition

What other aspects of PEAK Matrix assessment are relevant to buyers and providers besides the “PEAK Matrix position”?

A PEAK Matrix position is only one aspect of Everest Group's overall assessment. In addition to assigning a “Leader”, “Major Contender,” or “Aspirant” title, Everest Group highlights the distinctive capabilities and unique attributes of all the PEAK Matrix providers assessed in its report. The detailed metric-level assessment and associated commentary is helpful for buyers in selecting particular providers/vendors for their specific requirements. It also helps providers/vendors showcase their strengths in specific areas

What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?

- Participation incentives for buyers include a summary of key findings from the PEAK Matrix assessment
- Participation incentives for providers/vendors include adequate representation and recognition of their capabilities/success in the market place, and a copy of their own “profile” that is published by Everest Group as part of the “compendium of PEAK Matrix providers” profiles

What is the process for a service provider / technology vendor to leverage their PEAK Matrix positioning and/or “Star Performer” status ?

- Providers/vendors can use their PEAK Matrix positioning or “Star Performer” rating in multiple ways including:
 - Issue a press release declaring their positioning. See [citation policies](#)
 - Customized PEAK Matrix profile for circulation (with clients, prospects, etc.)
 - Quotes from Everest Group analysts could be disseminated to the media
 - Leverage PEAK Matrix branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)
- The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with the designated POC at Everest Group.

Does the PEAK Matrix evaluation criteria change over a period of time?

PEAK Matrix assessments are designed to serve present and future needs of the enterprises. Given the dynamic nature of the global services market and rampant disruption, the assessment criteria are realigned as and when needed to reflect the current market reality as well as serve the future expectations of enterprises



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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

New York

info@everestgrp.com
+1-646-805-4000

Toronto

canada@everestgrp.com
+1-416-388-6765

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