

F R O S T & S U L L I V A N



# 2022 CUSTOMER VALUE LEADER

*INDIAN  
CUSTOMER EXPERIENCE  
OUTSOURCING SERVICES INDUSTRY*

## Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each award category before determining the final award recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Teleperformance excels in many of the criteria in the customer experience (CX) outsourcing services space.

AWARD CRITERIA	
<i>Business Impact</i>	<i>Customer Impact</i>
Financial Performance	Price/Performance Value
Customer Acquisition	Customer Purchase Experience
Operational Efficiency	Customer Ownership Experience
Growth Potential	Customer Service Experience
Human Capital	Brand Equity

### *Unrivaled Integrated Business Services Partner for Leading Brands*

Teleperformance is the leading global provider of outsourced, digitally integrated business services encompassing CX, back-office, and consulting. The company boasts 420,000 CX experts and a strong industry presence, serving more than 170 markets from 88 countries. It is fast becoming the preferred

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Director, ICT Practice*

partner in “high-tech, high-touch” practices to leading companies across sectors, developing implementation strategies to optimize their CX and business processes.

Teleperformance first established operations in India in 2001 to offer brand leaders enhanced offshore solutions. Since then, it has aggressively built an unrivaled presence in India to achieve a robust network of 35+ delivery centers in key locations and is the designated Center of Excellence (CoE) for Customer Experience (CX), Back-office Services and

Transformation Solutions. With proprietary deep-learning technology and a diverse workforce of more than 80,000 employees, Teleperformance delivers a comprehensive portfolio of digital transformation solutions and enhanced CX to 200+ brand leaders in India, the United States, the United Kingdom, and Europe, the Middle East, and Africa (EMEA). While it has capitalized on a solid and diverse portfolio in

various industry verticals over the years, it also experiences monumental success with born-digital, new-economy clients. Frost & Sullivan is impressed with how Teleperformance's emphasis on lasting client relationships and relevant technologies and processes has accelerated its growth, strengthened its brand, and helped it achieve large-scale commercial success.

### ***Enhanced Capability for Accelerated Future Growth***

True to its high-tech, high-touch philosophy, Teleperformance has embarked on a momentous transformation journey that combines advanced technology innovations with the right human resources. This approach helps it deliver efficient and exceptional CX on behalf of clients across the board, cultivating deeper customer relationships. Teleperformance in India offers pioneering customer management and digital transformation services that improve CX, data analytics, front and back-office services, finance and accounting, human resource outsourcing (HRO), and information technology (IT) and infrastructure management. The company capitalizes on advanced automation, artificial intelligence, machine learning, and robotics process automation (RPA) technologies across industry verticals and digital channels.

In recent years, to support the increased demand for customer service and lead changes in the market, Teleperformance has expanded its team with not only customer service professionals but data scientists, business process engineers, and solution architecture experts, specializing in emerging technologies and global best practices, such as analytical and statistical modeling, process design, and Lean Six Sigma. Today, its analytics team spans almost all aspects of the value chain, including speech, CX, interaction, process, and operational analytics. India plays a critical role in realizing the company's high-tech vision, and Teleperformance has established its center of excellence for RPA in the country to comprise more than 1000+ consulting and RPA professionals catering to global and domestic demands.

Teleperformance's high-touch strategy aims to improve employee satisfaction and distinguish itself as a future-ready company. Upholding its Great Place to Work motto, the company hires, trains, and retains the best talents to deliver exceptional value to clients. Striving to be the employer of choice, Teleperformance has launched programs covering employee commitment, well-being, training and career

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development, health and safety, human rights, diversity, and inclusion in India. The company emphasizes employee excellence in its work culture, designing well-formulated training programs (MyTP) for career progression and recognized leadership programs (JUMP, TP University). Teleperformance understands how delivering exceptional CX hinges on employee engagement, so it prioritizes the employee satisfaction index (Teleperformance ESAT) in addition to the customer satisfaction index (Teleperformance

CSAT) and client satisfaction index (Teleperformance KSAT). Frost & Sullivan commends Teleperformance for enhancing solution capabilities by synergizing technology adoption with a continued focus on the human element to enjoy a significant competitive edge in the rapidly evolving digitally integrated business services market.

### ***Operational Excellence Through Innovation***

Teleperformance prides itself on offering the best practices in human resource management, global dedicated CX infrastructure, and high-performance technologies that ensure quality, security, and reliability. It differentiates itself with its strategic excellence that balances technology innovation and the human touch, earning its reputation as the preferred service provider to various organizations in their unique operative markets. Technology nuances, speedy responses, local language capabilities, pan-India solutions, proven expertise in processes specific to client's operation, and delivery of business outcomes to clients have contributed to Teleperformance's outstanding success in the Indian market, especially since 2020. Some notable initiatives that exemplify its commitment to operational excellence are as follows:

**End-to-end Transformation Analytics.** Teleperformance conducted end-to-end transformational analytics by leveraging various tools, including customer journey mapping to identify key customer pain points and non-FCR process nodes, and subsequently resolved these root causes along with the client. This led to reduction of contacts per customer/order and more importantly, a better overall customer experience.

**After Call Work (ACW) Bot.** The ACW Bot automates post-call activities (including SMS and email) by effectively reducing advisors' ACW, updating customer relationship management actions, shortening turnaround times by handling multiple orders in a single request, and allowing advisors to navigate action selection across multiple pages to send customer responses. With ACW Bot, leading Indian eCommerce operators have witnessed 100% accuracy in case processing, ~20-25% FTE benefits in the area of implementation and this automation has eliminated all human intervention for these activities.

**Text Analytics for Automated Quality Assurance.** Teleperformance's in-house text analytics engine TP Prompto streamlines the customer feedback management process and supports analysts in reviewing more than 25,000 data points per month to derive insights. With deep-dive layers and data visualization flexibility, the engine can process millions of customer verbatim accounts and customer sentiment. Leading Indian eCommerce brands could only mine data from 8% to 10% of customer verbatim accounts. With TP Prompto, they can now mine data from 100% of customer verbatim accounts, resulting in a resolution accuracy improvement of 4% and a positive influence on net promoter score or CSAT in real time.

**TP Cloud Campus (TPCC).** Businesses required a mitigation plan to restore business-as-usual operations and comply with government rules during the nationwide lockdown for COVID-19. TPCC emerged as a differentiating solution in India that offers fully digitized recruitment, training, and remote operational management practices to help clients scale up work-at-home agents (WAHA) to ensure service quality and customer satisfaction. For its largest client in India, Teleperformance was its first partner to shift to the WAHA model (about 90% of current staff), complete user acceptance testing for more than 10 processes within two weeks post-agreement; and deliver 100% real-time support to the client's advisors handling critical issues.

These examples reflect Teleperformance's technology prowess in building and future-proofing robust solutions. Frost & Sullivan anticipates Teleperformance's TPCC as the most efficient and effective model

for hiring, training, and managing remote teams while ensuring exceptional, consistent CX in a post-pandemic world.

### ***Delivering Enhanced Value—Bedrock of Customer Loyalty and Business Growth***

Teleperformance complements its CX solutions with an integrated digital business process that helps clients grow their business in the digital era. The company successfully delivers personalized CX (independent of channel and device) through a clear understanding of the customer journey and extensive use of analytics, Big Data, and cognitive computing for robust insights and continuous learning about customer needs. The company approaches every customer engagement using the TAP™ (Technology, Analytics, and Process Excellence) framework to understand the client's needs and desired state. Its competitive differentiation lies in its ability to meet client objectives and consumer requirements with digital tools and processes that deliver business outcomes instead of mere outputs. It is a vested partner and a digital transformation enabler in unlocking the client's potential and enhancing customer value.

Teleperformance is a partner to one of India's leading eCommerce companies, which is also the single largest client supported in India. The partnership commenced in 2014 with 250 agents handling the CX Email Program, helping the client achieve exponential growth in FTE count, supported functions, and wallet share within the client account. From providing the client with customer support on a single channel, Teleperformance has expanded its offerings to end-to-end retail support, product support across product categories, and air travel booking support. Teleperformance successfully demonstrated its capability and expanded into other lines of business (LOB) within the client organization, which includes all "Seller lifecycle management", customer support for multiple languages, assisting customers looking to purchase large appliances and L2 and L3 support on customer queries. It also managed Big Billion Day, the annual sales initiative of the client which sees the manpower requirement increase by 3x.

Teleperformance's relationship with the client has grown to more than 7,000 FTE, supporting the client in four physical locations across India. During the pandemic, Teleperformance was the first vendor to transform 90% of its staff into WAHA, ensuring the client's operational continuity. The TPCC solution made this possible, serving as a backup option for the client's other providers.

During the partnership, Teleperformance also rebadged existing employees and expanded business by driving digital adoption, reducing long-term operational costs, maintaining high operational efficiency and flexibility, retaining experienced staff, and improving operations. Teleperformance invested in the rebadged employees by understanding cultural expectations, aligning them with Teleperformance's culture and values, deploying recognition and incentive programs, and launching rigorous training and learning programs for skills and competency development. Teleperformance rebadged the client's advisors from different LOBs, sites, and service providers. After one year, this client program resulted in 99% retention of rebadged employees. This result is no mean feat and a clear demonstration of the high-touch approach.

The client recognizes Teleperformance's ability to bring innovation to the next level, as evidenced by the following quote from its Vice President of CX Design and Operations:

"We've been interacting with Teleperformance for over five years now. We have immensely benefited from the strong performance the Teleperformance teams have delivered consistently. The operational

stability, flexibility, and leadership sponsorship Teleperformance brings to this relationship are highly commendable. Our recent conversations on digital transformation opportunities were another refreshing pivot in this journey. The quality of the conversations and the insights provided spoke volumes about the maturity of the company and its management. We look forward to these valuations and greater shared success. A big thank you to Teleperformance for staying invested in us and making us look good in our organization.”

## Conclusion

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Frost & Sullivan attributes Teleperformance’s success to its strong market presence, local delivery capability, and comprehensive solution portfolio encompassing front and back-end operations. It sets itself apart from the competition with strategic growth initiatives, exceptional financial performance and technology leverage, deep industry expertise across geographies, customer service leadership, and global best practices. Its solid partnership with a leading eCommerce participant in India is a testament to its demonstrated capabilities and accomplishments. Teleperformance has positioned itself as an innovative and reliable go-to partner for CX outsourcing services in India.

With its strong overall performance, Teleperformance earns Frost & Sullivan’s 2022 Indian Customer Value Leadership Award in the CX outsourcing services industry.

## What You Need to Know about the Customer Value Leadership Recognition

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Frost & Sullivan's Customer Value Leadership Award recognizes the company that offers products or services customers find superior for the overall price, performance, and quality.

### Best Practices Award Analysis

For the Customer Value Leadership Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

#### *Business Impact*

**Financial Performance:** Strong overall financial performance is achieved in terms of revenues, revenue growth, operating margin, and other key financial metrics

**Customer Acquisition:** Customer-facing processes support efficient and consistent new customer acquisition while enhancing customer retention

**Operational Efficiency:** Company staff performs assigned tasks productively, quickly, and to a high-quality standard

**Growth Potential:** Growth is fostered by a strong customer focus that strengthens the brand and reinforces customer loyalty

**Human Capital:** Commitment to quality and to customers characterize the company culture, which in turn enhances employee morale and retention

#### *Customer Impact*

**Price/Performance Value:** Products or services provide the best value for the price compared to similar market offerings

**Customer Purchase Experience:** Quality of the purchase experience assures customers that they are buying the optimal solution for addressing their unique needs and constraints

**Customer Ownership Experience:** Customers proudly own the company's product or service and have a positive experience throughout the life of the product or service

**Customer Service Experience:** Customer service is accessible, fast, stress-free, and high quality

**Brand Equity:** Customers perceive the brand positively and exhibit high brand loyalty

## About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at <http://www.frost.com>.

## The Growth Pipeline Engine™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.

[Learn more.](#)

### Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** Proven Best Practices
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** Implementation Excellence
- **Transformational Growth:** Industry Leadership



## The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

### Analytical Perspectives:

- **Mega Trend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

