HfS Blueprint Report
Marketing Operations & Digital Customer Experience Management
Excerpt for Accenture
December 2014

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Executive Summary

- The HfS 2014 Marketing Operations and Digital CEM Blueprint is the first application of HfS Blueprint methodology in the marketing space (though we covered transformational CEM services in 2013). Unlike other quadrants and matrices, the HfS Blueprint identifies relevant differentials among service providers across numerous facets in two main categories: innovation and execution.

- HfS Blueprint Report ratings depend on a broad range of stakeholders with specific weightings based on 1,355 crowd-sourced responses. Stakeholders include the following:
  - BPO Enterprise Buyers
  - BPO Service Providers
  - BPO Industry Influencers (Sourcing Advisors)
  - HfS Analysts
Key Highlights

- **An Emerging Market with Digital Proliferation Acting as the Key Catalyst.** HfS Research believes that the marketing operations and digital CEM market will converge to focus on helping client organizations respond to the new consumer truths that ‘digital’ is spearheading. These truths include: the ways consumers learn about, experience and discuss brands; respond to promotions; make purchase decisions; and interact and engage with brands over their lifetimes.

- **A Winner’s Circle with a Progressive Vision for the Broader CEM Market.** The leading service providers in our study have been proactive about developing practices for this emerging opportunity and have each charted a broad vision for the customer experience.
  - **Accenture** is a progressive service provider with a vision for bringing together multi-disciplinary digital marketing capabilities
  - **Cognizant** combines technological depth with a strong, industry-oriented approach to provide marketing services
  - **Wipro** is a technology-based service provider with an ambitious digital offshoot, stitching together end-to-end digital capabilities
  - **Infosys** is a technology leader bringing a suite of platform-based BPO solutions for digital marketing and CEM

- **High Performers Bring Diverse Strengths to Push the Boundaries of the Market.** The High Performers in this study – **HCL, Genpact, Sutherland Global Services, Concentrix,** and **Xerox** – have diverse approaches to servicing the market. In the next few years, we expect their efforts to continue to expand the scope of the market: HCL through e-commerce integration, Xerox and Genpact through campaign execution strengths, and Sutherland Global Services and Concentrix through continuing to push the envelope on technology enablement and the integration of digital into customer relationship management.
New Paradigms That Shape Today’s Marketing Outcomes

Marketing as we know it is undergoing a paradigm shift. Chief Marketing Officers are hard-pressed to find the best balance and ROI between the digital and physical worlds for their precious marketing dollars. CMOs are asking their operating teams the best ways to address different challenges, such as:

- **Data-driven decision-making:** Do we have all the relevant data? Is it integrated across the marketing functions? Do business users have the relevant access and skills?

- **Impact of performance:** How do we move from measuring performance campaign-by-campaign to a more multi-dimensional metric that takes into account time (including both real-time interactions and long-term impact) and performance, including effectiveness in targeting, reaching, engaging, and retaining consumers?

- **Hyper-personalization:** What can we do to achieve a single view of the customer across channels and operational agility to personalize the customer experience? Can we track a customer’s path and make the best offers with contextual knowledge?

- **Operational agility:** What do we need to have in order to provide customers with the ability to proactively and effectively engage across their channels of choice?
New Paradigms That Shape Today’s Marketing Outcomes (contd.)

- **Internal collaboration:** How do we best sit at the table alongside IT when it comes to making decisions on marketing technology procurement and a greater integration of strategic and tactical elements with other consumer-facing operations (e.g., sales, e-commerce, customer care, and integrated marketing communications)?

We believe that working with service provides to develop effective answers will exponentially enhance the CMO’s ability to influence the traditional marketing outcomes that are still very much relevant, including **customer satisfaction, NPS scores, customer lifetime value**, and **customer loyalty**.
Reorienting business functions to serve the end customer. In the emerging “As-A-Service Economy,” HfS Research sees an increased convergence of the consumer-oriented business functions of marketing, sales, and customer care to serve the end customer.

- Organizations will accomplish this through enabling technologies and innovative service frameworks that create new opportunities for collaboration and redefine the omni-channel customer experience – from brand awareness, campaign personalization, lead nurturing, customer acquisition, and service support to long-term engagement and retention.

- All of these areas of activity are focused on the customer experience, and, in the digital world (instead of in the marketing, sales, and customer care departments / functions dictating the experience that they receive), customers are increasingly participating as leaders, either consciously or unconsciously, by their actions. This shift is compelling these departments to use data, analytics, and technology to work together in new ways and to treat the end consumer more consistently across all functions and channels.
### The Convergence of Marketing, Sales and Customer Care

<table>
<thead>
<tr>
<th>Services Support</th>
<th>Marketing</th>
<th>Sales</th>
<th>Customer Care</th>
</tr>
</thead>
</table>
| **Enabling Technologies** | • Marketing strategy  
• Content production and management  
• Campaign strategy and execution  
• Cloud-based global digital marketing asset management  
• Marketing analytics for channel selection, targeting, etc.  
• Social dashboards  
| • Web development, e-commerce support  
• Lead generation  
• Cross-sell/Up-sell  
• Omni-channel sales enablement  
• Cloud-enabled sales force automation  
• Web analytics for personalization and offer management, etc.  
• M-commerce  
| • Omni-channel customer care (SMS/web chat/email/social media/voice)  
• Search engine and social media marketing  
• Unified 360-degree customer dashboards  
• Device interoperability for omni-channel support  
• Analytics to improve service, voice of customer, etc.  

HfS foresees a greater level of convergence among these towers to serve the end consumer, including a greater integration of surrounding services and technology infrastructures.
Marketing Operations and Digital CEM: Market Context (contd.)

- **This trend is creating an exciting, new, consumer-focused services market.** Currently, the solutions to these needs are being procured and sold disjointedly and opportunistically.

  - **Stakeholders are not aligned within client organizations.** While convergence is starting to take place, particularly in the digital context, HfS still sees a siloed approach to services and technology procurement within and across these business functions (e.g., heads of customer service, heads of online sales, heads of analytics, CIOs, CMOs, etc.). The mega-trend of marketing and IT convergence has not yet translated into an integrated approach by buyers to look at overall marketing outcomes and the ways in which this approach affects relationships with third-party service providers.

  - **Service providers are using multiple approaches.** Clients have common pain points that service providers are trying to address in different ways, including approaching the pain points from traditional strengths in e-commerce support, web development, data analytics, marketing campaign execution, and customer care. Providing services in overlapping or even adjacent areas is still very much a new concept, with few use cases in today’s market.
## Marketing Operations and Digital CEM Value Chain Service Definitions

<table>
<thead>
<tr>
<th>Marketing Content Development &amp; Management</th>
<th>Campaign Management</th>
<th>Digital Customer Relationship Management</th>
<th>Data Management, Reporting &amp; Analytics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Content development – original ad and follow-on collateral creation and management</td>
<td>• Marketing consulting – campaign design and management, product development, etc.</td>
<td>• Customer care – non-voice (e.g., SMS/web chat/email)</td>
<td>• Data cleansing and consolidation</td>
</tr>
<tr>
<td>• Content management</td>
<td>• Campaign execution, loyalty program management, and coupon and gift card management</td>
<td>• Customer care – social media support</td>
<td>• Data governance</td>
</tr>
<tr>
<td>• Web development, e-commerce support</td>
<td></td>
<td>• Search engine and social media marketing</td>
<td>• Marketing and campaign analytics</td>
</tr>
</tbody>
</table>

### Legend for service provider profiles
- More mature capability
- Emerging capability

### HfS Value Chain Definition:

The *value chain* refers to the series of departments that carry out value-creating activities to design, produce, market, deliver, and support a company’s product or service. In this usage, we refer to the range of primary processes and support services that providers offer to their clients.
Research Methodology
Research Methodology

Data Summary

- An analysis was conducted of more than 175 active marketing operations and digital CEM contracts, covering 12 major service providers.
- The data were collected in Q3/Q4 of 2014 and include buyers, providers, and advisors/influencers of marketing operations and digital CEM services.

Participating Service Providers

This Report is Based On:

- Tales from the Trenches: Interviews were conducted with buyers who had evaluated service providers and experienced their services. Some were supplied by service providers, but many interviews were conducted by HfS Executive Council members and participants in our extensive market research.
- Sell-Side Executive Briefings: Structured discussions with service providers were conducted to collect the data necessary to evaluate their innovation, execution, market share, and deal counts.
- HfS 2014 “State of Outsourcing” Survey: The industry’s largest quantitative survey, conducted with the support of KPMG, covered the views, intentions, and dynamics of 1,300+ buyers, providers, and influencers of outsourcing.
- Publicly Available Information: Financial data, website information, presentations given by senior executives, and other marketing collateral were evaluated.
Key Factors Driving the HfS Blueprint

**Evaluation Criteria**

Two major factors were evaluated:

- **Execution**, which represents service providers’ ability to deliver services. It includes:
  - Solutions in the Real World
  - Quality of Customer Relationships
  - Flexibility

- **Innovation**, which represents service providers’ ability to improve services. It includes:
  - Vision for End-to-End Process Lifecycle
  - Concrete Plans to Deliver Value Beyond Cost
  - Leveraging External Drivers

**Criteria Weighting**

Criteria were weighed using crowdsourcing weightings from the four groups that matter most:

- Enterprise Buyers (revenues > $5B) (20%)
- Buyers (20%)
- Service Providers (30%)
- HfS Research Analysts (20%)
- Advisors, Consultants, and Industry Stakeholders (10%)

Weightings for this report came from HfS’ July 2014 State of Outsourcing Study
## HfS Blueprint Scoring Percentage Breakdown

### EXECUTION

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of Customer Relationships</td>
<td>22.70%</td>
</tr>
<tr>
<td>Quality of Account Management Team</td>
<td>11.30%</td>
</tr>
<tr>
<td>How Service Providers Engage Customers and Develop Communities</td>
<td>4.66%</td>
</tr>
<tr>
<td>How Service Providers Incorporate Customer Feedback</td>
<td>6.74%</td>
</tr>
<tr>
<td>Real-World Delivery Solutions</td>
<td>16.45%</td>
</tr>
<tr>
<td>Actual Delivery of Services for Each Sub-Process</td>
<td>5.78%</td>
</tr>
<tr>
<td>Marketing Content Management</td>
<td>1.45%</td>
</tr>
<tr>
<td>Marketing Campaign Management</td>
<td>1.45%</td>
</tr>
<tr>
<td>Digital CRM</td>
<td>1.45%</td>
</tr>
<tr>
<td>Marketing Data Management, Reporting, &amp; Analytics</td>
<td>1.45%</td>
</tr>
<tr>
<td>Geographic Footprint and Scale</td>
<td>3.18%</td>
</tr>
<tr>
<td>Usefulness of Services to Specific Client Needs of All Sizes</td>
<td>7.49%</td>
</tr>
<tr>
<td>Flexibility to Deliver End-to-End and Point Solutions</td>
<td>4.20%</td>
</tr>
<tr>
<td>Experience Delivering Industry-Specific Solutions</td>
<td>3.29%</td>
</tr>
<tr>
<td>Flexible Pricing Models to Meet Customer Needs</td>
<td>13.54%</td>
</tr>
</tbody>
</table>

### INNOVATION

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision for End-to-End Process Lifecycle</td>
<td>15.10%</td>
</tr>
<tr>
<td>Concrete Plans to Deliver Value Beyond Cost and Investment in Future Capabilities</td>
<td>5.06%</td>
</tr>
<tr>
<td>Integration of Technology into Business Process</td>
<td>5.93%</td>
</tr>
<tr>
<td>Continuous Improvement Methodology and Capability</td>
<td>4.11%</td>
</tr>
<tr>
<td>Vision for Industry-Specific Solutions</td>
<td>16.86%</td>
</tr>
<tr>
<td>Ability to Leverage External Value Drivers</td>
<td>15.35%</td>
</tr>
<tr>
<td>Leverage New Technology, Security, Social Media, Mobility, and Cloud Capabilities</td>
<td>8.58%</td>
</tr>
<tr>
<td>Incorporate Regulatory Requirements Quickly and Proactively</td>
<td>6.71%</td>
</tr>
</tbody>
</table>

### TOTAL

| Total                                                                 | 100.00%    |

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### Execution Definitions

<table>
<thead>
<tr>
<th>EXECUTION</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quality of Customer Relationships</strong></td>
<td>How engaged are providers in managing client relationships based on the following metrics: quality of account management, service provider/client engagement, and incorporation of feedback?</td>
</tr>
<tr>
<td><strong>Quality of Account Management Team</strong></td>
<td>What is the quality level of the professional skills of the account management team?</td>
</tr>
<tr>
<td><strong>How Service Providers Engage Customers and Develop Communities</strong></td>
<td>How well does the service provider engage clients and develop client communities?</td>
</tr>
<tr>
<td><strong>How Service Providers Incorporate Customer Feedback</strong></td>
<td>How has the service provider taken feedback and incorporated that feedback into its product/solution?</td>
</tr>
<tr>
<td><strong>Real-World Delivery Solutions</strong></td>
<td>Does the solution provided compare favorably to the service agreed upon when taking into account the delivery of services for each sub-process, geographic footprint, and scale?</td>
</tr>
<tr>
<td><strong>Actual Delivery of Services for Each Sub-Process</strong></td>
<td>Taking into account each sub-process and the entire macro process, does each sub-process sum to a successful delivery of the service being provided? For example, in the Finance and Accounting macro-process of Order to Cash, are all sub-processes being delivered successfully?</td>
</tr>
<tr>
<td><strong>Geographic Footprint and Scale</strong></td>
<td>Specific to the category, to what degree does the service provider have geographic locations that offer strategic value, and to what degree does it have scale?</td>
</tr>
<tr>
<td><strong>Usefulness of Services to Specific Client Needs of All Sizes</strong></td>
<td>How flexible and experienced is the provider when tailoring solutions based on client size, location, and type of solution (end-to-end or single-point)?</td>
</tr>
<tr>
<td><strong>Flexibility to Deliver End-to-End and Point Solutions</strong></td>
<td>How flexible is the provider in delivering multi-process, end-to-end solutions versus single-point solutions?</td>
</tr>
<tr>
<td><strong>Experience Delivering Industry-Specific Solutions</strong></td>
<td>How well does the provider deliver industry-specific or horizontal-specific analytics solutions (for example, depth in verticals like insurance, retail, or major processes, such as Finance and Accounting or Supply Chain)?</td>
</tr>
<tr>
<td><strong>Flexible Pricing Models to Meet Customer Needs</strong></td>
<td>How flexible is the provider in determining the pricing of contracts? Is the provider willing to make investments into client firms for long-term growth?</td>
</tr>
</tbody>
</table>

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## Innovation Definitions

<table>
<thead>
<tr>
<th>INNOVATION</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Innovation</strong></td>
<td>Innovation is the combination of improving services and improving business outcomes.</td>
</tr>
<tr>
<td><strong>Vision for End-to-End Process Lifecycle</strong></td>
<td>This is the strategy for delivering services to each part of the value chain of processes. For example, in Finance and Accounting, the components of the value chain may include order to cash, record to report, and procure to pay. In Customer Relationship Management, the components may include outbound service, inbound service, quality, training, workforce management, call routing, self-service, and customer insights/analytics.</td>
</tr>
<tr>
<td><strong>Concrete Plans to Deliver Value Beyond Cost and Investment in Future Capabilities</strong></td>
<td>The service provider has a clear understanding of what value levers exist and how it will deliver that value. Examples of value may include labor arbitrage, technology, analytics, quality, revenue, global scale, and flexibility.</td>
</tr>
<tr>
<td><strong>Integration of Technology into Business Process</strong></td>
<td>How does the service provider integrate applications with manual labor to improve value to clients? Service providers may provide cloud-enabled technology, SaaS, workflow, or analytics applications.</td>
</tr>
<tr>
<td><strong>Continuous Improvement Methodology and Capability</strong></td>
<td>How well does the provider execute on improving its business processes and the capabilities of its solutions?</td>
</tr>
<tr>
<td><strong>Vision for Industry-Specific Solutions</strong></td>
<td>Does the provider have a vision for services specific to certain industries?</td>
</tr>
<tr>
<td><strong>Ability to Leverage External Value Drivers</strong></td>
<td>How well has the provider integrated external value drivers into its services? Examples include cloud solutions, security enhancements, incorporations of regulatory changes, and the use of new, collaborative tools.</td>
</tr>
<tr>
<td><strong>Leverage New Technology, Security, Social Media, Mobility, and Cloud Capabilities</strong></td>
<td>How well does the provider leverage new technologies/enhancements, mobility functionality, and cloud capabilities in its solutions?</td>
</tr>
<tr>
<td><strong>Incorporate Regulatory Requirements Quickly and Proactively</strong></td>
<td>How well does the provider incorporate the latest regulatory requirements and proactively integrate future regulatory requirements?</td>
</tr>
</tbody>
</table>
Definitions of Types of Innovation Used By Service Providers

Innovation Value Chain

- **Operational**: New to function or division, but achieved elsewhere in client’s company
- **Incremental**: New to client, but achieved elsewhere in client’s industry
- **Radical**: New to client’s industry, but achieved in other industries
- **Breakthrough**: New to client’s industry and fundamentally new to any industry
Winner’s Circle and High Performers Methodology

To distinguish service providers that have gone above and beyond within a particular line of delivery, HfS awards a “Winner’s Circle” or “High Performer” designation. Below is a brief description of the general characteristics of each designation:

**Winner’s Circle:** Organizations that demonstrate excellence in both execution and innovation.
- From an execution perspective, service providers have developed strong relationships with clients, execute services beyond the scope of “hitting green lights,” and are highly flexible in meeting client needs.
- From an innovation perspective, service providers have a strong vision, concrete plans to invest in future capabilities, a healthy cross-section of vertical capabilities, and a proven ability to leverage external drivers to increase value for clients.

**High Performers:** Organizations that demonstrate strong capabilities in both execution and innovation, but that are lacking in an innovative vision or execution of their vision.
- From an execution perspective, service providers execute some, but not all, of the following areas with excellence: developing worthwhile relationships with clients, executing services, hitting all “green lights,” and being flexible in meeting clients’ needs.
- From an innovation perspective, service providers typically execute some, but not all, of the following areas with excellence: having a vision and demonstrated plans to invest in future capabilities, having experience delivering services over multiple vertical capabilities, and illustrating a good ability to leverage external drivers to increase value for clients.
Service Provider Capabilities
Major Service Provider Dynamics – Highlights

EXECUTION

• Accenture, Cognizant, and Genpact Lead Execution of Marketing Campaign Management
  – Accenture, Cognizant, and Genpact have the most experience in running campaign execution activities on a large scale across multiple markets for global brands. Also noteworthy is the work Xerox is doing in bringing digital campaign enablement to its print campaign operations clients.

• Concentrix, Wipro, and Infosys Lead Community Interaction and Engagement Efforts
  – These service providers are actively creating opportunities for their non-competitive clients to interact with each other to share and develop best practices in marketing operations and digital CEM. These opportunities include formalized community development efforts, as well as on-the-fly access to SMEs and other clients to discuss new initiatives.

• Wipro and HGS Lead the Demonstration of Experience in Delivering Industry-Specific Solutions
  – Wipro and Hinduja Global Services’ clients commended the ability of the service providers to demonstrate domain expertise both at the solutioning stage and in day-to-day operations. Industry expertise is an area in which the majority of buyers felt that their service providers were lacking, giving Wipro’s and HGS’ efforts a strong value differentiation.

INNOVATION

• Demonstration of Concrete Plans to Deliver Value Beyond Cost and Investment into Future Capabilities
  – HfS Research observed that the majority of service providers in the competitive set demonstrated a commitment to growing their presence and capabilities in this evolving market. While the nature of the providers’ investments in value-added capabilities varied (with some focusing more on marketing asset management and others focusing more on analytics or digital CRM BPO), in general, all of the service providers were developing a foundation to address market needs.

• Accenture, Cognizant, and Wipro Lead Overall Market Vision
  – These service providers have the most progressive visions in terms of their future roles as digital marketing partners to their clients, with investment strategies that are starting to pay off across the different service categories.

• Sutherland Global Services and Concentrix Lead the Use of External Value Drivers for Digital CRM BPO
  – Sutherland Global Services and Concentrix are building strong value propositions around the next generation of CRM BPO services: the evolution to CEM, which is driven by omni-channel servicing capabilities. We saw several demonstrations of the ways in which these service providers are helping clients embed more analytics, automation, and omni-channel support and integration in their customer care operations.
Key Market Dynamics

- Ultimately, this market will come together – and, through the ‘digital’ anchor, it is already starting to. Today, service providers are delivering the majority of services in the spectrum of marketing-sales-CEM in an isolated manner, with practices that are, for the most part, distinct. However, we see market-leading service providers beginning to tie these capabilities together and to start conversations with buyers using the ‘digital’ context, with some setting up digital practices. Today, these engagements have more digital strategy consulting and technology infrastructure implications; however, in the future, they will feature more rounded-out service support functions (e.g., analytics-driven marketing, digital sales, and CEM operations). The overlap between marketing, customer care, sales, and e-commerce is not new, but the opportunity lies in providing comprehensive services to the overlapping pieces and in acting on the synergies.

- As a result, our Blueprint matrix illustrates highly innovative approaches, but a long way to go in executing consistently. Our research found great examples of marketing and digital CEM innovation that service providers have already been able to implement with willing clients. However, we observed a marked absence of consistency among service providers implementing thought leadership and capabilities across client bases. Creating more readily implementable use cases within the intersections of industry-specific context and the relevant enabling technology and services frameworks will drive the next few years of growth for this market. This also depends on buyers being willing to share best practices in order to receive more value. Achieving greater scale through a more consistent approach to execution will help service providers in this market hit the top right of our Blueprint matrix in subsequent studies. We expect to see this happen over the next year, as these services mature.
Key Market Dynamics (cont’d.)

- **Buyers value flexibility in marketing operations delivery.** Many buyers that worked with service providers on campaign management and marketing content management highlighted the importance of being flexible in day-to-day operations. This is an especially relevant attribute, considering the complex nature of organizations’ marketing ecosystems, which operate across multiple marketing departments, ad agencies, creative production houses, distribution channel partners, and technology partners – all spread across diverse geographies and markets. Service providers that can institutionalize operational flexibility in place of rigid, standardized staff performance expectations will find greater success in maneuvering their clients’ challenging marketing environments.

- **Talent plays a critical role in driving marketing success for clients.** HfS noticed an across-the-board emphasis among buyers on getting the right talent for marketing operations and analytics support. Several clients attributed engagement to having the right talent in place and to the steps taken by their service providers towards hiring, developing, and retaining skilled staff. Buyers are increasingly looking for talent with marketing experience within specific industries – people who can work alongside their marketing teams without missing a beat on, for example, campaign execution. Similarly, analytics talents, who can pull together learning across industries to create new ideas, are highly valued, particularly for omni-channel customer analytics. Some service providers will, thus, have to rethink their typical hiring strategies to seek specialized talent, which can seemingly make or break these marketing engagements.
Key Market Dynamics (cont’d.)

- **Customer experience management is still very much an emerging area in the digital context.**
  - HfS sees **CEM as a recasting** of the old CRM BPO, enabling technologies and creating new market opportunities. Buyers are acutely aware of the challenges they face in formulating and executing their digital strategies. They expect service providers to help them contend with the pace of changes occurring in the ways in which end customers are creating and experiencing brands in omni-channel environments today.
  - **Opportunities** in this space include addressing changing customer channel preferences, digital marketing optimization, and e-commerce and brick-and-mortar integration (particularly in CPG, retail, travel and hospitality, consumer electronics, retail banking and life sciences).
  - While there is a concerted effort by most service providers to update their CRM BPO capabilities to add more channel support, such as proactive webchat, there must be an equal push to **help clients better integrate** and manage these interactions to create clear and consistent messaging and communication across and between channels.
  - Several service providers have developed great use cases for adding context and insight to interactions through **analytical support**. Buyers expect their CRM BPO agents to be armed with extensive knowledge on each customer to be able to service buyers well and improve sales through more advanced analytics and technology integration.
Key Market Dynamics (cont’d.)

– We see certain service providers trying to productize their unique customer analytics frameworks and creating business cases with a few marquee clients. However, this isn’t the only formula for market success. There is still a significant opportunity for others to develop competencies in reporting, monitoring, and analytics tools (e.g., social monitoring tools) already available in the market to offer, not only consultative product selection support, but also training for internal staff and ongoing operational support. All three are areas in which buyers are still making investments and need external help due to a lack of internal expertise.

– For a service provider to get the most mileage out of these initiatives, it has to be able to weave digital CRM BPO insights back into marketing campaign management and product feedback loops in a consultative marketing capacity. This will help providers reposition the roles they play with clients, shifting from running traditional, siloed services (such as CRM BPO operations, project-based data analysis, and campaign execution) to serving as true digital marketing partners over time.

– Similarly, buyers need to be willing to work with service providers on more end-to-end work and to create a seat at the table for digital marketing strategy and execution. Some of this work includes buyers using service providers as change agents to overcome challenges in internal matrixed organizational structures, which are inhibiting collaboration across marketing, sales, and customer functions. A partnership approach will best help multiple stakeholders come together across the client organization to try new digital marketing approaches that differ from the siloed operations of the past.
A progressive service provider with a vision for bringing together multi-disciplinary digital marketing capabilities

**Blueprint Leading Highlights**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vision for digital marketing value chain.</strong> Accenture has evolved the most progressive vision for helping clients across the digital marketing spectrum, with demonstrated capabilities across analytics, content management, online marketing campaigns, search, and social media management.</td>
<td><strong>Shaping the market and educating client organizations about a new operational model.</strong> The marketing operations market is nascent, with few successful examples of comprehensive work in the marketing value chain. Accenture faces a challenge in evolving this space beyond the isolated engagements that currently exist around marketing analytics, content production, and social media moderation to bring marketing operations to the full vision it has already defined.</td>
</tr>
<tr>
<td><strong>Critical assets acquired.</strong> Accenture has aggressively acquired digital specialist firms over the last few years. As a result, it now has access to industry-leading digital design and production, allowing it to offer clients a more complete end-to-end digital marketing portfolio.</td>
<td><strong>Consistency in developing thought leadership in digital marketing and evolving best practices across clients.</strong> Clients mentioned that, while Accenture has innovated on areas like analytics, they do not see the company innovating in all parts of the marketing ecosystem. Additionally, clients mentioned that they did not see Accenture incorporating learning and best practices from other engagements to improve processes, further outlining the lack of a standardized ‘practice’ in this space today.</td>
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<td><strong>Global delivery capability.</strong> Accenture has a global delivery network spanning key locations globally, with centers in the near-shore locations of Costa Rica, Czech Republic, Poland, and South Africa and significant offshore presences in India, China, and the Philippines.</td>
<td><strong>Onshore delivery.</strong> Accenture Marketing BPO lacks onshore marketing delivery capability in the U.S., since it has no delivery center in the country. However, it does work onsite at client locations.</td>
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**Relevant Acquisitions/Partnerships**

- July 2013: Accenture acquired Acquity Group, Ltd., a U.S.-based digital marketing company
- May 2013: Accenture acquired Fjord, a London-based global service design consultancy
- October 2012: Accenture acquired avVenta Worldwide, a provider of digital production services

**Key Clients**

- Global pharmaceutical company
- Top 10 life sciences industry company
- Major U.S. retailer
- Global consumer packaged goods company
- Leading multinational telecommunications company
- Headcount: 1,800 FTEs in Marketing BPO, 23,000 FTEs in Accenture Digital
- Latin America (Costa Rica)
- Europe (Poland)
- Asia Pacific (India, China, and the Philippines)

**Global Operations Centers**

- Accenture Digital Diagnostics – Customized dashboard reporting for website content
- Accenture BPO Navigator - Dashboard for both contractual and business insight/analytics metrics
- Accenture Atlas Platform - Marketing resource management and content management platform
- Accenture Customer Asset Record – A customer record platform used in data management
About the Author
Overview
- Tracks verticalized technology-enabled BPO opportunities in insurance and retail
- Tracks enterprise analytics services and marketing and digital customer experience management services
- Conducts Blueprint reports on service providers across service areas in global sourcing

Previous Experience
- Project Manager in the sourcing research wing of the business research and consulting firm ValueNotes, encompassing a range of responsibilities, including research product design and development for the outsourcing community, management of custom research engagements, and development of thought leadership through targeted content and community interaction
- Niche BPO and KPO coverage, including analytics, medical transcription, market research, and e-learning
- Bespoke engagements, including in-depth competitive intelligence studies, market and investment opportunity assessments, demand-side surveys, and marketing communication optimization for outsourcing buyers, providers, consultants, and investors

Education
- Bachelor’s in Business Administration, Symbiosis International University, India
- Master’s in Marketing Management with Beta Gamma Sigma honors, Aston Business School, UK
HfS Research is a Leading Analyst Authority for the Global Professional Services and Sourcing Industry

- Twenty dedicated analysts across the U.S., Europe, and Asia/Pacific
- Industry-leading focus on demand-side trends, market landscapes, competitive evaluations, pricing dynamics, market sizing, and forecasting
- Educates and facilitates discussion among the world’s largest knowledge community of services and operations executives, currently comprising 120,000 subscribers and 19,000 LinkedIn Group members; leading blog and research portal in the services industry
- The largest web and social media presence in the sourcing industry
- Commands a major buy-side following: 40% of readership comes from sourcing buyers
- Leverages its vast community of sourcing professionals to deliver rapid insights into global sourcing industry trends and developments: Surveyed over 15,000 organizations in 2011/12 on sourcing intentions and dynamics
About HfS Research

HfS Research is the leading independent global analyst authority and knowledge community for the business and IT services industry.

HfS serves the research and strategy needs of business and IT operations leaders across finance, supply chain, human resources, marketing, customer management, and core industry functions. HfS provides detailed and thoughtful analyst coverage of the various areas that impact successful business outcomes: namely, process automation and outsourcing, global business services frameworks, mobility, analytics, and social collaboration. HfS also focuses heavily on talent acquisition, development, and motivation strategies. HfS applies its acclaimed crowdsourced Blueprint Methodology™ to evaluate the performance of service providers in terms of innovating and then executing against business outcomes.

In addition to researching business operations strategies and technology enablement, HfS educates and facilitates discussions within the world's largest knowledge community of enterprise services professionals, currently comprising 140,000 subscribers. HfS Research facilitates the HfS Sourcing Executive Council, the acclaimed elite group of sourcing practitioners from leading organizations, which meets bi-annually to explore the future direction of the global services industry and discuss the future enterprise operations framework. HfS provides sourcing of executive council members through the HfS Governance Academy and Certification Program to help its clients improve the governance of their global business services and vendor relationships.

In 2010 and 2011, HfS was named “Analyst of the Year” by the International Institute of Analyst Relations (IIAR), the premier body of analyst-facing professionals, and it achieved the distinctive award of being voted the research analyst industry's Most Innovative Analyst Firm in 2012. In 2013, HfS was named first in rising influence among leading analyst firms, according to the 2013 Analyst Value Survey, and second out of the 44 leading industry analyst firms in the 2013 Analyst Value Index.

Now in its seventh year of publication, HfS Research’s acclaimed blog “Horses for Sources” is widely recognized as the leading destination for unfettered collective insight, research, and open debate about sourcing industry issues and developments.

To learn more about HfS Research, please email research@HfSResearch.com.