ISG Provider Lens™

Contact Center – Customer Experience Services

A research report comparing provider strengths, challenges and competitive differentiators

Customized report courtesy of:

tsa

QUADRANT REPORT | OCTOBER 2022 | AUSTRALIA

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Client engagements are on a significant rise following COVID-19

The COVID-19 pandemic has driven a significant shift in how Australian contact centres are managed, including agent responses to changing customer behaviours and needs. This trend is likely to continue over the next few years.

Government restrictions during the crisis have caused disruptions to supply chains globally. These disruptions continue to linger despite the gradual recovery of the global economy. Like other regions, many companies in Australia are adopting new technologies to accommodate changes in working practices, leading to an increase in workforce management and employee engagements. In addition, direct engagements with end users have increased. Those relying on retailers to engage around such activities have renewed their focus on direct customer engagements, including direct-to-consumer sales.

Many Australian providers vendors are exploring new and innovative partnerships in the blockchain and crypto space to adapt to the evolution and adoption of these technologies in CX. Due to the business disruptions that occurred during the pandemic, companies are gravitating towards cloud-based contact centre solutions to protect their operations and ensure business continuity during times of crisis.

The pandemic also compelled many Australian organisations to adopt a work-from-home CX delivery model. This has created win-win solutions for clients, service providers and agents,

Contact centres will take on a more **strategic and central role** subsequently making the work-from-home model an accepted norm.

While pre-pandemic clients tended to focus on robotic process automation (RPA) and recruitment process outsourcing (RPO) for internal efficiencies, the COVID-19 crisis forced a rapid shift towards customer-facing automation for business continuity planning. Post-pandemic, clients are focusing on digital as a CX differentiator and are leveraging natural language processing (NLP) for human-like experiences.

Over the next five years, contact centres will take on a more strategic and central role in Australian organisations and will need to become more integrated with other company functions such as marketing. Companies are becoming far more skilled at collecting, combining and leveraging customer data through AI and machine language techniques as well as using this data in real time and in context to gain more meaningful insights. This will provide them with the tools to deliver more innovative experiences, leading to new revenue opportunities.

Customer contact centres will increasingly drive business success or failure based on the performance of agents. To succeed, organisations should have the right tools and information available to provide the optimal customer experience.

In Australia, the trend of contact centres coming back in-country is starting to extend beyond the pandemic, with Telstra recently moving all offshore staff to onshore centres. Organisations are beginning to adopt a more analytics-based approach to deliver a deeper level of service. They seek to better understand individual customer needs and preferences and to make full use of data from a variety of sources to offer more personalised services.

Structured data such as customer feedback streams, customer transaction data and CRM data is the most common type of data collected. Unstructured data such as social media data, web browsing data as well as data generated by connected devices and mobile devices continues to grow exponentially.

The shift to new working environments is beginning to result in increased workforce management and employee engagement management for Australian organisations. There is a continued, growing demand for employees to work from anywhere and at any time. More workforce management and engagement solutions will be needed to assist people on managing their own workloads more effectively.

A hybrid model of remote and office-based work is becoming increasingly common for contact centres in Australia.

The rapid shift to work from home during the pandemic has refocused the industry's attention to security. Enterprises must make it a priority to ensure that the infrastructure for enabling agents to work from anywhere is just as secure as for the work enabled in traditional offices.

The requirement for secure infrastructure to support the hybrid workplace is driving organisations to consider outsourcing. An increased focus on CX delivery through digital channels drives captive contact centres to look to third parties for relieving the burden of sourcing, managing and keeping pace with the latest technologies.

By attracting groups that were previously less well represented, there is the opportunity to create more diverse teams. Many mature workers, working parents and carers, people in remote locations, and workers with reduced physical or geographic mobility have embraced remote work opportunities, creating a pool of reliable, engaged talent.

Companies are gravitating towards cloud-based contact centre solutions.

Provider Positioning

	Digital Operations	Work From Home Services	Social Media CX Services
[24]7.ai	Contender	Contender	Not in
Acquire BPO	Leader	Not in	Not in
ASTIA	Contender	Not in	Not in
Cognizant	Product Challenger	Product Challenger	Product Challenger
Concentrix	Leader	Leader	Leader
CPM	Contender	Not in	Not in
Datacom	Leader	Leader	Leader
EXL	Contender	Contender	Not in
Forrest Marketing	Not in	Not in	Contender
Genpact	Product Challenger	Product Challenger	Product Challenger

Provider Positioning

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	Digital Operations	Work From Home Services	Social Media CX Services
Infosys	Product Challenger	Product Challenger	Product Challenger
Merchant	Product Challenger	Contender	Contender
Mindpearl	Contender	Contender	Contender
Mphasis	Contender	Contender	Contender
Probe CX	Leader	Leader	Leader
Serco	Product Challenger	Product Challenger	Not in
Sitel Group®	Leader	Leader	Contender
Startek®	Product Challenger	Product Challenger	Rising Star ★
TCS	Product Challenger	Product Challenger	Contender
Tech Mahindra	Rising Star ★	Product Challenger	Leader

Provider Positioning

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	Digital Operations	Work From Home Services	Social Media CX Services
Teleperformance	Product Challenger	Product Challenger	Product Challenger
Telstra	Leader	Product Challenger	Product Challenger
Transcom	Contender	Contender	Contender
TSA	Leader	Leader	Leader
TTEC	Leader	Leader	Product Challenger
Unity4	Not in	Contender	Not in
Wipro	Leader	Leader	Leader
WNS	Product Challenger	Rising Star ★	Product Challenger

This study focuses on **contact centre CX services** for 2022.

- **Digital Operations**
- **Work From Home Services**
- **Social Media CX Services**

Simplified Illustration Source: ISG 2022

Definition

The ISG Provider Lens™ quadrant report on Contact Centre – Customer Experience Services focuses on contact centre outsourcing services and the associated aspects of enhancing CX. Because enterprise needs have significantly changed in the last couple of years, providers are assessed based on their service offerings, global and regional footprint, delivery centres and models, language capabilities, FTEs, people management and development programmes, work-from-home capabilities, and digital transformation elements such as consulting, AI, cloud contact centre and analytics capabilities. Contact centre service providers use a range of technologies and practices such as design thinking, omnichannel support, cloud offerings, analytics and automation to offer an end-to-end seamless CX.

Over the last couple of years, enterprises and their demands have changed considerably. Enterprises are seeking newer technologies as CX gains more importance. While the demands on the buyer side are increasing, the supply side is posed with newer challenges such as staffing and retention. Furthermore, as employees are getting back to offices after the pandemic peak, there are many employees seeking flexible working conditions. Thus, providers are seeking a balance with new hybrid working models.

On the other hand, with uncertainty looming in the industry, whether it is due to the pandemic, geopolitical situations or talent shortages, innovation at every stage has become essential to address current requirements. This study will focus on evaluating the new requirements of organisations, associated industry challenges and the measures taken both on the demand and supply sides.

This study on Contact Centre – Customer Experience Services aims at understanding enterprise requirements and provider capabilities to meet those needs.

Scope of the Report

In this ISG Provider Lens™ quadrant study, ISG includes the following three quadrants on Digital Operations, Work from home Services, and Social Media CX Services.

This ISG Provider Lens™ study offers IT decision-makers:

- Transparency on the strengths and weaknesses of relevant providers
- A differentiated positioning of providers by segments
- Focus on regional market

Our study serves as the basis for important decision-making in terms of positioning, key relationships and go-to-market considerations. ISG advisors and enterprise clients also use information from these reports to evaluate their existing vendor relationships and potential engagements.

Provider Classifications

The provider position reflects the suitability of IT providers for a defined market segment (quadrant). Without further additions, the position always applies to all company size classes and industries. In case the IT service requirements from enterprise customers differ and the spectrum of IT providers operating in the local market is sufficiently wide, a further differentiation of the IT providers by performance is made according to the target group for products and services. In doing so, ISG either considers the industry requirements or the number of employees, as well as the corporate structures of customers, and positions IT providers according to their focus area.

The ISG Provider Lens™ quadrants are created using an evaluation matrix containing four segments (Leader, Product Challenger, Market Challenger and Contender), and the providers are positioned accordingly. Each ISG Provider Lens quadrant may include a service provider which ISG believes has strong potential to move into the Leader quadrant. This type of provider can be classified as a Rising Star.

Number of providers in each quadrant: ISG rates and positions the most relevant providers according to the scope of the report for each quadrant and limits the maximum of providers per quadrant to 25 (exceptions are possible).

Provider Classifications: Quadrant Key

Product Challengers offer a product and service portfolio that reflect excellent service and technology stacks. These providers and vendors deliver an unmatched broad and deep range of capabilities. They show evidence of investing to enhance their market presence and competitive strengths.

Leaders have a comprehensive product and service offering, a strong market presence and established competitive position. The product portfolios and competitive strategies of Leaders are strongly positioned to win business in the markets covered by the study. The Leaders also represent innovative strength and competitive stability.

Contenders offer services and products meeting the evaluation criteria that qualifies them to be included in the IPL quadrant. These promising service providers or vendors show evidence of rapidly investing in products/services and a follow sensible market approach with a goal of becoming a Product or Market Challenger within 12 to 18 months.

Market Challengers have a strong presence in the market and offer a significant edge over other vendors and providers based on competitive strength. Often, Market Challengers are the established and well-known vendors in the regions or vertical markets covered in the study.

★ **Rising Stars** have promising portfolios or the market experience to become a Leader, including the required roadmap and adequate focus on key market trends and customer requirements. Rising Stars also have excellent management and understanding of the local market in the studied region. These vendors and service providers give evidence of significant progress toward their goals in the last 12 months. ISG expects Rising Stars to reach the Leader quadrant within the next 12 to 24 months if they continue their delivery of above-average market impact and strength of innovation.

Not in means the service provider or vendor was not included in this quadrant. Among the possible reasons for this designation: ISG could not obtain enough information to position the company; the company does not provide the relevant service or solution as defined for each quadrant of a study; or the company did not meet the eligibility criteria for the study quadrant. Omission from the quadrant does not imply that the service provider or vendor does not offer or plan to offer this service or solution.

Digital Operations

Who Should Read This

This report is relevant to enterprises across industries in Australia for evaluating contact centre providers offering digital operations services.

In this quadrant report, ISG highlights the current market positioning of providers delivering exceptional contact centre digital operations and describes how they address the key challenges faced by enterprises in the region.

The ongoing talent crunch and the "great resignation," as the wave of people leaving the workforce is being called, are compelling enterprises to provide empowering, engaging, and most importantly, empathic workplace environments to retain employees. At the same time, a work environment that is engaging, technologically advanced and tightly integrated with business requirements will help attract fresh talent.

A modern work environment is now neither associated with a physical location (workplace) nor with a single digital entity (workspace). It is now omnipresent, integrated and connected with multiple "spaces" that can be accessed from any location, anytime and over any network. New and advanced technology developments such as the metaverse are influencing this trend in their own ways.

Australian enterprises are engaging with contact centre providers that offer end-to-end services such as technologies, consulting, implementation, and managed services in addition to proper shoring models, security, and business continuity plans.

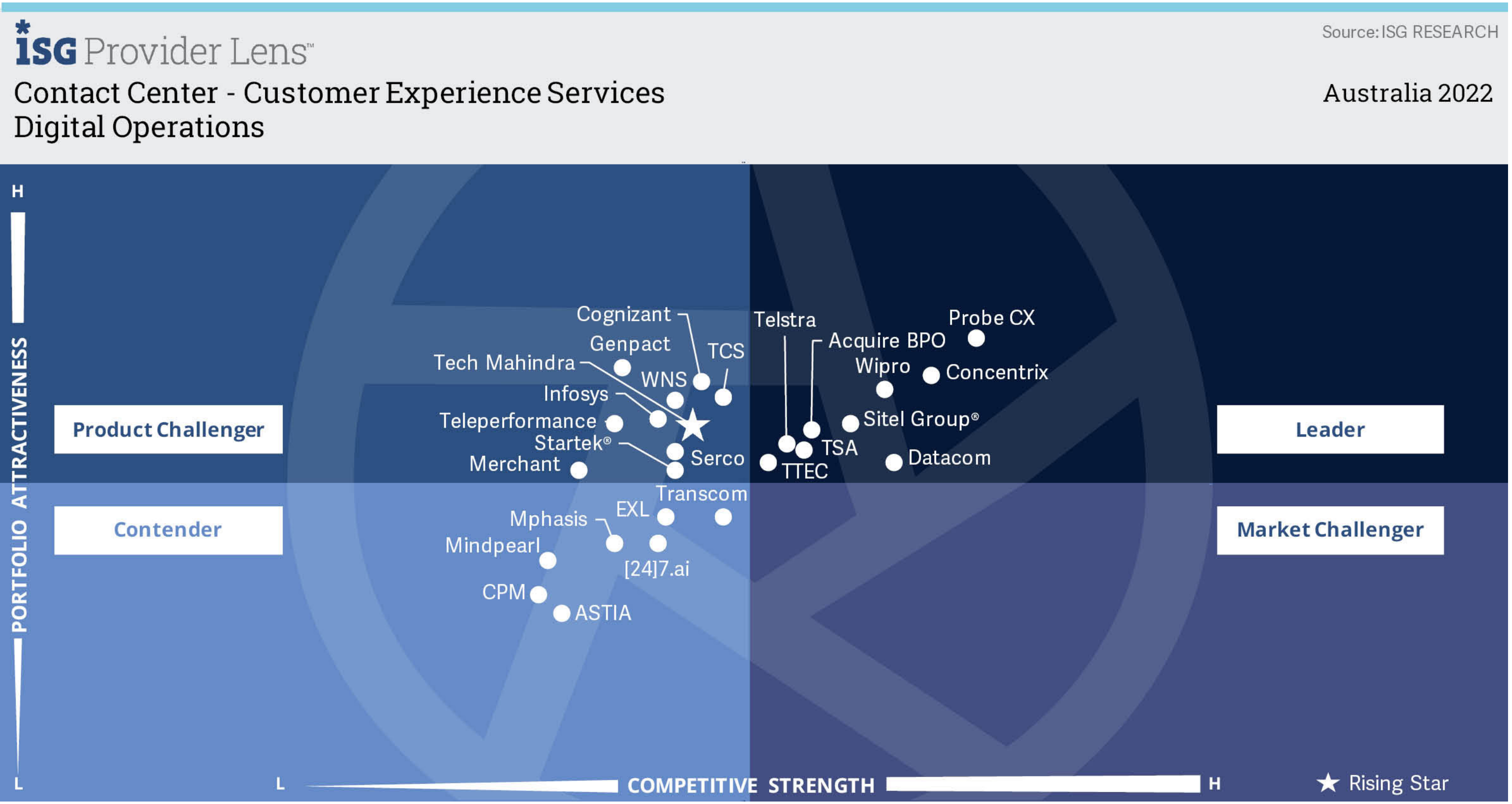
Besides digital capabilities, enterprises are seeking providers that offer industry-based solutions and omnichannel support.

Business strategy and industry leaders should read this report to understand the global delivery and vertical capabilities of providers in this market. The report also gives insights into the expertise, technology, and innovation-led solutions of these providers. Their differentiation is based on how they modernise their offerings for improved CSAT and loyalty, increased process efficiency, and rapid response to changing market dynamics

Sourcing, procurement, and vendor management professionals should read this report to develop a better understanding of the current landscape of providers that offer digital operation services in the region.

Digital transformation professionals should read this report to understand how contact centre service providers are enhancing their digital operations for an improved customer experience (CX) and see how they compare with each another

IT and technology leaders should read this report to better understand the strengths of these providers and the areas that need improvement regarding their AI and analytics offerings. The report will also help them analyze the multiple offerings and select solutions that align with their business needs.



This quadrant addresses providers offering **contact centre CX outsourcing services** focused on end-to-end engagement and managed services with an increased **emphasis on enhancing CX** by leveraging the **latest technologies and domain expertise.**

Craig Baty

Definition

Contact centre CX services include outsourcing services that are directed towards enhancing the end-user experience. This quadrant covers contact centre CX outsourcing services with a focus on end-to-end engagement and managed services. Furthermore, with an increased focus on enhancing CX and evolving requirements, enterprises are trying to find the right partner that provides digital solutions.

The complexity of engagements is changing due to higher expectations from end users and evolving user behaviour. Contact centre service providers are thus investing heavily into consulting to help enterprises with their transformation roadmap. Service providers leverage their industry experience, research, vertical expertise, nuances and benchmarks to define a client's transformation roadmap to support technology adoption, enable tangible business outcomes and ensure ROI.

Providers in this space have in-depth experience and conduct extensive research to understand the industry and changing customer behaviour. They also have the vertical knowledge to accommodate the nuances of each industry sector and a nearshore or onshore presence to have a stronger understanding of the regional culture. In addition, they offer digital advisory services to help clients embrace modern technologies.

This quadrant assesses each provider's capabilities to offer end-to-end services such as technologies, consulting, implementation and managed services along with the proper shoring models, security and business continuity plans.

Eligibility Criteria

1. Offer a **range of contact centre services**
2. Serve clients across **different channels**
3. Bring in digital capabilities such as **automation, AI, cloud solutions and omnichannel support**
4. Demonstrate in-depth **expertise in this domain**
5. Offer domain and vertical expertise with **industry-specific solutions**
6. Offer **nearshore, onshore and/or offshore services** (delivery centres)
7. Provide technology advisory services with a **focus on CX consulting and benchmarking**
8. Exhibit **design thinking and customer journey mapping** capabilities
9. Provide **frameworks to define the transformation** roadmap
10. **Offer change management** services
11. Demonstrate **referenceable case studies**
12. **Talent management** (staffing, attrition, retention and training)

Observations

Contact centres are evolving to become smart centres with the ability to gain customer insights and predict human intent. Workforce optimisation, analytics and other advanced applications help call centres evolve into customer experience centres.

Service providers leverage their industry experience, research, vertical expertise, nuances and benchmarks to define a client's transformation roadmap to support technology adoption, enable tangible business outcomes and ensure ROI.

With an increased focus on enhancing CX and evolving requirements, Australian enterprises are seeking the right partner to provide digital solutions. As the complexity of engagements is changing due to higher expectations from end users and evolving user behavior, contact centre service providers are heavily investing in consulting to help enterprises with their transformation roadmap.

Companies are being challenged by the sheer volume and flow of unstructured data within organisations. This presents an opportunity for call centre service providers to offer AI systems with the ability to collate, analyse and interpret unstructured data for providing actionable, real-time feedback.

Like other regions, the Australian market has an increasing number of CX providers using AI as part of their CX strategy. They leverage customer analysis, insights personalisation, enhanced web search, fulfillment and logistics, and voice-powered applications. Other features include customer-facing chatbots, virtual assistants and robotic process automation (RPA) in customer service to provide a predictive and personalised experience.

Of the 26 providers assesses for this quadrant, nine are designated as leaders and one a rising star.

Acquire BPO

Acquire BPO, established in 2005, is a fast-growing outsourced contact centre provider and BPO company. It has over 10,000 employees and operates from 14 locations including Australia. It has a vendor-agnostic contact centre model, augmented with experts in CX.

Concentrix

Concentrix is a global CX specialist company headquartered in the U.S., with a client base in over 40 countries and a growing presence in Australia. It has an industry-leading CX platform and strong AI capabilities.

DATACOM

Datacom, one of Australasia's largest professional IT services companies, has four contact centre service sites in Sydney, Adelaide and Wellington. In the CX market, it combines broad technology capabilities with advanced experience services.

probecx
NEXT GENERATION DRIVEN

Probe CX is a leading, digitally driven, customer experience specialist and BPO provider in Australia. It designs and delivers end-to-end CX solutions powered by next-generation digital capabilities.

Sitel Group®

Sitel Group® is one of the largest global providers of CX products and solutions, with over 40 years of experience and a large global footprint spanning over 40 countries. It acquired SYKES in 2021, resulting in a combined revenue of over $4 billion.

Telstra

Telstra is the largest telecommunications provider headquartered in Australia. It has extensive experience in implementing advanced contact centre solutions and has an innovative CX offering.

tsa

TSA is a leading Australia-based specialist in CX consultancy and services, with a network of CX centres across Australia and the Philippines in six locations. Its hybrid CX solution offers a strong blend of speed to market, price and capability.

TTEC

TTEC is a global CX technology and services partner with strong capabilities in AI-enabled consulting capabilities and CXM platform service and delivery. It has deep CX expertise, an advanced CX transformation roadmap and a growing presence in Australia.

wipro

Wipro, headquartered in India, is a leading global IT, consulting and business process service provider with a growing presence in Australia. Its "inside-out and outside-in" methodology gives it a full understanding of CX business issues.

Tech Mahindra

Tech Mahindra (Rising Star) is a leading technology provider of digital transformation and business reengineering services, with a presence in 92 countries and numerous Australian clients. The company continues to make strong investments in the CX sector.

TSA

Leader

"TSA's hybrid CX solution provides a strong blend of speed to market, price and capability."

Craig Baty

Overview

TSA is a leading Australian-based specialist in CX consultancy and services. It has a network of CX centres across six locations in Australia and the Philippines. The company has been providing customer experience solutions to large Australian corporations for over two decades across a range of industries including telco, government, healthcare, retail and auto. TSA has onshore and offshore delivery centres in Adelaide, Brisbane, Melbourne, Perth and Manila and has an innovation lab in Melbourne.

Strengths

Advanced AI automation capabilities: TSA delivers advanced AI-driven solutions through its partnership with AWS. Its innovation lab teams have strong expertise in designing and developing solutions, and these capabilities are built into its AWS cloud contact centre platform.

Strong recent company growth: In the last 12 months, TSA has increased its headcount by over 1,000 and added five contact outsourcing clients (for a total of 16), with strong growth in the number of contact centre technology clients. It has also expanded in New Zealand and the U.S. and will continue to target these two markets for further growth.

Well-developed contact centre service investment plans: TSA has invested significantly in its cloud contact centre platform and in a cloud transformation programme that should be completed by the end of 2022. It is also investing in a second innovation lab.

Caution

TSA has made significant progress in transforming its image and legacy of being the captive contact centre organisation for Telstra. However, if TSA continues to grow faster or at pace with the market, it should focus on promoting its broader vertical offerings.

Work From Home Services

Who Should Read This

This report is relevant to enterprises in Australia for evaluating work-from-home offerings from contact centre service providers.

In this quadrant report, ISG assesses the current market positioning of providers delivering an exceptional customer experience (CX) through the work-from-home model and how they address key challenges faced by enterprises in the region.

Like other regions, many enterprises in Australia are offering hybrid working options, with around 70 percent of employees working from home preferring this setup. Enterprises have been adapting to this new norm by driving initiatives around BYOD, cloud migration, AI-enabled workforce optimization, and intelligent automation solutions.

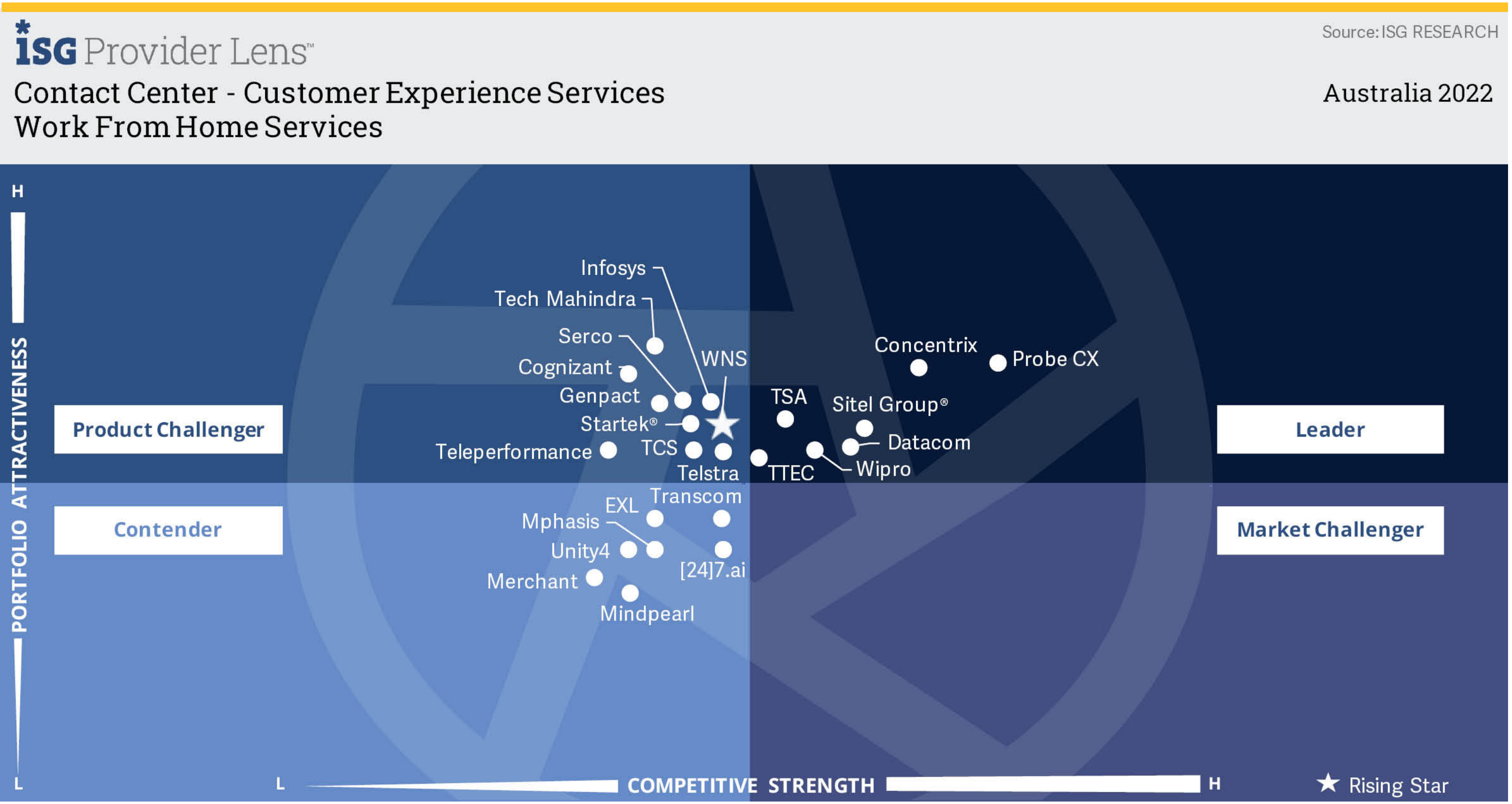
They are also adopting cloud-based contact centre solutions to protect their operations and ensure business continuity with advanced functionality, including training and real-time knowledge management.

Business strategy and industry leaders should read this report to understand the global delivery and vertical capabilities of providers in this market. The report gives insights into the expertise, technology, and innovation-led solutions of providers. Their differentiation is based on how they modernise their offerings for improved CSAT and loyalty.

IT and technology leaders should read this report to understand how contact centre service providers are integrating multiple technologies into their offerings and how the technical capabilities of a provider compare with those offered by competitors.

Digital transformation professionals should read this report to understand how contact centre service providers are enhancing their digital operations to drive improved work satisfaction and hybrid working initiatives.

Contact centre professionals should read this report to strengthen their knowledge of contact centre services. This will help them enhance service delivery and workplace quality, driving improved standards in the contact centre industry.



This quadrant assesses providers offering work-from-home services in terms of **infrastructure and solution delivery** based on the **latest technologies,** which are **highly secure** in operation, delivering **effective** environments that **engage users.**

Craig Baty

Definition

Work from home has become an inherent delivery model even for the most highly regulated industries. Hybrid working models and flexible working options were being explored a couple of years ago, but in the current scenario, the model is an essential factor for talent acquisition and retention, introducing new delivery models and productivity improvement.

With all the uncertainties that this industry has faced, work from home has proven to be the most feasible solution for business continuity. Embracing a hybrid model and preparing for unforeseen circumstances such as a pandemic will help service providers demonstrate a highly resilient business model, instilling trust among their clients. From hiring, onboarding and training employees to technological implementations and service delivery, everything has been virtualised in the past year.

To enable a work-from-home model for a large workforce, companies have adopted modern technologies and talent management tools and programmes. With changing work environments, cybersecurity requirements are becoming a high priority. The new hybrid working approach drives adoption of the latest, updated security measures, which are critical for enabling a successful work-from-home model.

This quadrant assesses a provider's capability to offer work-from-home services, including infrastructure, technologies and reliable cybersecurity measures.

Eligibility Criteria

1. Ability to e**nable work-from-home** infrastructure
2. Offer **remote workforce management** facilities
3. Enable **technological implementations** (cloud contact centre, omnichannel platforms, automation, agent experience and CX enablement)
4. Offer **talent management** solutions (ability to offer virtual onboarding, including interviews and training facilities)
5. Improved **cybersecurity measures** (facial recognition and other biometrics)
6. Offer effective **collaboration tools**
7. **Workforce management** (monitoring, training and gamification)
8. **Scale** of implementations
9. Offer technological solutions such as **homegrown platforms and partnership platforms**
10. **Innovation**
11. **Burstable capacity**

Observations

Work from home has become an inherent delivery model even for the most highly regulated industries. Hybrid working models and flexible working options were being explored before the pandemic, but now the work-from-home model is an essential factor for talent acquisition and retention, introducing new delivery models and productivity improvement.

Cybersecurity capabilities in the contact centre landscape is seen as a growing need driven by increased work from home and the perception of increased instability globally.

Increased flexibility and the ability to work from anywhere, at any time, is likely to see an expansion in the Australian freelance workforce. This style of working can also be implemented in the contact centre model. It provides more opportunities for people who only want to work part time, casually and remotely in a more flexible working arrangement.

Australian organisations that have begun to implement advanced CX strategies services are now supporting their teams with a variety of working arrangements. This has especially been the case since the pandemic. They are coming to realise that this will give them the best chance of attracting the most highly qualified and experienced new staff, as physical and digital channels are now becoming more integrated. They also realise that customer experience and personalised and customised experiences will be increasingly important differentiators to achieving success.

Of the 24 providers in Australia in this quadrant, seven are identified as leaders and one a rising star

Concentrix

Concentrix is a global CX specialist company headquartered in the U.S., with a client base in over 40 countries and a strong and growing presence in Australia. It has a strong industry reputation for its automated CX solutions and assistance capabilities.

Datacom is one of Australasia's largest professional IT services companies and has four contact centre services sites in Sydney, Adelaide and Wellington. It has a comprehensive on-premises service model and an innovative WFA model.

Probe CX is a leading customer experience specialist and BPO provider in Australia. It has deep knowledge and capabilities in contact centre and customer management.

Sitel Group®

Sitel Group® is one of the largest global providers of CX products and solutions, with over 40 years of experience and a strong global footprint spanning over 40 countries. Sitel acquired SYKES in August 2021, a merger that enables it to leverage existing solutions to extend its work-from-home model.

tsa

TSA, a leading Australia-based specialist in CX consultancy and services, has a network of CX centres in six locations across Australia and the Philippines. TSA's Australian operations provide a high level of business resilience, with staff living locally.

TTEC

TTEC is a global CX technology and services partner with strong capabilities in AI-enabled strategic consulting and well-developed WFH services. It has call centre operations in Sydney and advanced WFH onboarding functionality.

wipro

Wipro is a leading global IT, consulting and business process services provider headquartered in India, with a growing presence in Australia. Wipro's CX approach centres around driving agent experience, which in turn drives better customer experience. The company has a highly developed work-from-home framework and advanced CX chat functionality.

WNS

WNS (Rising Star) is a leading business process management (BPM) company with a growing presence in Australia. It has an expanding work-from-home portfolio and strong CX consulting expertise.

TSA

Leader

"TSA's Australian operations provide a high level of business resilience, backed by local staff."

Craig Baty

Overview

TSA is a leading Australian-based specialist in CX consultancy and services. It has a 2,800-strong workforce spread across five locations in Australia and employs 1,200 people in the Philippines. The company has been providing customer experience solutions to large Australian corporations for over two decades across several industries. TSA has onshore and offshore delivery centres in Adelaide, Brisbane, Melbourne, Perth and Manila and has an innovation lab in Melbourne.

Strengths

Comprehensive work-from-home offering: TSA supports its clients in rapidly implementing remote-work voice and messaging solutions. This includes assisting clients in evaluating their work-from-home goals and optimising their operating model.

Major investments and upgrades in work-from-home offering: TSA has expanded its recruitment reach across Australia and globally, increasing its catchment area to acquire top talent. The company significantly improved its logistics process to ensure that team members receive their hardware and instructions on time, and it has implemented an expanded agent help desk to support frontline team members. TSA has also refreshed its technology suite to enable the seamless transition of staff members from home to office.

Significant investments in skills training and recruitment: TSA continues to invest in Australian contact centre facilities, including significant investments in staff skills training and recruitment. It is also investing heavily in its knowledge management systems.

Caution

TSA continues its leadership in the work-from-home services market this year. The Australian employment market is much tighter than before, so competition for skilled staff is intense. TSA should continue its investments in recruiting, employee training and retention to maintain the growth required to compete in this market.

Social Media CX Services

Who Should Read This

This report is relevant to enterprises across industries in Australia for evaluating contact centre providers offering social media CX services.

In this quadrant report, ISG highlights the current market positioning of these service providers and how they address key challenges faced by enterprises in the region.

Marketing strategies and the ways how businesses interact with consumers have changed drastically over the past century. The increased integration of communication technology on the Internet has completely revolutionized the way people interact. This changing landscape presents an opportunity for companies to significantly improve their reach and customer experience.

Approximately 82.7 percent of the population in Australia have active social media accounts. This highlights the impact of a sound social media CX strategy, giving businesses an opportunity to address customer issues, build brand reputation and raise market awareness.

Enterprises that have a weak social media CX strategy will fail to attract interest from both new and existing customers. In Australia, around 98 percent of Internet users access social media platforms and applications through their phones. By strengthening their brand imaging around values and new products to users, enterprises can expand their customer base.

Digital transformation professionals should read this report to understand how contact centre service providers are enhancing their digital operations for an improved CX and how they compare with each another.

Technology professionals should read this report to understand how contact centre service providers are integrating multiple technologies into their offerings to enable a virtual or hybrid workforce. They will also be able to compare the technical capabilities of a provider with those of its competitors.

Strategy professionals should read this report to understand the global delivery and vertical capabilities of providers in this market. This report also gives insights into a service provider's expertise, technology, and innovation-led solutions.

Contact centre professionals should read this report to strengthen their knowledge of contact centre services. This will help them improve service delivery and workplace quality, driving improved standards in the contact centre industry.

This quadrant assesses providers offering social media services based on **latest technologies,** integrated in a **seamless** manner within **secure** provisioning environments, delivering **advanced CX services** across a **wide range of social media** effectively.

Craig Baty

Definition

Over time, social media has become an important communication channel for most enterprises. Many people use social media for activities like ordering food, shopping and online payments, and millennials spend significant time using channels such as Facebook, Instagram, TikTok and Twitter. Furthermore, resolving customer queries and issues is faster through social media channels, with no waiting time. Agents can interact with multiple customers and can be effective in handling customer issues simultaneously.

Companies are adopting various social media channels to offer customer support services, are embracing technologies such as AI to continuously monitor these channels, and are offering personalized services by leveraging analytics solutions such as sentiment analysis. These channels also help companies garner immediate feedback from customers, which enables them to quickly take appropriate measures and improve their customer service. With customised advertisements, cross-selling and upselling have become more effective. With the adoption of AI, social media channels can help enterprises significantly with their marketing and sales processes. Service providers are ramping up their social media services and are adopting necessary technologies to rapidly tap into the market.

This quadrant assesses providers offering social media services with relevant technologies to provide seamless CX.

Eligibility Criteria

1. Ability to provide **social media services**
2. **Content management**
3. Trained full-time equivalents **(FTEs)**
4. Implementation of **digital technologies** such as AI to manage content
5. Apply **analytics solutions** such as sentiment analysis and voice of the customer (VoC) analysis
6. Offer **marketing and sales support**
7. **Enable scale** of implementations
8. Help customers **achieve business outcomes** such as customer satisfaction (CSAT), good Net Promoter Scores (NPS), cost savings and revenue generation
9. Partnership ecosystem **or proprietary** solutions
10. Demonstrate **referenceable case studies**

Observations

Australian companies with a well-developed CX strategy will reap the benefits of an employee experience that breaks down organisational silos. This results in a compliant, responsible approach towards the use and management of customer data. They will also benefit from reduced operating costs, increased customer retention and low customer churn. In addition, they are likely to see improvements in customer satisfaction, operational efficiency and customer-lifetime value.

Of the 21 providers in Australia in this quadrant, six are identified as leaders and one a rising star.

Concentrix

Concentrix is a global CX specialist company headquartered in the U.S., with a client base across over 40 countries. It provides comprehensive social media CX offerings and has a strong presence in Australia.

Datacom is one of Australasia's largest professional IT services companies and has four contact centre services sites in Sydney, Adelaide and Wellington. Datacom has an innovative social media CX offering and strong expansion plans.

Probe CX is a leading customer experience specialist and BPO provider in Australia. Its growing global presence enables it to provide follow-the-sun and multilingual support.

Tech Mahindra is a leading technology provider of digital transformation and business reengineering services across 92 countries, with a growing presence in Australia. It has strong relationships with social media channel providers such as EnableX and Vonage.

TSA is a leading Australian-based specialist in CX consultancy and services, with a network of CX centres in six locations across Australia and the Philippines. It has a strong analytics CX strategy and a range of social media CX offerings.

Wipro is a leading global IT, consulting and business process services provider headquartered in India, with a growing presence in Australia. It provides a broad range of social media functionality and innovative social media tools.

Startek® (Rising Star) is a global CX specialist with offices across 46 locations in 13 countries. Core Australian clients include a major electricity and gas supplier. Major new wins include an Australian entertainment and hospitality provider.

TSA

Leader

"TSA has a strong analytics CX strategy and a range of social media CX offerings."

Craig Baty

Overview

TSA is a leading Australian-based specialist in CX consultancy and services. It has a 2,800-strong workforce spread across five locations in Australia and employs 1,200 people in the Philippines. The company has been providing customer experience solutions to large Australian corporations for over two decades across several industries. TSA has onshore and offshore delivery centres in Adelaide, Brisbane, Melbourne, Perth and Manila and has an innovation lab in Melbourne.

Strengths

Broad range of social media CX offerings: TSA supports the management of all customer engagements via their social media channels, including customer enquiries, posting content and managing customer communication strategies. It offers a range of messaging solutions across chat, SMS, Facebook Messenger and WhatsApp. These solutions integrate existing customer channels and include promotional messages and service messages at the start of the customer journey.

Wide industry coverage: TSA is active in a range of industries and is expanding into new ones. Its core verticals include banking and financial services, superannuation, travel, tourism and retail.

Strong analytics strategy for CX engagement: Analytics is a core part of TSA's business social media CX strategy. The company is investing significantly in operational self-service reporting and analytics functionality for its cloud contact centre platform, including call quality performance. It is also investing in automated quality assurance analytics, machine language interaction analytics and forecast planning analytics tools.

Caution

TSA retains its leadership in this year's Social Media CX Services quadrant. However, as noted last year, to continue competing with other local service providers, TSA should expand its ability to deliver to regions beyond Australia, especially Southeast Asia.

Appendix

The ISG Provider Lens™ 2022 – Contact Center - Customer Experience Services research study analyzes the relevant service providers in the Australian market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research methodology

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The research and analysis presented in this report includes research from the ISG Provider Lens program, ongoing ISG Research programs, interviews with ISG advisors, briefings with services providers and analysis of publicly available market information from multiple sources. The data collected for this report represents information that ISG believes to be current as of September 2022, for providers who actively participated as well as for providers who did not. ISG recognizes that many mergers and acquisitions have taken place since that time, but those changes are not reflected in this report.

All revenue references are in U.S. dollars ($US) unless noted.

The study was divided into the following steps:

1. Definition of Contact Center - Customer Experience Services market
2. Use of questionnaire-based surveys of service providers/ vendor across all trend topics
3. Interactive discussions with service providers/vendors on capabilities and use cases
4. Leverage ISG's internal databases & advisor knowledge & experience (wherever applicable)
5. Use of Star of Excellence CX-Data
6. Detailed analysis & evaluation of services & service documentation based on the facts & figures received from providers & other sources.
7. Use of the following key evaluation criteria:
   * Strategy & vision
   * Tech Innovation
   * Brand awareness and presence in the market
   * Sales and partner landscape
   * Breadth and depth of portfolio of services offered
   * CX and Recommendation

Lead Author

Craig Baty
Lead Analyst

Craig has extensive thought leadership experience across AP/J ICT markets. He is principal of DataDriven, an AP/J research and advisory firm which is an ISG Research partner. Craig has over 30 years of executive and board-level experience in the industry, including as group VP Gartner Research AP/J; CEO Gartner Japan; Global VP Frost & Sullivan; Exec. GM marketing/CTO of Fujitsu ANZ & Asia; and GM marketing, strategy and alliances at BT Syntegra. More recently, he was VP global strategy/VP digital services at Fujitsu's Tokyo HQ.

As a well-known ICT analyst, Craig has written more than 200 research pieces, presented at over 1,500 events globally. He is active in the ICT community as board member of the Australian Information Industry Association (AIIA). He is pursuing a Doctor of Bus. Admin. degree on cultural impacts on IT strategy/investment (Japan vs Australia).

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Phil Harpur is an Australia-based technology analyst and consultant with over 25 years of experience across telecommunications, the cloud, datacentres and digital media. His expertise spans over 35 countries across Asia. He also works as an analyst/writer in the financial services industry with a focus on the technology sector.

Phil is currently part of the DataDriven team, which is the Asia Pacific research partner for ISG, and has contributed to the creation of more than a dozen ISG Provider Lens™ reports. Prior experience includes Gartner, Frost & Sullivan and BuddeComm. He has been quoted in multiple global publications and appeared on business TV programs including Bloomberg, CNBC, Fox Business and ABC. He has also presented at numerous local and international conferences. Phil has a Bachelor of Science degree, with majors in computing and statistics from Macquarie University, and he holds a graduate certificate in applied finance and investment from the Securities Institute of Australia.

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Angie Kho is a regional support analyst at ISG and is responsible for supporting and contributing to Provider Lens™ studies on the Microsoft Ecosystem for the Singapore and Malaysia markets.

Angie is part of the DataDriven team, which is the Asia Pacific research partner for ISG, and she has contributed to 10 IPL reports.

Her areas of expertise are IT services management and enterprise planning services. Angie develops content from an enterprise perspective and authors the global summary report.

Along with this, she supports the lead analysts in the research process and ad hoc research assignments.

IPL Product Owner

Jan Erik Aase

Partner and Global Head – ISG Provider Lens™

Mr. Aase brings extensive experience in the implementation and research of service integration and management of both IT and business processes. With over 35 years of experience, he is highly skilled at analyzing vendor governance trends and methodologies, identifying inefficiencies in current processes, and advising the industry. Jan Erik has experience on all four sides of the sourcing and vendor governance lifecycle - as a client, an industry analyst, a service provider and an advisor.

Now as a research director, principal analyst and global head of ISG Provider Lens™, he is very well positioned to assess and report on the state of the industry and make recommendations for both enterprises and service provider clients.

ISG Provider Lens™

The ISG Provider Lens™ Quadrant research series is the only service provider evaluation of its kind to combine empirical, data-driven research and market analysis with the real-world experience and observations of ISG's global advisory team. Enterprises will find a wealth of detailed data and market analysis to help guide their selection of appropriate sourcing partners, while ISG advisors use the reports to validate their own market knowledge and make recommendations to ISG's enterprise clients. The research currently covers providers offering their services across multiple geographies globally.

For more information about ISG Provider Lens research, please visit this webpage.

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Founded in 2006, and based in Stamford, Conn., ISG employs more than 1,300 digital-ready professionals operating in more than 20 countries—a global team known for its innovative thinking, market influence, deep industry and technology expertise, and world-class research and analytical capabilities based on the industry's most comprehensive marketplace data. For more information, visit www.isg-one.com.

ISG Provider Lens™

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