Contact Center Outsourcing (CCO) Market for the Healthcare Industry – Service Provider Landscape with PEAK Matrix™ Assessment 2014

Contact Center Outsourcing (CCO)
Market Report: December 2014 – Preview Deck

Our research offerings for global services

Subscription information

- The full report is included in the following subscription(s)
  - **Contact Center Outsourcing (CCO)**

- In addition to published research, a subscription may include analyst inquiry, data cuts, and other services

- If you want to learn whether your organization has a subscription agreement or request information on pricing and subscription options, please contact us:

Corporate Headquarters
Office: +1-214-451-3000
info@everestgrp.com

European Headquarters
Office: +44-207-129-1318
unitedkingdom@everestgrp.com

Market Vista™
Global services tracking across functions, sourcing models, locations, and service providers – industry tracking reports also available

BFSI[1] information technology	**PricePoint™**
BFSI[1] business process	**Finance & accounting**
Healthcare information technology	**Procurement**
Information technology	**Human resources**
Cloud Vista™	**Recruitment process**
Global sourcing	**Contact center**
Locations Insider™	**Transaction Intelligence**

Custom research capabilities
- Benchmarking | Pricing, delivery model, skill portfolio
- Peer analysis | Scope, sourcing models, locations
- Locations | Cost, skills, sustainability, portfolio – plus a tracking tool
- Tracking services | Service providers, locations, risk
- Other | Market intelligence, service provider capabilities, technologies, contract assessment

1   Banking, financial services, and insurance

Everest Group
RESEARCH

Table of contents

Table of contents

Background and scope of the research

Background of the research

The healthcare industry has witnessed a surge in demand, especially in the United States, with the recent regulatory changes – Patient Protection and Affordable Care Act (PPACA), ICD 10 conversion, and creation of public health exchanges. Faced with this daunting task, the healthcare buyers are looking at service providers to help them upscale, as well as upskill rapidly. The CCO market for the healthcare vertical has grown at around 25% CAGR in the last two years and is expected to maintain high growth rates in the near future, as the regulatory changes are implemented on ground. Service providers recognize this growth opportunity and are building relevant delivery capabilities to ensure long term success, rather than limiting themselves to short term gains

In this research, we analyze the healthcare CCO market across various dimensions:
- Market overview and buyer adoption trends
- Service provider landscape
- Healthcare CCO PEAK Matrix 2014
- Key insights on PEAK Matrix dimensions

The scope of the analyses includes:
- More than 1,000 CCO deals signed as of December 2013
- Global coverage across all major languages, geographies, channels, and industries
- Coverage across 17 CCO service providers, including Aegis, CGI, EXL, Genpact, HGS, HP, Infosys, Minacs, Serco, Sitel, Sutherland Global Services, Tech Mahindra, Teleperformance, Transcom, Wipro, WNS, and Xerox

Overview and abbreviated summary of key messages

This report provides an overview of the Contact Center Outsourcing (CCO) market for the Healthcare industry. The analysis includes market size and growth (forecast up to 2015), buyer adoption & scope trends, service provider landscape, service provider positioning on the Everest Group PEAK Matrix, and assessment of the service provider delivery capabilities

Some of the findings in this report, among others, are:

Healthcare CCO market overview and buyer adoption trends	• Healthcare is the fastest growing buyer industry for CCO services, primarily due to the ongoing regulatory reforms and legal compliance requirements in the United States • Compared to other buyer industries, healthcare recorded relatively higher adoption of non-voice channels. Rising buyer maturity would lead to further increase in revenue share of non-voice channels • Healthcare CCO has witnessed significant delivery from high-cost locations such as North America. India and Philippines are the next largest locations for delivering healthcare CCO services
Service provider landscape and PEAK Matrix 2014	• **Leaders:** HP, Sutherland Global Services, Teleperformance, and Xerox • **Major Contenders:** Aegis, EXL, Genpact, HGS, Infosys, Minacs, Sitel, Serco, Transcom, Wipro, and WNS • **Emerging Players:** CGI and Tech Mahindra
Key insights on PEAK Matrix dimensions	• The PEAK Matrix Leaders, Major Contenders, and Emerging Players were compared to identify differentiating strategy and operational capability across the dimensions of market success, scale, scope, technology, and delivery footprint

Everest Group
RESEARCH

Everest Group's CCO research is based on multiple sources of proprietary information (page 1 of 2)

1
- Proprietary database of **1,000+ CCO contracts** (updated annually)
- The database tracks the following elements of each CCO contract:
  – Buyer details including industry, size, and signing region
  – Contract details including Total Contract Value (TCV), Annualized Contract Value (ACV), term, start date, service provider FTEs, and pricing structure
  – Scope including buyer geography and functional activities
  – Technology including Customer Relationship Management (CRM) technology, Communication Technology (CT), and enabler technology ownership and maintenance
  – Global sourcing including delivery locations and level of offshoring

2
- Proprietary database of **operational capability of 20+ CCO service providers** (updated annually)
- The database tracks the following capability elements for each service provider:
  – Key leaders
  – Major CCO clients and recent wins
  – Overall revenue, total FTEs, and contact center employees
  – Recent contact center-related developments
  – CCO revenue split by geography, industry, and client size
  – CCO delivery locations
  – CCO service suite
  – Contact center-related technology capability

Service providers covered in the analysis

AEGIS   CGI   EXL

GENPACT   HGS HINDUJA GLOBAL SOLUTIONS   hp

Infosys   minacs   serco

SiTEL   SUTHERLAND GLOBAL SERVICES Measurable Performance Delivered Globally   Tech Mahindra

Teleperformance Transforming Passion into Excellence   Transcom

WIPRO Applying Thought   WNS Extending Your Enterprise   xerox

Note: In view of the acquisition of Aegis USA Inc. by Teleperformance in July 2014, both service providers are analyzed based on their post-acquisition CCO capabilities

Confidentiality: Everest Group takes its confidentiality pledge very seriously. Any contract-specific information collected, will only be presented back to the industry in an aggregated fashion

Everest Group
RESEARCH

Everest Group's CCO research is based on multiple sources of proprietary information (page 2 of 2)

3 **Buyer surveys and interactions**

Global surveys and one-on-one executive-level interviews are undertaken to understand how organizations perceive the performance of their CCO provider. The surveys/interviews focus on different aspects of an outsourcing relationship including:

- Key drivers for outsourcing CCO
- Contract details (including process scope, signing year, and duration)
- Overall performance of the service provider including key strengths and improvement areas
- Detailed assessment of service provider performance across different elements, such as:
  - Performance against key CCO metrics
  - Performance across various contact center processes
  - Performance during the implementation and transition phases
  - Governance and relationship management

Confidentiality: Everest Group takes its confidentiality pledge very seriously. Any contract-specific information collected, will only be presented back to the industry in an aggregated fashion

Everest Group
RESEARCH

We break each element into subprocesses of the customer interaction value chain

Strategy (in-house)
- Contact center sourcing strategy
- Alignment of contact center strategy with corporate strategy

Channel management
- Channel mix
- Customer data integration and analysis
- Contact handling and routing

Customer analytics
- Customer profiling and segmentation
- Big data / social media monitoring and analysis
- Customer satisfaction tracking

Customer interaction technology
- Technology adoption strategy
- Solution hosting, maintenance, and support

Strategy
Value-added services
Operational services

Strategy

Channel management

Customer analytics

Customer retention management

Performance management & reporting

Outbound sales services

Inbound sales services

Order fulfillment and transaction processing

Payment collections

Customer service

Customer interaction technology

Customer retention management
- Customer lifecycle management
- Customer experience management
- Loyalty programs

Performance management & reporting
- SLA adherence
- Key performance metrics
- Performance optimization
- Operational and management reporting

Outbound sales services
- Outbound sales
  - Telesales
  - Telemarketing
- Data management
  - Data collection
  - Data cleansing and refresh

Inbound sales services
- Inbound sales
- Cross- / up-selling

Order fulfillment and transaction processing
- Order management
  - Order validation
  - Order entry
  - Order processing
- Order amendment / exception handling
- Product activation
- Return/refund/rebate processing
- Billing and delivery queries

Payment collections
- Early stage collections
  - Channel identification
  - Customer loyalty maintenance
- Late stage collections
  - Customer-at-risk analysis
  - Customized treatment plan

Customer service
- Outbound service
  - Query resolution / call-backs
- Inbound service
  - Technology support / helpdesk
  - Service support
  - Complaint handling
  - Call escalation
- General query handling
  - Schedule-related enquiries
  - General product/service information requests

Everest Group
RESEARCH

This study offers three distinct chapters providing a deep dive into key aspects of the Healthcare CCO service provider landscape; below are four charts to illustrate the depth of the report
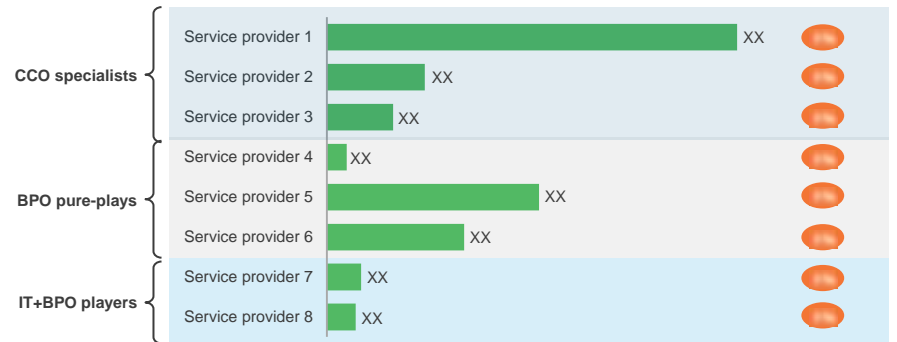
Global Healthcare CCO market size

CCO market for the healthcare industry over time
US$ billion

- (xx%) CAGR
- ☐ Expected

| 2011 | 2012 | 2013 | 2015E |
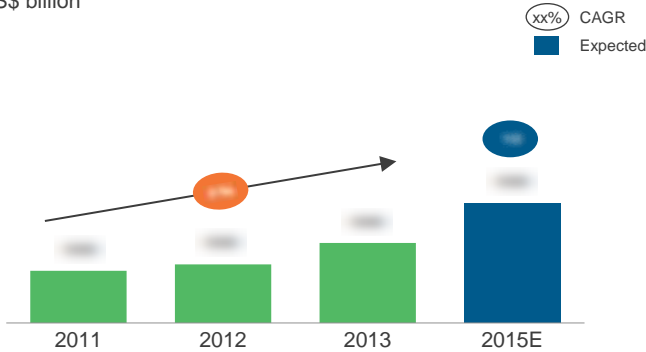
CCO service provider revenue from the Healthcare vertical

CCO service provider revenue from the healthcare vertical
2013; US$ million

Growth rate
2012-2013

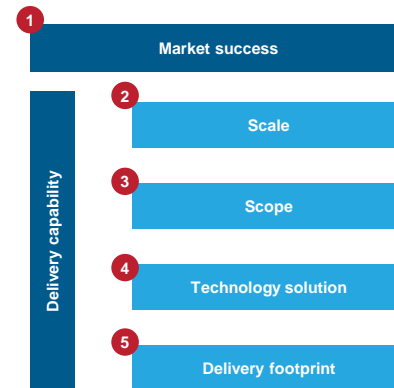|		
CCO specialists	Service provider 1	XX
	Service provider 2	XX
	Service provider 3	XX
BPO pure-plays	Service provider 4	XX
	Service provider 5	XX
	Service provider 6	XX
IT+BPO players	Service provider 7	XX
	Service provider 8	XX

Everest Group PEAK Matrix for Healthcare CCO market

Everest Group Performance | Experience | Ability | Knowledge (PEAK) Matrix – Healthcare CCO market

High ─ 75th percentile ─ **Leaders**

Major Contenders — Xerox, Teleperformance

Sutherland Global Services — HP

HGS — Serco, Sitel

Market success

EXL, Wipro, Transcom, Aegis, Minacs, Genpact

25th percentile

Emerging Players — CGI, Tech Mahindra, Infosys, WNS

Low

Low ── 25th percentile ── *High*

Healthcare CCO delivery capability
(Scale, scope, technology, and delivery footprint)
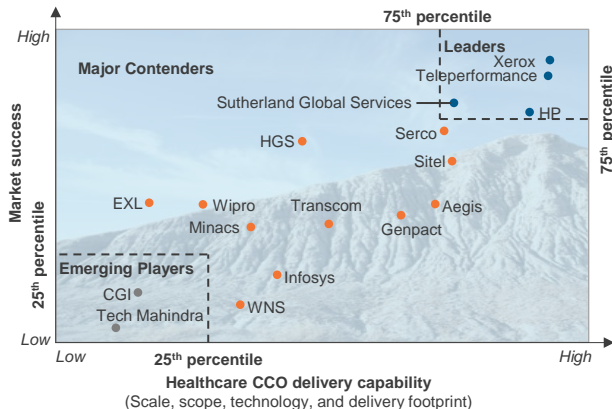
Service provider assessment on PEAK Matrix dimensions

PEAK Matrix dimensions

- ① Market success
- Delivery capability
- ② Scale
- ③ Scope
- ④ Technology solution
- ⑤ Delivery footprint

Source: Everest Group (2014)

Everest Group
RESEARCH

CCO research calendar

<table>
<tr><td></td><td>🟦 Published</td><td>🟩 Current</td></tr>
</table>

Topic	Release date
CCO – Service Provider Landscape with PEAK Matrix Assessment 2013	November 2013
CCO – Service Provider Profile Compendium 2013	December 2013
The Business Impact of Contact Center Attrition	January 2014
Convergys to Acquire Stream	January 2014
Pushing the Vertical Limit	April 2014
Contact Center Outsourcing Annual Report 2014: Changing Times, Evolving Value Proposition	June 2014
CCO – Service Provider Landscape with PEAK Matrix Assessment 2014	July 2014
CCO – Service Provider Profile Compendium 2014	August 2014
CCO market for the BFSI industry – Service Provider Landscape	November 2014
CCO market for the Healthcare industry – Service Provider Landscape	December 2014
Impact of Social Media and its related analytics on the CCO industry	Q1 2015
CCO – Annual Report 2015	Q2 2015
CCO – Service Provider Landscape with PEAK Matrix Assessment 2015	Q3 2015
CCO – Service Provider Profile Compendium 2015	Q3 2015

Everest Group
RESEARCH

Additional CCO research references

The following documents are recommended for additional insight on the topic covered in this report. These documents either provide additional details on the topic or complementary content that may be of interest

1. **Contact Center Outsourcing (CCO) Market for the BFSI Industry – Service Provider Landscape with PEAK Matrix™ Assessment 2014** (EGR-2014-1-R-1294); 2014. This report provides an overview of the CCO market for the BFSI industry. It provides insights around market size and growth (forecast up to 2015), buyer adoption & scope trends, service provider landscape, service provider positioning on the Everest Group PEAK Matrix, and assessment of the service provider delivery capabilities

2. **Contact Center Outsourcing (CCO) – Service Provider Landscape with PEAK Matrix™ Assessment 2014** (EGR-2014-1-R-1150); 2014. This report focuses on service provider positioning in the CCO market, changing market dynamics and emerging service provider trends, and assessment of service provider delivery capabilities

3. **Contact Center Outsourcing (CCO) – Annual Report 2014: Changing Times, Evolving Value Proposition** (EGR-2014-1-R-1124); 2014. This report provides comprehensive coverage of the global CCO market including detailed analysis of market size and growth, buyer adoption trends, CCO value proposition and solution characteristics, and service provider landscape

For more information on this and other research published by Everest Group, please contact us:

Katrina Menzigian, Vice President:	katrina.menzigian@everestgrp.com
Skand Bhargava, Senior Analyst:	skand.bhargava@everestgrp.com
Cyril Thomas, Analyst:	cyril.thomas@everestgrp.com
CCO Team:	CCOresearch@everestgrp.com

Website: www.everestgrp.com | Phone: +1-214-451-3000 | Email: info@everestgrp.com

Everest Group
RESEARCH

Everest Group

From **insight** to *action*.

At a glance

- With a fact-based approach driving outcomes, Everest Group counsels organizations with complex challenges related to the use and delivery of the next generation of global services

- Through its practical consulting, original research, and industry resource services, Everest Group helps clients maximize value from delivery strategies, talent and sourcing models, technologies, and management approaches

- Established in 1991, Everest Group serves users of global services, providers of services, country organizations, and private equity firms in six continents across all industry categories

Dallas (Headquarters)
info@everestgrp.com
+1-214-451-3000

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

Toronto
canada@everestgrp.com
+1-647-557-3475

London
unitedkingdom@everestgrp.com
+44-207-129-1318

Delhi
india@everestgrp.com
+91-124-284-1000

Stay connected

Websites

www.everestgrp.com
research.everestgrp.com

Twitter

@EverestGroup
@Everest_Cloud

Blog

SHERPAS
IN BLUE SHIRTS

www.sherpasinblueshirts.com