



Everest Group Marketing Services PEAK Matrix® Assessment 2023

Focus on Capgemini
May 2023



Introduction

Marketing is undergoing a transformative journey as a result of rapid developments in technology, coupled with changing customer preferences. As these technological advances become more accessible to people, interactive Customer Experience (CX) becomes critical for CMOs in developing their enterprise marketing strategy. This, coupled with the impending recession, has further added to the pressure on marketing teams to deliver more with less.

The provider ecosystem is also shifting gears from product-focused traditional marketing services to innovative, data-driven strategies that focus on customer experience. They are further exploring flexible and cost-efficient delivery models to cater to CMOs' demand for low-cost solutions around personalization, loyalty, and interactive experiences. Providers not only continue to invest in intelligent automation tools and solutions that enhance their scale of services and process efficiencies but are also exploring new technologies and platforms for augmented customer experience.

In this research, we present an assessment and detailed profiles of marketing service providers featured on the Marketing Services PEAK Matrix®. Each service provider deep dive provides a comprehensive picture of its service focus through a snapshot of its key strengths and limitations, as assessed by Everest Group. The assessment is based on Everest Group's annual RFI process, interactions with leading service providers, client reference checks, and ongoing analysis of the marketing services market.

The full report includes profiles of the following 31 marketing service providers featured on the [Marketing Services PEAK Matrix® Assessment 2023](#):

- **Leaders:** Accenture, Cognizant, Deloitte Digital, Infosys, Merkle, Publicis Sapient, TCS, and Wunderman Thompson
- **Major Contenders:** Capgemini, Concentrix, Dentsu Creative, Digitas, eClerx, Epsilon, EXL, HCLTech, IBM, Majorel, Media.Monks, Performics, PwC Digital, RRD GO Creative, Tech Mahindra, and Wipro
- **Aspirants:** Dialog Direct, HGS, HH Global, Startek, Stefanini, Webhelp, and WNS

Scope of this report



Geography
Global



Providers
31 marketing service providers



Services
Marketing services

Marketing services PEAK Matrix® characteristics

Leaders

Accenture, Cognizant, Deloitte Digital, Infosys, Merkle, Publicis Sapient, TCS, and Wunderman Thompson

- Leaders have end-to-end capabilities across the marketing services value chain including creative production, media services, content management, CX strategy and design, loyalty services, commerce, and data & analytics. They have also built strong consulting and strategy offerings to augment their services
- They have actively focused on organic and inorganic investments to bridge the portfolio gaps and establish themselves as frontrunners across the marketing services spectrum
- Leaders have built a strong and balanced delivery portfolio, with significant presence in all major geographies and a workforce that is adept in multiple languages
- Leaders have a significant focus on talent development, and they maintain a robust ecosystem of partnerships with leading MarTech/AdTech vendors
- They differentiate themselves through their long-term vision of managing emerging marketing services themes such as AI and automation, innovative delivery models, ESG, metaverse, and web3-based technologies

Major Contenders

Capgemini, Concentrix, Dentsu Creative, Digitas, eClerx, Epsilon, EXL, HCLTech, IBM, Majorel, Media.Monks, Performics, PwC Digital, RRD GO Creative, Tech Mahindra, and Wipro

- Major Contenders have presence across major parts of the marketing services value chain and actively pursue organic and inorganic investment opportunities to fill in their portfolio gaps
- They are building capabilities to serve different geographies and industry segments while specializing in a few regions and verticals
- They continue to invest in digital tools and platforms and partner with third-party vendors to cater to the demands of a diverse clientele

Aspirants

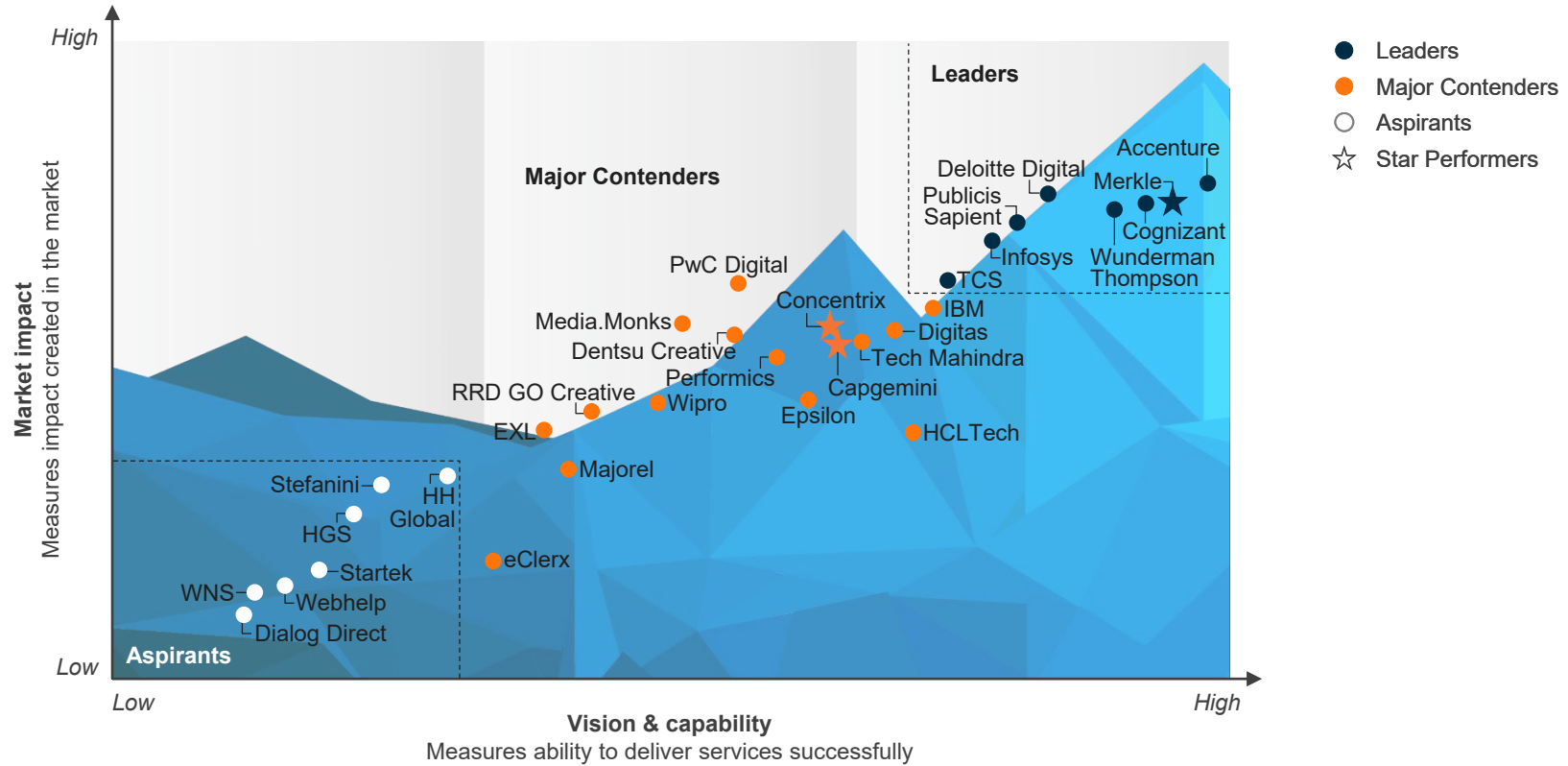
Dialog Direct, HGS, HH Global, Startek, Stefanini, Webhelp, and WNS

- Aspirants with their limited scope of services are focused on particular geographies, industries, or buyers, and have a relatively small scale of operations, and a skewed shoring mix
- They offer innovative service delivery models; however, their capabilities in specialized services such as creative and media are currently limited

Everest Group PEAK Matrix®

Marketing Services PEAK Matrix® Assessment 2023 | Capgemini is positioned as a Major Contender and Star Performer

Everest Group Marketing Services PEAK Matrix® Assessment 2023^{1,2}



1 Assessments for Deloitte Digital, Dentsu Creative, Digitas, eClerx, Epsilon, HH Global, Majorel, Media.Monks, Performics, Publicis Sapient, PwC Digital, Startek, Webhelp, WNS, and Wunderman Thompson exclude service provider inputs on this particular study and are based on Everest Group's estimates that leverage its proprietary Transaction Intelligence (TI) database, ongoing coverage of service providers' public disclosures, and interaction with buyers. For these companies, Everest Group's data for assessment may be less complete

2 Parameters used for assessment have changed since the [Marketing Services PEAK Matrix® Assessment 2022](#)

Source: Everest Group (2023)

Capgemini profile (page 1 of 5)

Overview

Company overview

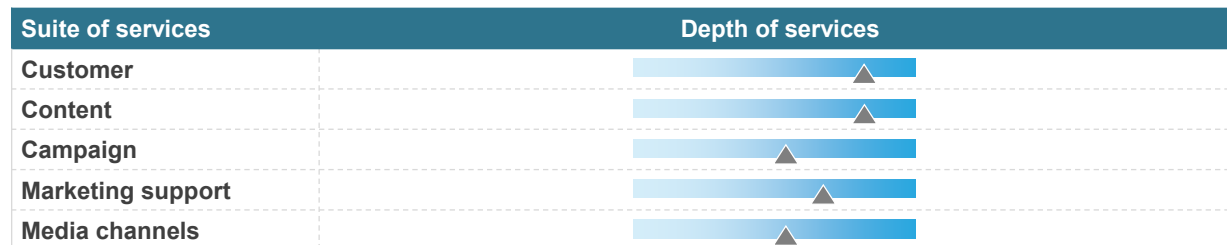
Capgemini is a global leader in consulting, digital transformation, technology, and engineering services. The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital, and platforms. Capgemini has a unique portfolio of CX products that is focused on helping its clients succeed throughout the whole customer life cycle. The Connected Marketing offering sits within this CX suite. It enables clients to connect and engage with their customers at the right time and right place, with contextualized and personalized experiences.

Headquarters: Paris, France

Website: www.capgemini.com

Key leaders

- **Oliver Pfeil**, Chief Executive Officer of Business Services
- **Robert Brillhart**, Global Intelligent Customer Operations Leader
- **Yvo Booisma**, Global Offer Leader, Connected Marketing
- **Abha Singh**, Marketing Operations Offer Leader, Business Services



Marketing services	2020	2021	2022 (as of August 2022)
Revenue (US\$ million)		Not disclosed	
Number of FTEs	Not disclosed	Not disclosed	7,000-7,500
Number of clients	200-250	450-500	600-650

Recent marketing services-related developments/investments

Low High

Areas	Developments/Investments
Technology	<ul style="list-style-type: none"> • 2022: collaborated with Unity to help clients leverage metaverse and immersive experiences • 2021: created 890 by Capgemini, a foundational element for activating data analytics, to engage with the kind of insights that deliver real business outcomes at speed and scale • 2021: launched CornerShop to develop immersive experiences in retail
Talent	<p>2018: created Capgemini Invent, the group's innovation, design, and transformation powerhouse, to accelerate digital transformation to help its clients in optimizing businesses. It merges consulting, digital, and creative units into one single brand</p>
Creative and media	<ul style="list-style-type: none"> • 2022: acquired Rufus Leonard, a London-based brand design and experience agency, to meet client demand for creativity, strategy, and design services to enable customer-centric transformation • 2021: acquired Frog and integrated it with Capgemini Invent. Frog provides access to a larger network of over 35 design and innovation studios around the world • 2020: acquired Purpose, a New York-based social impact and campaign innovation agency, with offices across the globe • 2018: acquired Doing, a digital marketing firm based out of Italy, to have a complete set of digital consultancy services, including business design, technology development, and maintenance • 2018: acquired June 21, a consulting company specializing in digital marketing, to deliver on customer-led transformation challenges faced by its large clients
Other	<p>2021: acquired Acclimation, a leading Australian SAP consulting and digital solution provider, to strengthen its SAP capabilities in the region and to add to its client portfolio locally</p>

Capgemini profile (page 2 of 5)

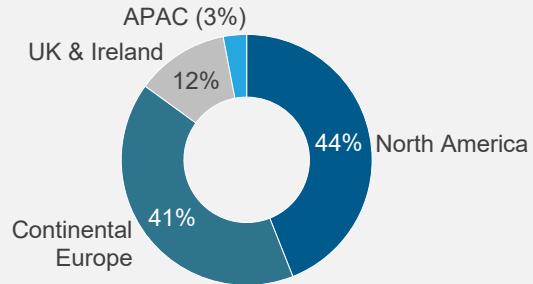
Capabilities

Key marketing services engagements

Client name	Processes served	Region	Client since
A global furniture retailer	Content and campaign	Global	Not disclosed
A large MedTech corporation	Content, campaign, media channels, and data & analytics	Global	Not disclosed
A leading global CPG brand	Content and data & analytics	Global	Not disclosed
A multinational beauty company	Content	Continental Europe	Not disclosed
A large US bank	Campaign	North America	Not disclosed

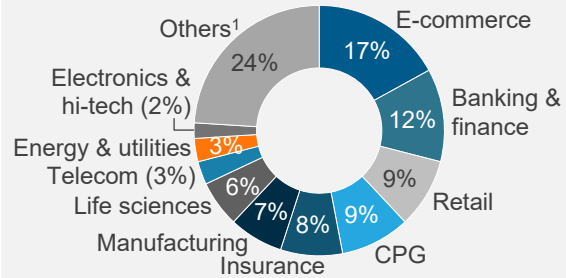
Marketing services revenue mix by geography
Revenue in US\$ million

100% = Not disclosed



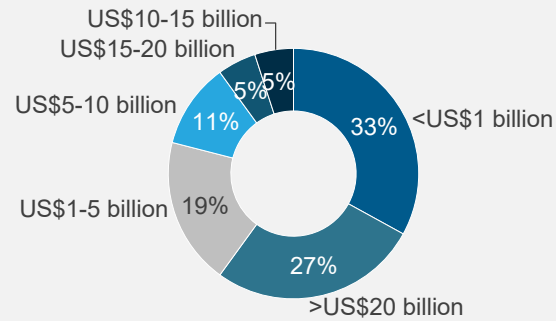
Marketing services revenue mix by industry
Revenue in US\$ million

100% = Not disclosed



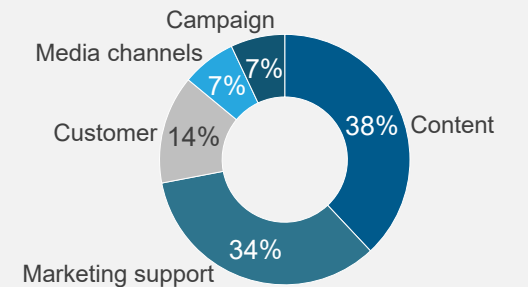
Marketing services number of clients by buyer size
Number of active clients

100% = 600-650



Marketing services FTE mix by process
Number of FTEs

100% = 7,000-7,500

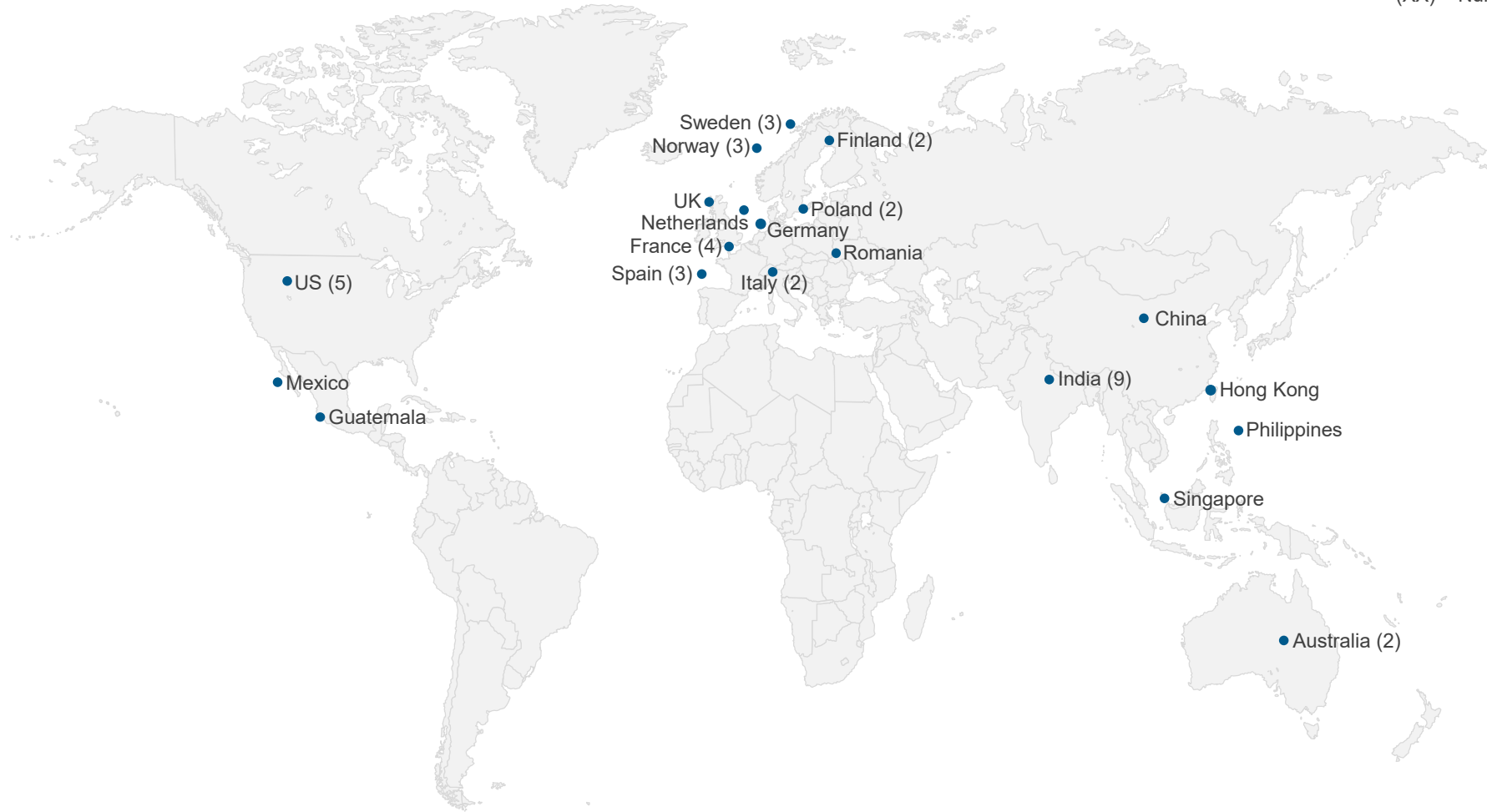


¹ Others include industries such as travel, transport & hospitality, media and entertainment, public sector, and healthcare

Capgemini profile (page 3 of 5)

Location landscape

(XX) – Number of centers in each location



Capgemini profile (page 4 of 5)

Proprietary technology solutions/tools










NOT EXHAUSTIVE

Technology name	Processes served	Year launched	Description
Connected Marketing Engine	Marketing support	2022	Connected Marketing Engine is a customer data-driven marketing tool, which demonstrates how clients can automate their (connected) marketing processes and deal with first-, second-, and third-party data. It combines offline and online experiences into an end-to-end automated omnichannel journey, increasing CX and conversion. It has integrations with channels such as email, WhatsApp, Beacons, and Push notifications
Customer Activation assessment	Customer	2022	Developed a methodology and model around measuring and improving the customer activation process. This assessment tool shows the maturity of a brand in terms of its customer activation processes. Based on the scoring and expectations, Capgemini provides a set of transformational services in order to increase the customer activation index
890 by Capgemini	Data & analytics	2021	Available on any cloud and with a single interface, 890 by Capgemini puts client at the helm, ready to engage with the kind of insights that deliver real business outcomes, at speed and scale
CornerShop	Customer	2021	Capgemini, The Drum and SharpEnd have created CornerShop, a live store in London that transforms retail shopping and customer engagement to bring to life the store of tomorrow

Capgemini profile (page 5 of 5)

Everest Group assessment – Major Contender and Star Performer

Measure of capability:  Low  High

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

Strengths

- Capgemini entered the marketing services space in 2019 and has established an extensive coverage of the marketing services value chain via acquisitions with a high focus on strategic consulting, design, and content solutions
- In 2022, it acquired Rufus Leonard to meet the demand for creative, strategy, and design services. Its recent integration of creative agency Frog with Capgemini Invent not only boosted its CX strategy and design capabilities, but also provided access to Frog’s 35 design and innovation studios across the world
- Capgemini has a large client base across key industries and has been highly successful in the European markets with a strong presence across the Nordic and Western European countries
- Its strong offshore presence enables it to provide economical solutions to its clients, while its widespread network of digital studios and support for 20+ languages augment its ability to provide localized support to clients
- Referenced buyers have called out its robust delivery model and strong language capabilities as its major strengths

Limitations

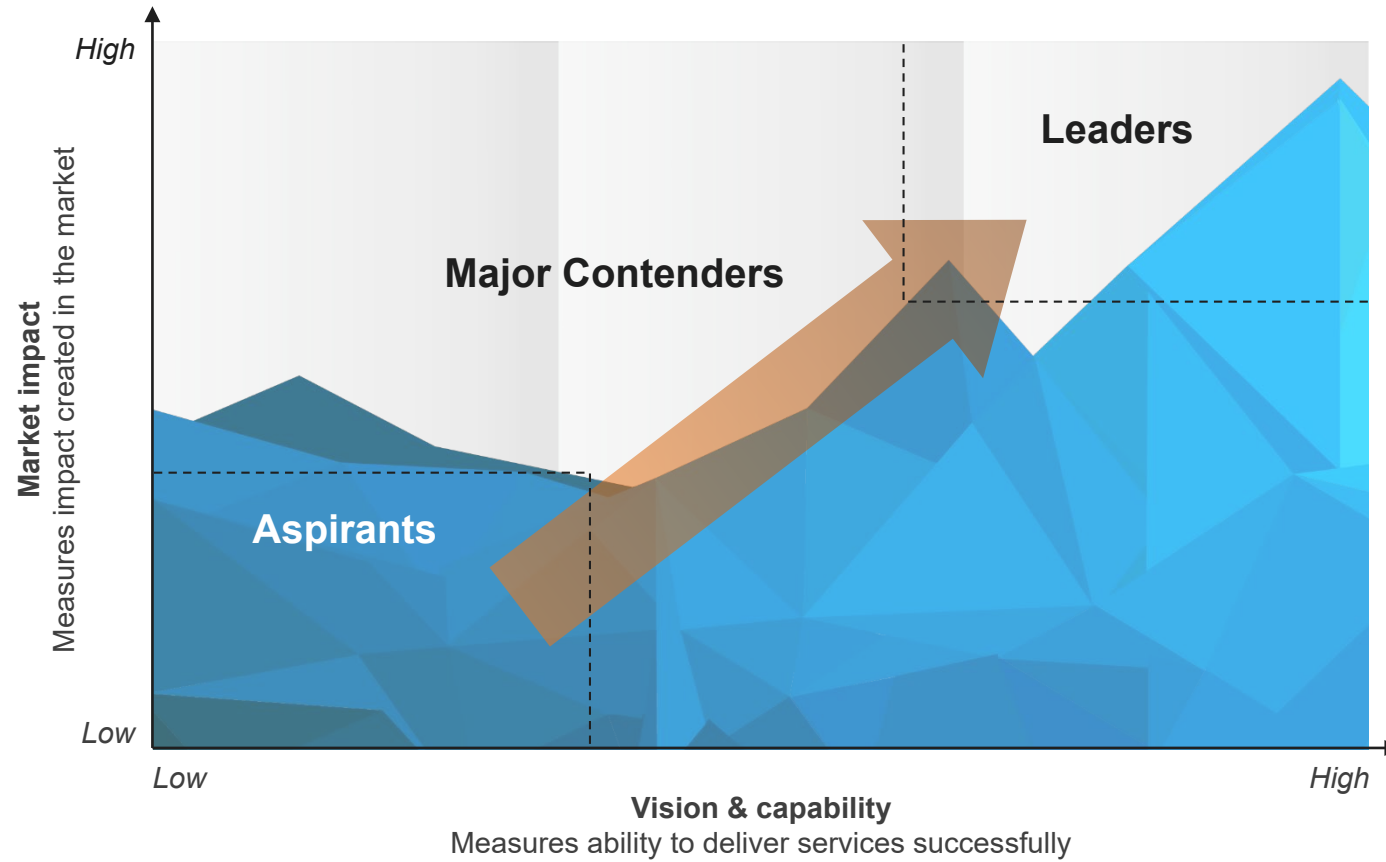
- While Capgemini has built depth in content and marketing support activities, it has limited expertise in campaign management and media channels when compared to its peers
- It lacks in-house technological capabilities to deliver highly customized solutions and is heavily dependent on third-party tools and platforms
- It has limited experience in serving clients across fast-growing industry segments such as media and entertainment and electronics, hi-tech, and technology
- Referenced buyers expect Capgemini to proactively focus on talent retention and management

Appendix

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



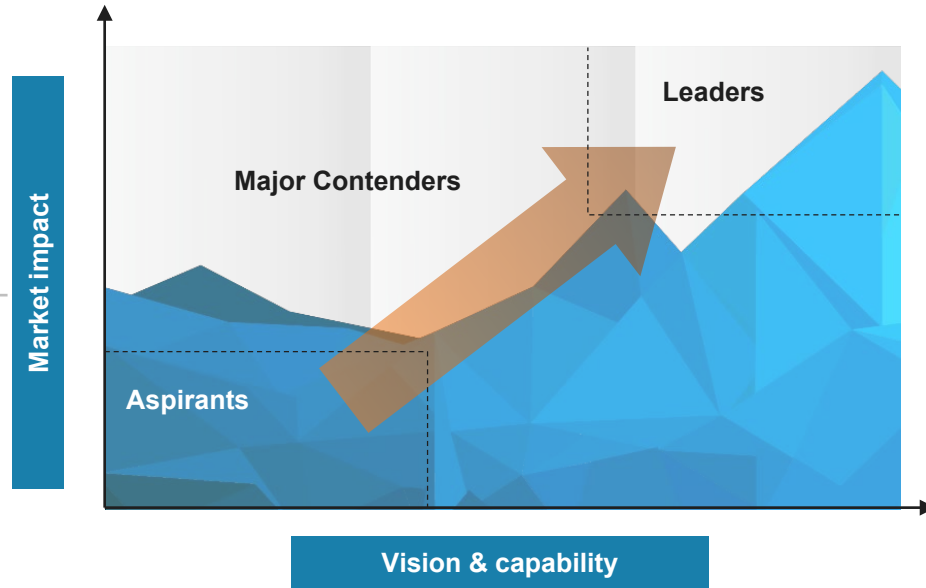
Everest Group PEAK Matrix



Services PEAK Matrix® evaluation dimensions

Measures impact created in the market – captured through three subdimensions

- Market adoption**
Number of clients, revenue base, YoY growth, and deal value/volume
- Portfolio mix**
Diversity of client/revenue base across geographies and type of engagements
- Value delivered**
Value delivered to the client based on customer feedback and transformational impact



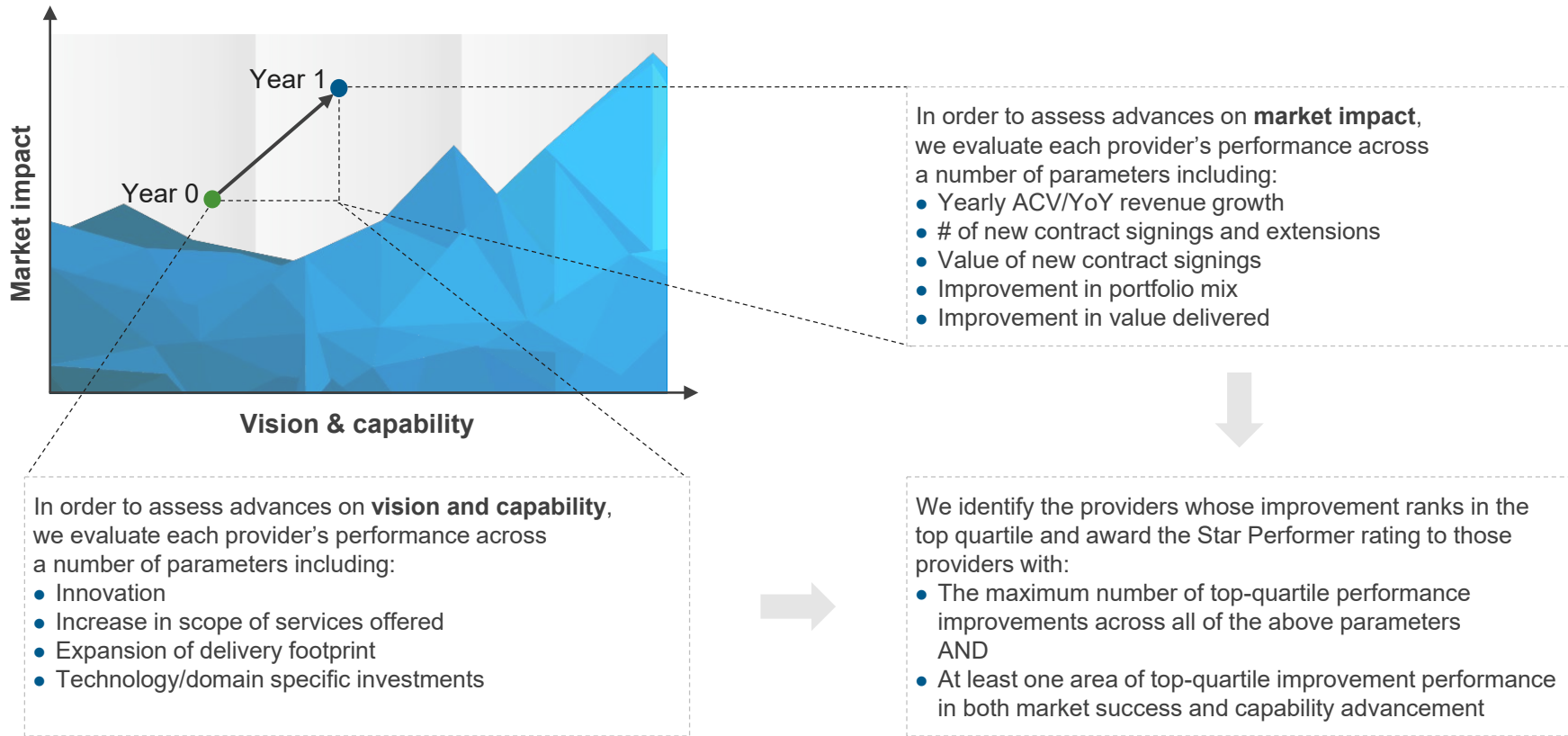
Measures ability to deliver services successfully. This is captured through four subdimensions

- Vision and strategy**
Vision for the client and itself; future roadmap and strategy
- Scope of services offered**
Depth and breadth of services portfolio across service subsegments/processes
- Innovation and investments**
Innovation and investment in the enabling areas, e.g., technology IP, industry/domain knowledge, innovative commercial constructs, alliances, M&A, etc.
- Delivery footprint**
Delivery footprint and global sourcing mix

Everest Group confers the Star Performers title on providers that demonstrate the most improvement over time on the PEAK Matrix®

Methodology

Everest Group selects Star Performers based on the relative YoY improvement on the PEAK Matrix



The Star Performers title relates to YoY performance for a given vendor and does not reflect the overall market leadership position, which is identified as Leader, Major Contender, or Aspirant.

FAQs

Does the PEAK Matrix® assessment incorporate any subjective criteria?

Everest Group's PEAK Matrix assessment takes an unbiased and fact-based approach that leverages provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information. In addition, we validate/fine-tune these results based on our market experience, buyer interaction, and provider/vendor briefings.

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

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

What other aspects of the PEAK Matrix assessment are relevant to buyers and providers other than the PEAK Matrix positioning?

A PEAK Matrix positioning is only one aspect of Everest Group's overall assessment. In addition to assigning a Leader, Major Contender, or Aspirant label, Everest Group highlights the distinctive capabilities and unique attributes of all the providers assessed on the PEAK Matrix. The detailed metric-level assessment and associated commentary are helpful for buyers in selecting providers/vendors for their specific requirements. They also help providers/vendors demonstrate their strengths in specific areas.

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

- Enterprise participants receive summary of key findings from the PEAK Matrix assessment
- For providers
 - The RFI process is a vital way to help us keep current on capabilities; it forms the basis for our database – without participation, it is difficult to effectively match capabilities to buyer inquiries
 - In addition, it helps the provider/vendor organization gain brand visibility through being included in our research reports

What is the process for a provider / technology vendor to leverage its PEAK Matrix positioning?

- Providers/vendors can use their PEAK Matrix positioning or Star Performer rating in multiple ways including:
 - Issue a press release declaring positioning; see our [citation policies](#)
 - Purchase a customized PEAK Matrix profile for circulation with clients, prospects, etc. The package includes the profile as well as quotes from Everest Group analysts, which can be used in PR
 - Use PEAK Matrix badges for branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)
- The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with Everest Group; please contact your CD or [contact us](#)

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

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



Everest Group is a leading research firm helping business leaders make confident decisions. We guide clients through today's market challenges and strengthen their strategies by applying contextualized problem-solving to their unique situations. This drives maximized operational and financial performance and transformative experiences. Our deep expertise and tenacious research focused on technology, business processes, and engineering through the lenses of talent, sustainability, and sourcing delivers precise and action-oriented guidance. Find further details and in-depth content at www.everestgrp.com.

Stay connected

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

Bangalore
india@everestgrp.com
+91-80-61463500

Delhi
india@everestgrp.com
+91-124-496-1000

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

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

This document is for informational purposes only, and it is being provided "as is" and "as available" without any warranty of any kind, including any warranties of completeness, adequacy, or fitness for a particular purpose. Everest Group is not a legal or investment adviser; the contents of this document should not be construed as legal, tax, or investment advice. This document should not be used as a substitute for consultation with professional advisors, and Everest Group disclaims liability for any actions or decisions not to act that are taken as a result of any material in this publication.

Website
everestgrp.com

Social Media
 @EverestGroup
 @Everest Group
 @Everest Group
 @Everest Group

Blog
everestgrp.com/blog

NOTICE AND DISCLAIMERS

IMPORTANT INFORMATION. PLEASE REVIEW THIS NOTICE CAREFULLY AND IN ITS ENTIRETY. THROUGH YOUR ACCESS, YOU AGREE TO EVEREST GROUP'S TERMS OF USE.

Everest Group's Terms of Use, available at www.everestgrp.com/terms-of-use/, is hereby incorporated by reference as if fully reproduced herein. Parts of these terms are pasted below for convenience; please refer to the link above for the full version of the Terms of Use.

Everest Group is not registered as an investment adviser or research analyst with the U.S. Securities and Exchange Commission, the Financial Industry Regulatory Authority (FINRA), or any state or foreign securities regulatory authority. For the avoidance of doubt, Everest Group is not providing any advice concerning securities as defined by the law or any regulatory entity or an analysis of equity securities as defined by the law or any regulatory entity.

All Everest Group Products and/or Services are for informational purposes only and are provided "as is" without any warranty of any kind. You understand and expressly agree that you assume the entire risk as to your use and any reliance upon any Product or Service. Everest Group is not a legal, tax, financial, or investment advisor, and nothing provided by Everest Group is legal, tax, financial, or investment advice. Nothing Everest Group provides is an offer to sell or a solicitation of an offer to purchase any securities or instruments from any entity. Nothing from Everest Group may be used or relied upon in evaluating the merits of any investment. Do not base any investment decisions, in whole or part, on anything provided by Everest Group.

Products and/or Services represent research opinions or viewpoints, not representations or statements of fact. Accessing, using, or receiving a grant of access to an Everest Group Product and/or Service does not constitute any recommendation by Everest Group that recipient (1) take any action or refrain from taking any action or (2) enter into a particular transaction. Nothing from Everest Group will be relied upon or interpreted as a promise or representation as to past, present, or future performance of a business or a market. The information contained in any Everest Group Product and/or Service is as of the date prepared, and Everest Group has no duty or obligation to update or revise the information or documentation. Everest Group may have obtained information that appears in its Products and/or Services from the parties mentioned therein, public sources, or third-party sources, including information related to financials, estimates, and/or forecasts. Everest Group has not audited such information and assumes no responsibility for independently verifying such information as Everest Group has relied on such information being complete and accurate in all respects. Note, companies mentioned in Products and/or Services may be customers of Everest Group or have interacted with Everest Group in some other way, including, without limitation, participating in Everest Group research activities.