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Everest Group PEAK Matrix® for Marketing Services Provider 2023

Focus on Accenture
March 2023

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PEAK MATRIX®

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® Assessment 2023. 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.

This report includes the profiles of the following 31 marketing service providers featured on the Marketing Services PEAK Matrix®:

- **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

Service providers
31 marketing service providers

Services
Marketing services
(refer to page 9 for
scope of the research)

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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 | Accenture positioned as Leader

Everest Group Marketing Services PEAK Matrix® Assessment 2023[1,2]
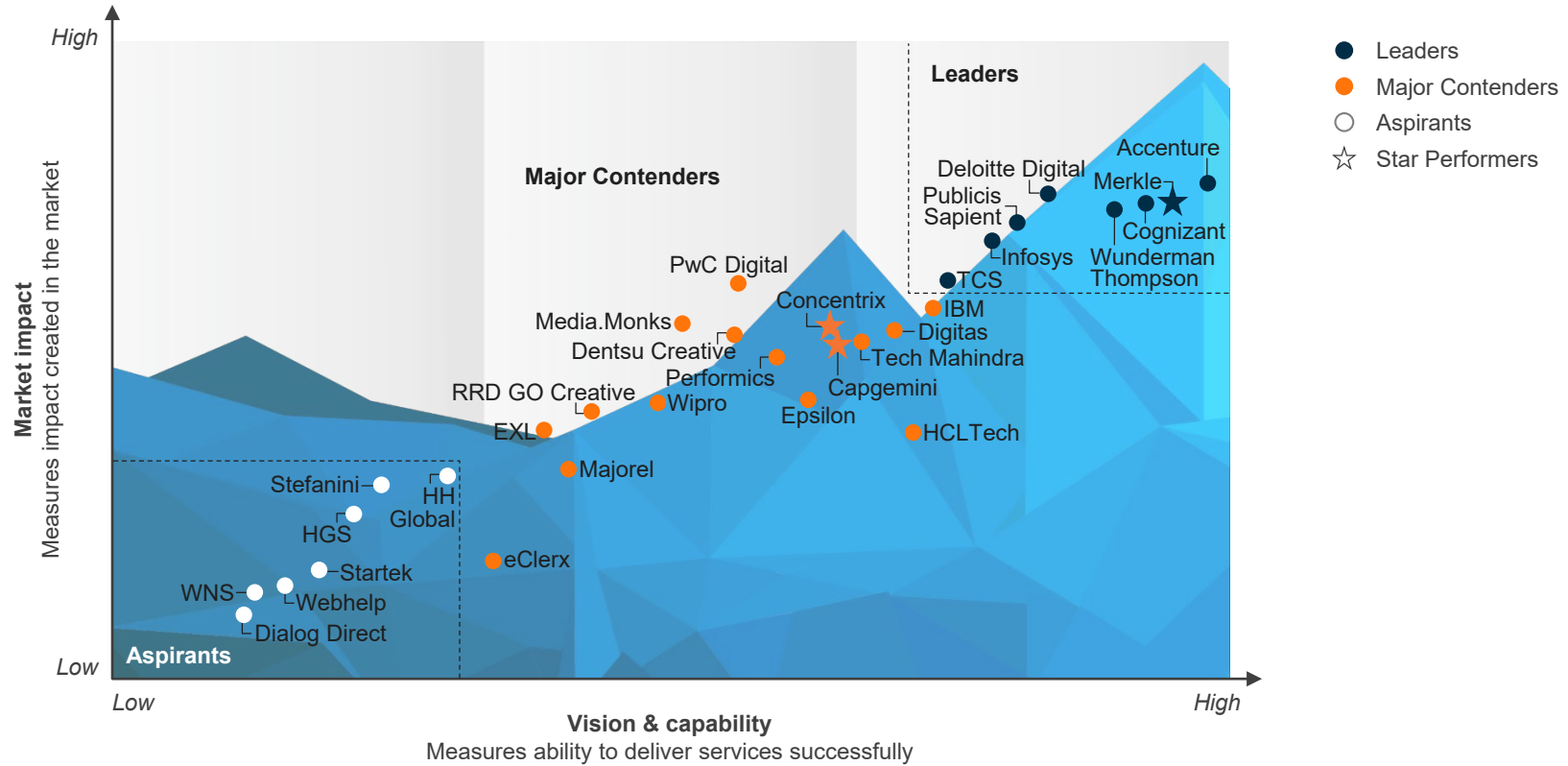
1. Assessments for Deloitte Digital, Dentsu Creative, Digitas, eClerx, Epsilon, HH Global, Majorel, Media.Monks, Performics, Publicis Sapient, PwC Digital, Startek, Webhelp, WNS, and Wunderman Thompson exclude service provider inputs on this particular study and are based on Everest Group's estimates 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)

Accenture | marketing services profile (page 1 of 5)
Overview

Company overview

Accenture is a leading global professional services company that helps the world's leading businesses, governments, and other organizations build their digital core, optimize their operations, accelerate revenue growth, and enhance citizen services creating tangible value at speed and scale. It is a talent and innovation-led company with 738,000 people serving clients in more than 120 countries. Technology is at the core of change today, and it is one of the world's leaders in helping drive that change, with a strong ecosystem of relationships. It combines its strength in technology with unmatched industry experience, functional expertise, and global delivery capability. It is uniquely able to deliver tangible outcomes because of its broad range of services, solutions, and assets across Strategy & Consulting, Technology, Operations, Industry X, and Accenture Song. These capabilities, together with its culture of shared success and commitment to creating 360° value, enable it to help its clients succeed and build trusted and lasting relationships. It measures its success by the 360° value it creates for its clients, for each other, its shareholders, its partners, and communities.

Headquarters: Dublin, Republic of Ireland   **Website:** www.accenture.com

Key leaders
- **Jeanine Falcone,** Senior Managing Director, Global Marketing Function Lead, Song
- **Nigel Gilbert**, Managing Director, Lead – Marketing Operations
- **Neha Misra**, Global CTO, Marketing Services

Suite of services	Depth of services
Customer	
Content	
Campaign	
Marketing support	
Media channels	

Marketing services	2020	2021	2022 (as of August 2022)
Revenue (US$ million)		Not disclosed	
Number of FTEs	27,000-28,000	28,000-29,000	28,200-29,000
Number of clients	200-250	200-250	250-300

Recent marketing services-related developments/investments   Low ▭ High

Areas	Developments/Investments
Technology	• **2022:** invested in Inrupt, a data technology company. This will help it empower users and businesses to transform the traditional one-way experience of data ownership into a more collaborative experience at scale across multiple sources • **2022:** invested in Strivr, a leading provider of virtual reality-based immersive learning and training solutions for enterprises • **2021-22:** partnered with Meta and Microsoft to help companies create new experiences in the Metaverse • **2019-21**: invested in SynOps for Marketing, an innovative human-machine operating engine, to optimize the synergy of applied intelligence, digital technologies, and talent, to help organizations improve business operations and create user experiences
Talent	• **2022:** introduced Marketing Academy, a learning program for its marketing talent to discover, grow, and engage in marketing practices • **2022:** invested over US$1 billion in reskilling, training, and learning initiatives for its employees
Creative and media	• **2022:** acquired The Stable, a commerce agency focused on helping consumer brands build and operate their own digital commerce channels as well as manage their brand and sales performance • **2021:** acquired King James Group, a creative agency with deep expertise in brand strategy, creativity, and digital marketing services
Other	• **2021:** acquired Glamit, a boutique e-commerce agency in Argentina. It offers experience design and technology, including e-commerce and platform architecture, brand strategy, digital marketing services, and direct-to-consumer solutions • **2021:** acquired Experity, a leading cloud-based customer experience and commerce solutions provider in Brazil • **2021:** acquired Tambourine, a Japan-based e-commerce customer experience agency with capabilities in cloud-based technologies

Accenture | marketing services profile (page 2 of 5)
Client portfolio

Key marketing services engagements

Client name	Processes served	Region	Client since
A multinational conglomerate	Content	Ireland	2021
Largest retailer of groceries in the UK	Media channels and data & analytics	UK	2022
Large department store chain	Customer, campaign, marketing support, media channels, and data & analytics	US	2018
Largest airline alliance	Customer, content, campaign, marketing support, media channels, and data & analytics	Germany	2021
Multinational healthcare company	Customer, content, campaign, marketing support, and data & analytics	Switzerland	2020

Marketing services revenue mix by geography Revenue in US$ million	**Marketing services revenue mix by industry** Revenue in US$ million	**Marketing services number of clients by buyer size** Number of active clients	**Marketing services FTE mix by process** Number of FTEs
100% = Not disclosed	**100% = Not disclosed**	**100% = Not disclosed**	**100% = Not disclosed**
Not disclosed	**Not disclosed**	**Not disclosed**	**Not disclosed**

Accenture | marketing services profile (page 3 of 5)
Key delivery locations

(XX) – Number of centers in each location

Finland

Sweden ●

● UK (2)
Germany (3) ●   ● Poland
France (2) ●   ● Switzerland

Spain (3) ●   ● Italy (4)   ● Turkey

● US (21)

● Israel

● UAE   ● India (5)   China (6) ●   ● Japan (2)

● Mexico (2)

● Hong Kong

● Costa Rica

● Philippines

● Singapore

● Brazil

● Australia (2)

● South Africa (2)

● Argentina

● New Zealand

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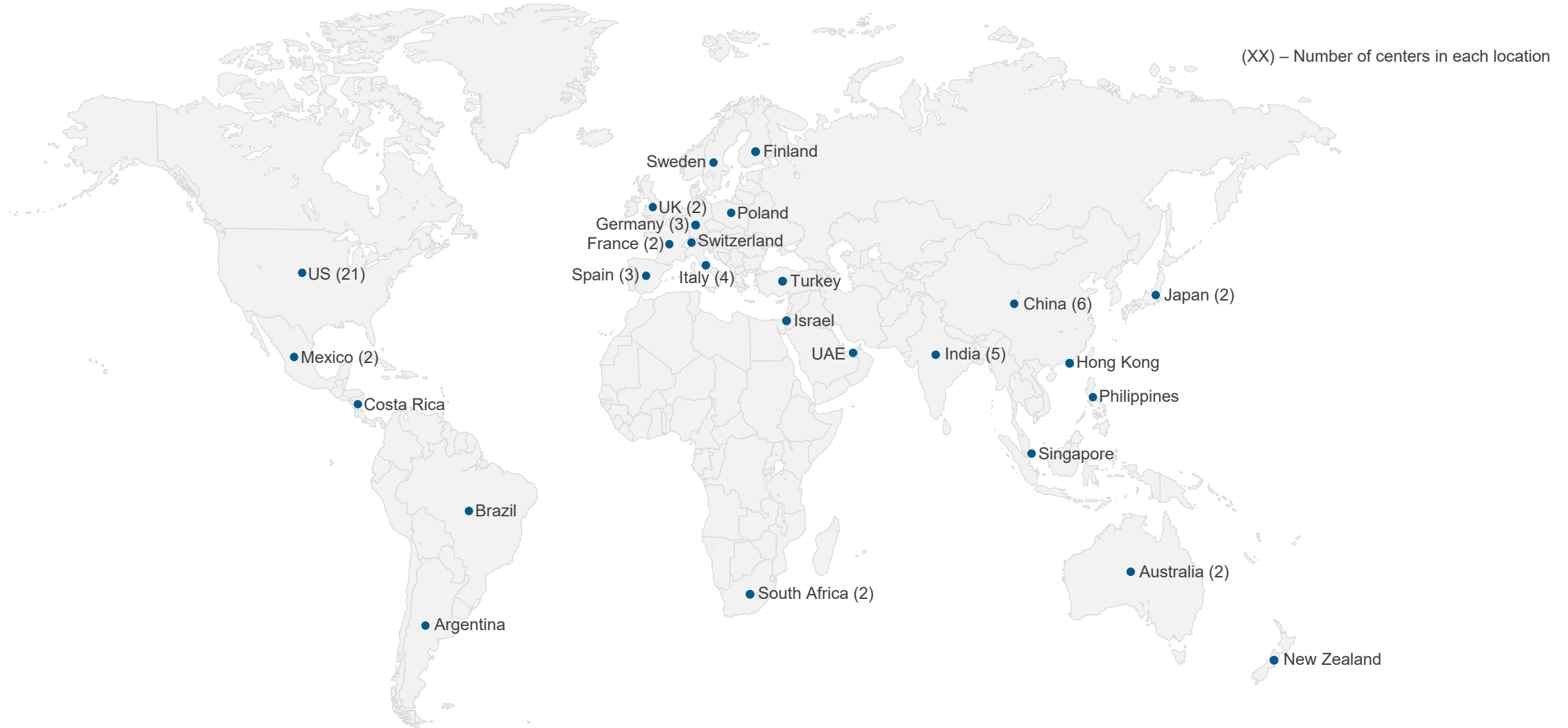
Accenture | marketing services profile (page 4 of 5)
Proprietary technology solutions/tools

ILLUSTRATIVE   *NOT EXHAUSTIVE*

Technology name	Processes served	Year launched	Description
Dynamic Content Optimization	Content	2020	An AI-driven content assembly that delivers 18% higher conversion rates and 24% lower cost per action. The asset uses multiple signals to segment customers and to serve personalized content on owned media (websites, etc.) and paid media (SEM, programmatic ads, etc.) fueling DCO across multiple platforms
SynOps for Marketing	All	2019	SynOps for marketing offers clients a single modern, easy-to-use digital experience to activate the marketing operations service delivery, providing cost efficiency and faster scalability speed. This is done through a streamlined collaboration and integration of disparate customer data to drive better intelligence and insights that increase the opportunity to drive marketing-led growth. The four experience layers that make up the proprietary engine include client experience, work orchestration, ecosystem connectivity, and data & applied intelligence
CRISP	Content and campaign	Not disclosed	A human attention simulator based on research on eye-tracking data, neuroscience observations, and powered by AI models that provide insights into any visual design in an instant, allowing designers to iterate faster, make informed decisions, and avoid lengthy and costly eye-tracking tests
Accenture Personalization Suite	All	Not disclosed	Accenture's proprietary software that is designed to achieve effective personalization of customer experiences. Built around the core principles of digital marketing and experience design, the suite is made up of four modules: customer genome, segmentation, recommendation, and choice modeling. Key functionalities include customer data curation; transactional decomposition; affinity mapping; AI audience analysis to produce business-relevant, actionable, and distinct segments; custom algorithms; audience experience optimization; omnichannel testing; A/B and MVT testing; hypothesis experimentation; etc.
Digital Twin	Content	Not disclosed	A sophisticated technology that creates the digital version of a physical product containing all product-related visual data and information and enables a single source of truth for scalable product and customer life cycle engagement
Picture Shooter	Content	Not disclosed	A cloud-based visualization platform that offers a virtual and interactive photo studio for 3D visualizations with unlimited access to content on-demand, with cloud rendering and photo-realistic imagery, meeting the demanding requirements of content post-production
Intelligent Customer Engagement	All	Not disclosed	An omnichannel, AI-powered solution to offer the most relevant experiences that provide interactive, conversational, visual or voice-based engagements, while reducing operational costs
Intelligent Content Advisor	Content	Not disclosed	An AI-powered Content Advisor that reduces overall content production time by 10-15% and reduces QA time by 50% by converting agency-provided creatives (pdf, Adobe) into website/e-mail-ready (HTML) formats
Content Quality Assurance	Content	Not disclosed	This technology automates manual quality checks by fetching and comparing the data directly on the server, while also generating quality assurance results and reports

Accenture | marketing services profile (page 5 of 5)
Everest Group assessment – Leader

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

- Accenture is one of the largest global providers of marketing services with 28,000+ FTEs. Its strong marketing services capabilities are supplemented by its robust consulting and strategy practice, and the fast-paced growth of Accenture Song has helped it further expand its client portfolio
- Accenture follows a delivery model where agencies under Accenture Song handle judgment-intensive processes such as creative, CX strategy, and media, while offshore and nearshore facilities under Accenture Operations manage delivery – enabling it to offer economical and localized services
- Accenture has built a comprehensive ecosystem of analytics and digital solutions/tools backed by its AI-powered operating engine SynOps with four experience layers, which offer its clients a single and easy-to-use digital experience to activate service delivery. It also leverages 40+ third-party partnerships to cater to its clients and is one of the largest global partners for Adobe and Salesforce
- It continues to make investments in metaverse-related capabilities such as 3D content creation and management systems, training its workforce in skills relevant to the metaverse, and collaborating with clients across industries to develop relevant use cases
- Buyers have called out its innovative delivery models, customized offerings, and the ability to provide cost arbitrage as its major strengths

Limitations

- Accenture primarily focuses on large clients with annual revenue greater than US$20 billion. It has limited offerings for small and midsize buyers
- While it has developed coverage across all major industries, its clientele in fast-growing industry segments such as media and entertainment is limited
- Though Accenture has strong domain expertise in marketing services, its buyers believe that there is scope for improvement in its implementation capabilities

Appendix

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

Everest Group PEAK Matrix
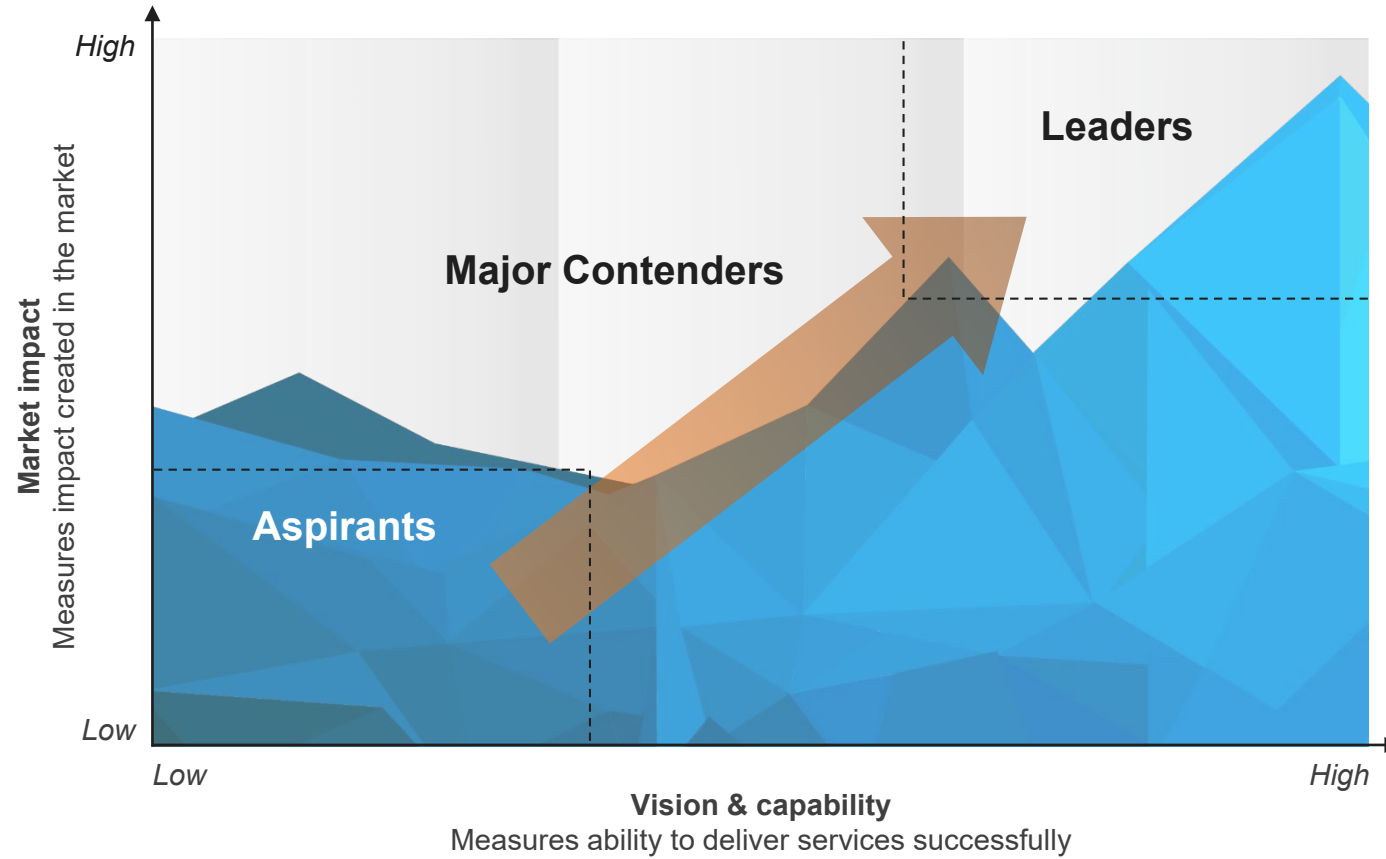
Services PEAK Matrix® evaluation dimensions

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

Market impact

Leaders
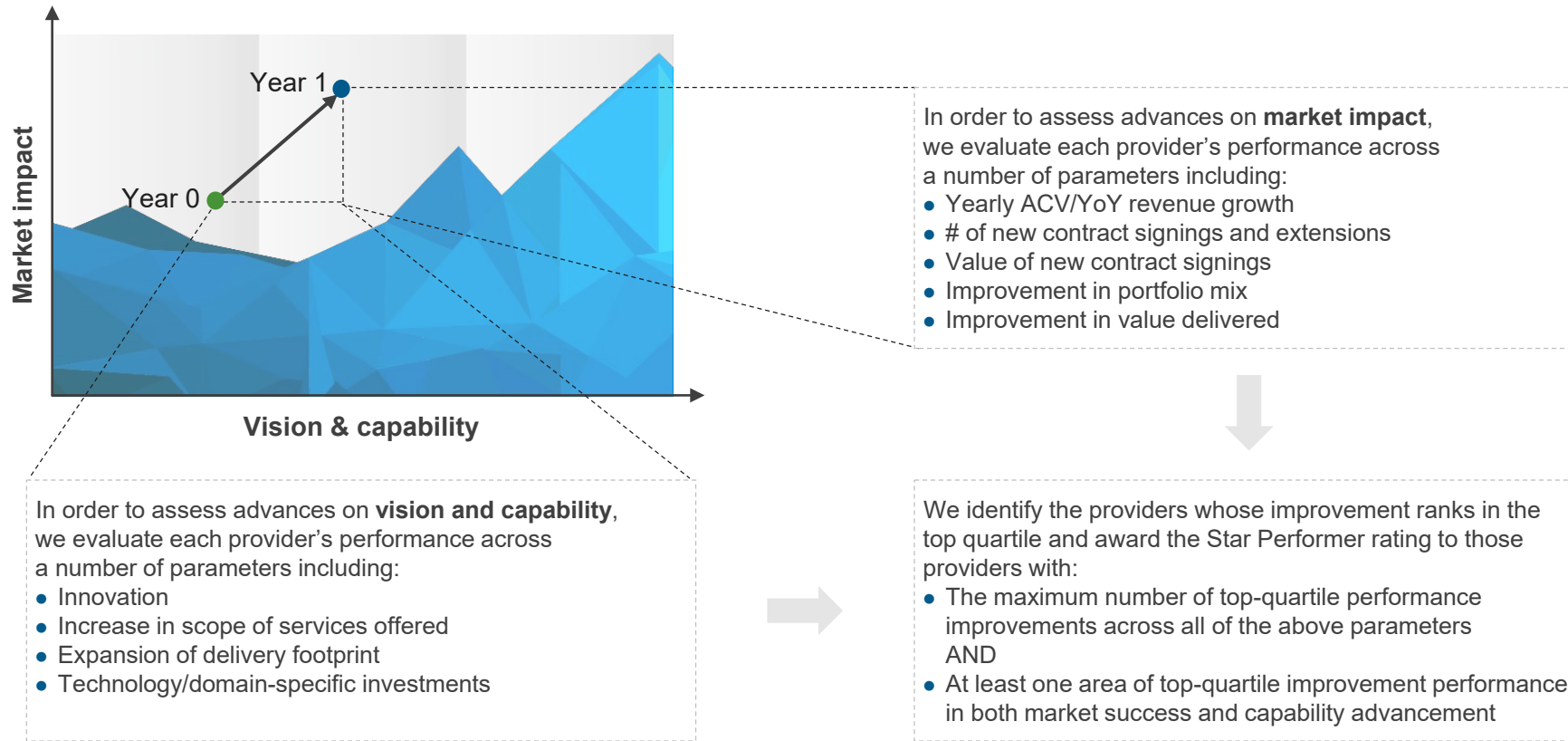
Major Contenders

Aspirants

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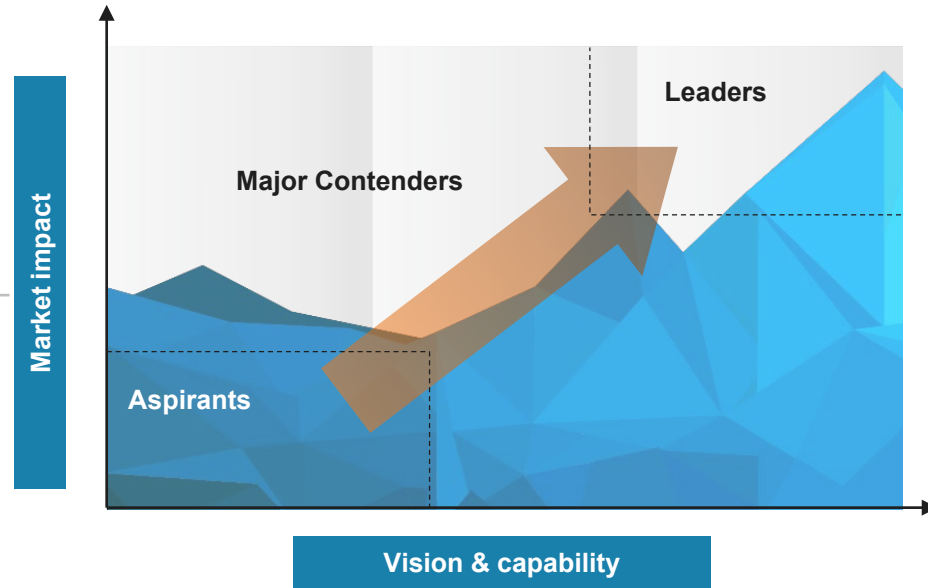
Measures ability to deliver services successfully. This is captured through four subdimensions

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

In order to assess advances on **market impact**, we evaluate each provider's performance across a number of parameters including:
- Yearly ACV/YoY revenue growth
- # of new contract signings and extensions
- Value of new contract signings
- Improvement in portfolio mix
- Improvement in value delivered

In order to assess advances on **vision and capability**, we evaluate each provider's performance across a number of parameters including:
- Innovation
- Increase in scope of services offered
- Expansion of delivery footprint
- Technology/domain-specific investments

We identify the providers whose improvement ranks in the top quartile and award the Star Performer rating to those providers with:
- The maximum number of top-quartile performance improvements across all of the above parameters AND
- At least one area of top-quartile improvement performance in both market success and capability advancement

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 in 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.

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With you on the journey

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**.

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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