



Everest Group PEAK Matrix[®] for Healthcare Customer Experience Management (CXM) Service Provider in the North Americas 2023

Focus on Cognizant
December 2022



Background of the research

Healthcare Customer Experience Management (CXM) Services in North America

With the increasing focus of healthcare enterprises on member and patient experience, driven largely by its impact on reimbursement payments by government programs in the US, the CXM market in the healthcare domain has shown steady growth in the post-pandemic phase. The rising demand for customer engagement touchpoints for a more frictionless experience for the end-user has led many healthcare payers and providers to look for digital-led CX services, either by building in-house capabilities or strategic partnerships with CXM service providers. The service providers have strengthened their non-traditional and non-voice channel offerings such as chat, e-mail, and social media and invested to enhance their digital CX toolkit in areas such as automation, analytics, conversational AI/chatbots, omnichannel delivery, and cloud-based contact centers. While the past and current contracts largely include contact center staff augmentation, enterprises look for more strategic and transformative long-term CXM services and solutions to support the increasing enrollment, the need for a better-quality experience, and to address the attrition-caused workforce shortages.

In this research, we present an assessment and detailed profiles of healthcare CXM BPS providers featured on the Healthcare Customer Experience Management (CXM) Services in North America PEAK Matrix® Assessment 2022. Each provider profile provides a comprehensive picture of its service focus, key Intellectual Property (IP) / solutions, domain investments, and case studies. The assessment is based on Everest Group’s annual RFI process for the calendar year 2022, interactions with leading healthcare CXM service providers, client reference checks, and ongoing analysis of the healthcare CXM services market.

This report includes the profiles of the following 19 leading healthcare CXM BPS providers featured on the [Healthcare Customer Experience Management \(CXM\) Services in North America PEAK Matrix® Assessment 2023](#):

- **Leaders:** Cognizant, Concentrix, Conduent, Optum, and Teleperformance
- **Major Contenders:** Alorica, EXL, Firstsource, Mphasis Ltd., ResultsCX, Sagility (formerly HGS Healthcare) , Sitel Group®, Sutherland Healthcare Solutions, TTEC, and Wipro
- **Aspirants:** Arise, Qualfon, Shearwater Health, and Startek®

Scope of this report



Geography
North America



Providers
19



Services
Healthcare CXM BPS

Everest Group healthcare CXM services in North America PEAK Matrix® characteristics

Leaders:

Cognizant, Concentrix, Conduent, Optum, and Teleperformance

- Leaders have established themselves as front-runners to support healthcare CXM enterprises in their end-to-end operations across the CXM value chain spanning member/patient enrollment, member/patient support, care coordination, billing and payment collections, member/patient outbound engagement, payer/provider and third-party interaction, channel management, and patient analytics
- Leaders have focused on talent innovation through investments in WAHA, Gig-CX, security, employee engagement solutions, workforce management, and recruitment practices to offer increased flexibility and scalability to their healthcare clients

Major Contenders:

Alorica, EXL, Firstsource, Mphasis Ltd., ResultsCX, Sagility (formerly HGS Healthcare) , Sitel Group®, Sutherland Healthcare Solutions, TTEC, and Wipro

- While Major Contenders' coverage of the healthcare CXM value chain may not be as comprehensive as that of the leaders, they have consolidated their capabilities in certain areas of the value chain through strong investments across people, process, and technology levers
- They have been able to develop sophisticated digital solutions and have been successful in their implementation across their client base in the Americas, with some providers relying on third-party vendors to fill capability gaps

Aspirants:

Arise, Qualfon, Shearwater Health, and Startek®

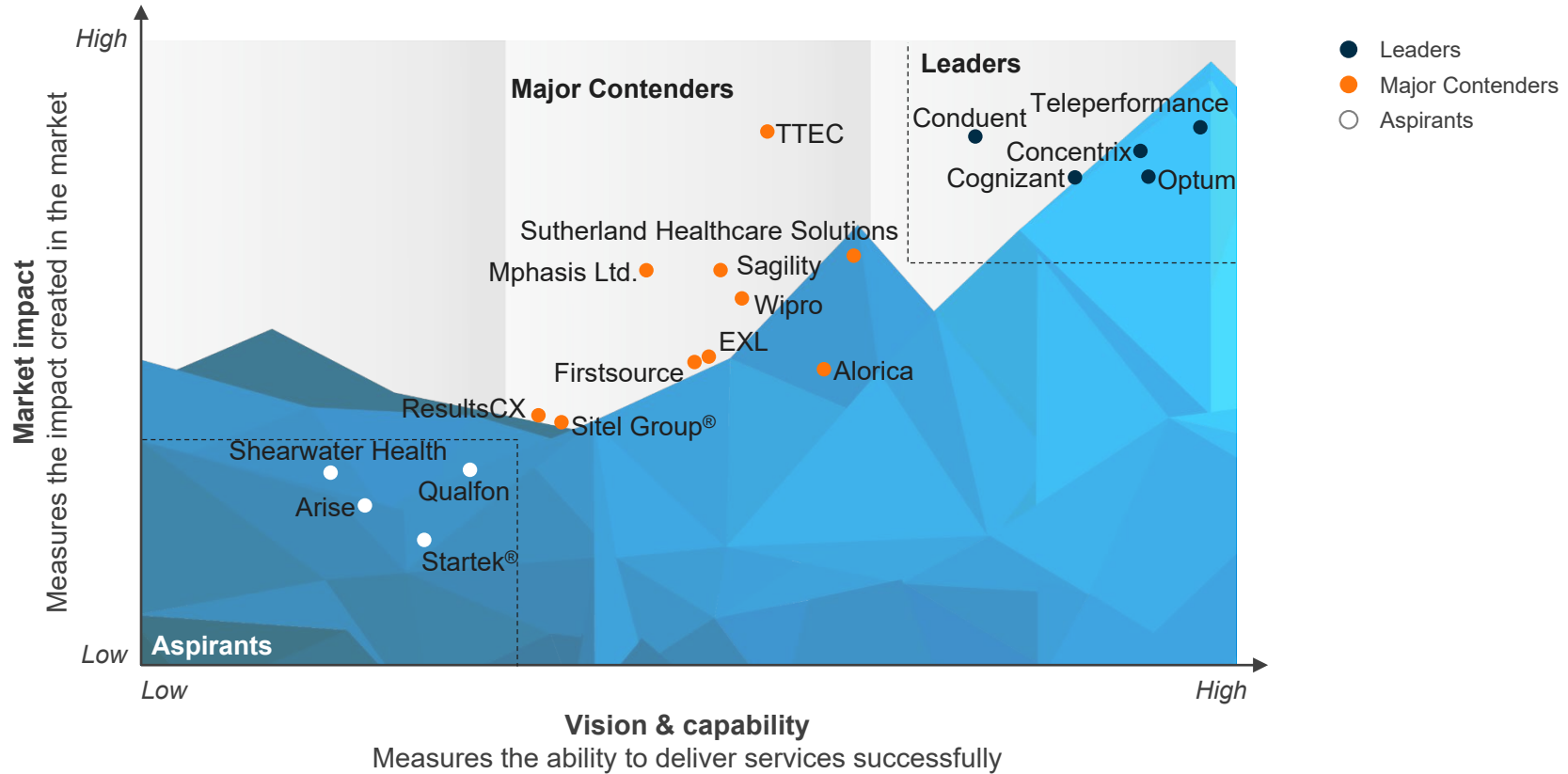
- Aspirants are focused on particular buyer(s) or segment(s), and have a relatively smaller scale of operations, a lower number of FTEs and clients, and a skewed shoring mix
- Limited digital capabilities, which can be built through partnerships to enhance their technical and domain expertise, hamper their ability to serve healthcare enterprises across different buyer segments



Everest Group PEAK Matrix®

Healthcare Customer Experience Management (CXM) Services in North America PEAK Matrix® Assessment 2022 | Cognizant positioned as Leader

Everest Group Healthcare Customer Experience Management (CXM) Services in North America PEAK Matrix® Assessment 2022^{1,2}



¹ Assessments for Alorica, Arise, Qualfon, Sitel Group®, and Startek® exclude provider inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, provider public disclosures, and Everest Group's interactions with buyers

² During the assessment year January 2021 – December 2021, Sagility was HGS Healthcare. It was rebranded in 2022

Source: Everest Group (2022)

Cognizant | Healthcare CXM profile (page 1 of 6)

Overview

Company overview

Cognizant is an American multinational corporation that operates in four key segments – financial services, healthcare, manufacturing, and retail & logistics – providing IT, digital transformation, consulting, and BPO services. Within healthcare Intuitive Operations and Automation (IOA), it offers both BPS and Business Process-as-a-Service (BPaaS) services to the top 10 large and midsize health plans, along with digital-focused health plans, and several large and midsize health systems and provider networks. Key healthcare client segments include commercial, individual, HIX, Medicare, Medicaid, dental, vision, behavioral, and ACOs, along with physician networks. End-to-end Revenue Cycle Management (RCM) services are also delivered globally for leading hospitals and health systems. Other capabilities include offering platform and product suite (along with the BPS and BPaaS delivery model), infrastructure services, IT services, and cloud & digital capabilities.

Headquarters: Teaneck, New Jersey

Website: www.cognizant.com

Key leaders

- **Brian Humphries**, Chief Executive Officer
- **Jan Siegmund**, Chief Financial Officer
- **Ganesh Ayyar**, Executive Vice President, Cognizant Intuitive Operations and Automation (IOA)
- **Sandeep Bhasin**, Senior Vice President, Cognizant IOA
- **Brent Barber**, Vice President, Global Delivery, Healthcare IOA
- **Giri Namala**, Vice President, Global Markets, Healthcare IOA
- **Melissa Merdan**, Head, Global Markets, BPaaS, Healthcare IOA

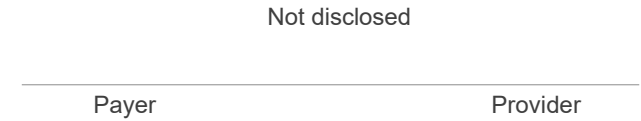
Recent strategic/technology healthcare-specific investments

- **2021:** Neuro – Cognizant Neuro is an automation fabric that organizes talent, new ways of working, domain knowledge, and technology in an intelligent, holistic way. The result is digital, AI-infused, efficient, and adaptive operations that help deliver improved experiences for modern businesses
- **2021:** Celonis – This process mining tool uses digital footprint of the transaction to do various analyses around the process to provide intelligent and workable process insights
- **2021:** partnered with industry-leading preventive overpayment identification and claims ML solution to enable payers save millions of dollars
- **2020:** partnered with a workflow solution for better documentation and process data gathering
- **2020:** One Experience – developed overarching conversational AI framework cutting across channels built for single unified self-service experience in both speech and text, which integrates seamlessly with cloud and premise-based contact center platforms
- **2019:** partnered with US-based CognitiveScale to leverage its AI tool
- **2019:** acquired the US-based Softvision to expand its digital transformation capabilities (design, engineer, and deliver digital products and experiences that drive digital-first business models)

CXM revenue

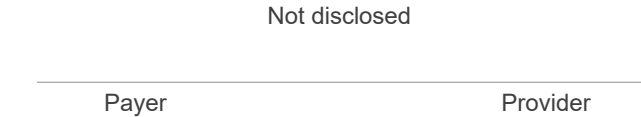
In US\$ million

2020 2021



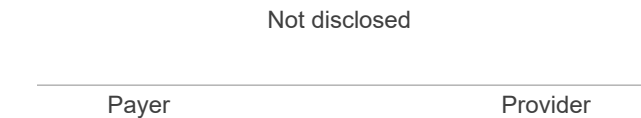
Scale of CXM

Number of FTEs



CXM client base

Number of clients



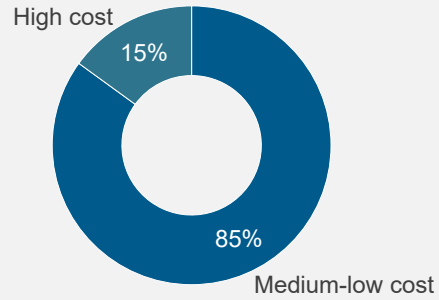
Cognizant | Healthcare CXM profile (page 2 of 6)

Capabilities

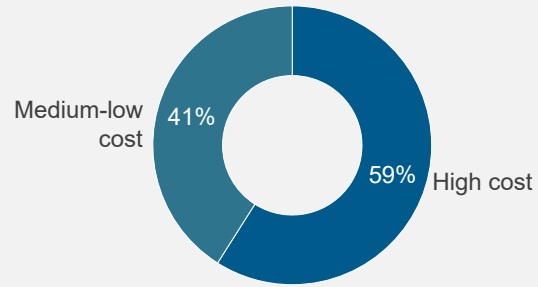
Split of CXM FTEs
Percentage share of FTEs

By geography

Payer

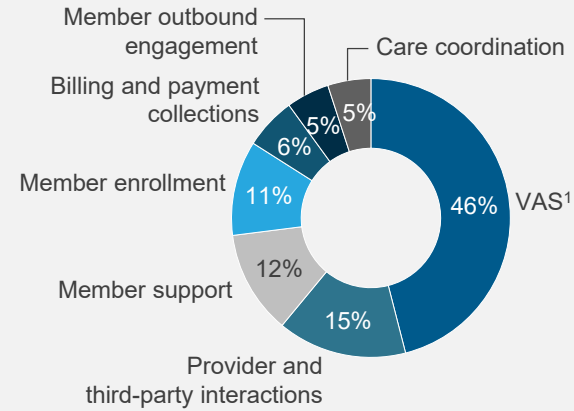


Provider

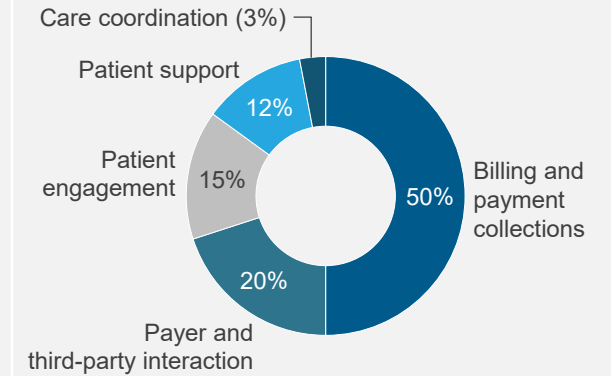


By process

Payer



Provider



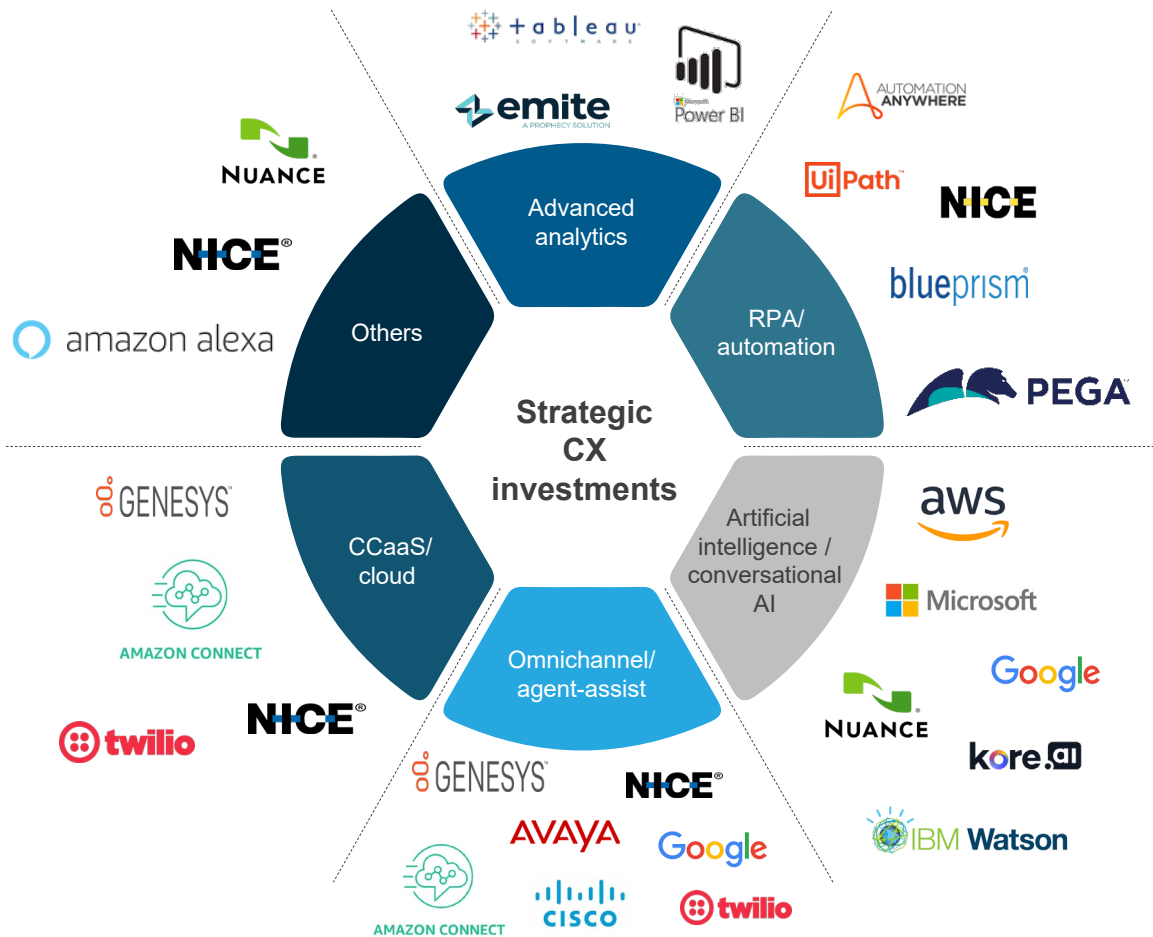
¹ Includes channel management, customer analytics, customer retention management, and performance management & reporting

Note: High-cost regions include the US, the United Kingdom, and Western Europe; medium-cost and low-cost regions are Eastern Europe, Middle East and Africa, Latin America, and other offshore locations such as India, the Philippines, and Rest of Asia

Cognizant | Healthcare CXM profile (page 3 of 6)

Key CXM investments | proprietary solutions and partnerships

Key partnerships



Key proprietary solutions

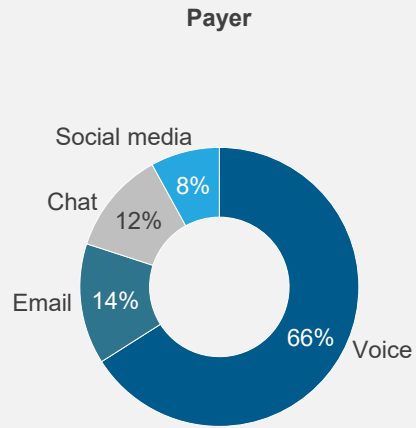
Celonis	Process mining tool that uses digital footprint of the interaction to do various analyses around the process to provide intelligent and workable process insights.
Cognizant Neuro®	End-to-end automation framework that caters to claims processing, enrollment, provider, contact center, and UM functions.
Artiva	An insurance follow-up and self-pay collections workflow tool, Receivables Management (RM) manages workflow for bad debt collections, and Insurance Hold Manager (IHM) is an AI solution that manages calls based on defined work queues, then navigates the call to an IVR to reduce hold time
Livevox	Agent productivity tool for contact centers allowing the automation of calling, texting, webchat, call recording, and speech analytics
One Experience	Overarching conversational AI framework built for single unified self-service experience in both speech and text. The framework is adaptable and can be leveraged across leading solutions such as Amazon Lex, Google AI, and MS LUIS and integrates seamlessly with cloud and premise-based contact center platforms.
ML-driven routing	Machine learning applied on top of contact center routing engines route cross-channel conversations to best-fit agent for first-time-right. Cognizant has built algorithms in Azure/AWS to arrive at the right handling of calls based on data such as agent AHT, transfer rates, agent skills, CSAT score, and so on.
Bizdial	Cloud-based tool to automate payer dialing; manages IVR insertion and long hold times; and transfers calls to available agents once connected with payer representatives.
Digital Operations Fabric (DOF)	Integrated operations management suite with four modules – work management, quality management, performance management, and knowledge management.
Smart Audit	Smart assignment of claims for interest payment reduction.

Cognizant | Healthcare CXM profile (page 4 of 6)

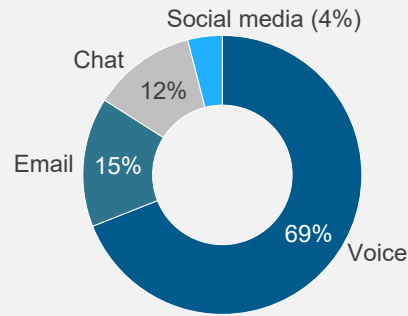
Client portfolio

CXM revenue mix
Percentage share of revenue

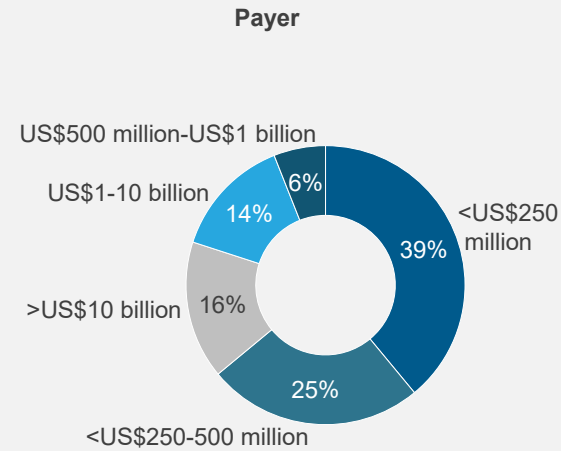
By channel of communication



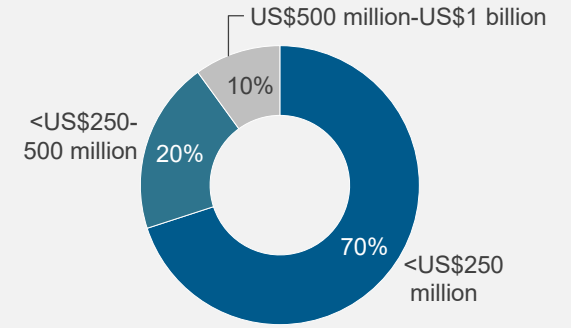
Provider



By buyer size



Provider

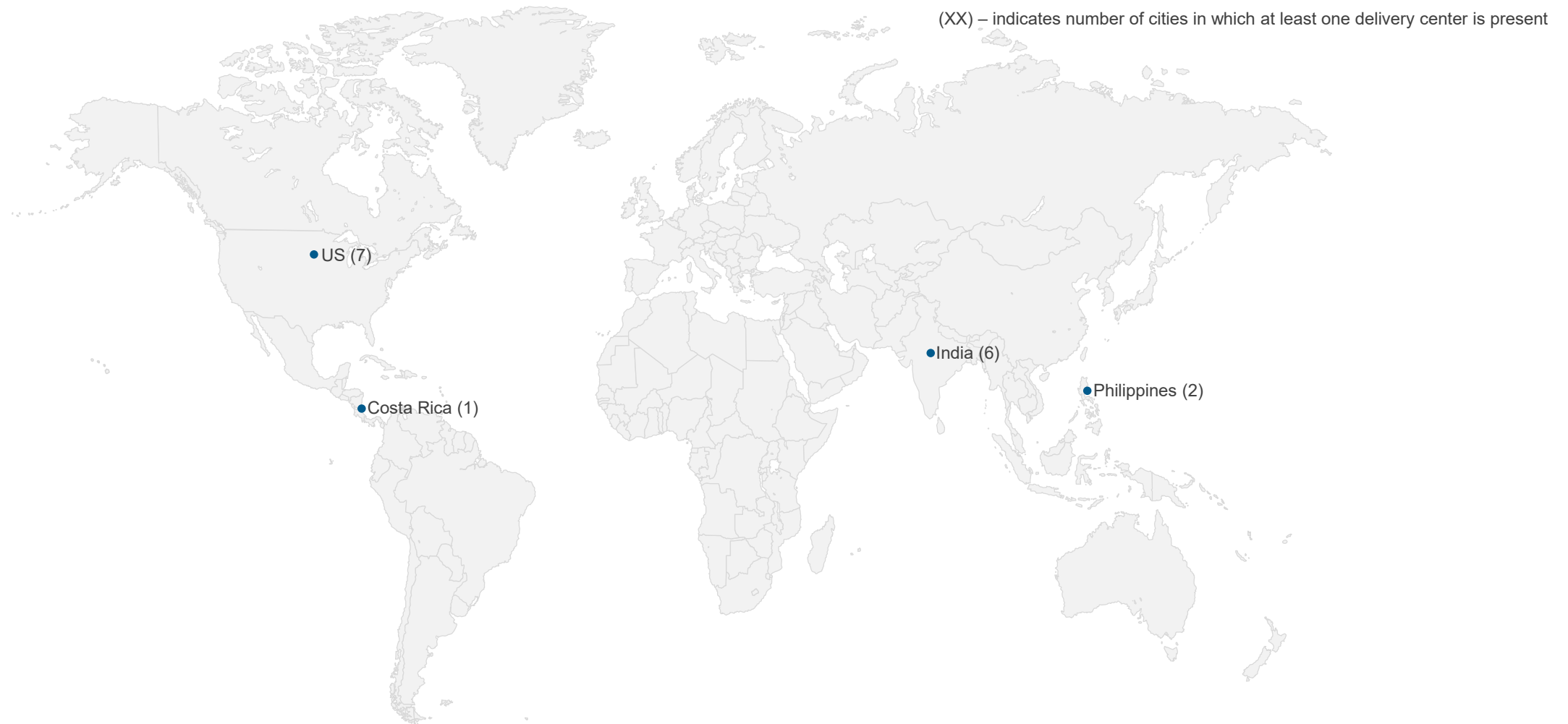


Key customer experience engagements

Client name	Scope of services	Client since
A large Southeastern community plan	End-to-end payer services (BPaaS model)	2021
A large Northeastern health system	End-to-end RCM services	2018
A large health system in the Southeast	End-to-end RCM services	2017
A US-based large health plan	End-to-end payer services (BPaaS model)	2016
A large East Coast medical practice company	End-to-end RCM services	2014
A leading west coast-based payer for government programs	Contact center, claims, and membership services	2010
A West coast-based large payer	Member & provider contact center and claims	2009

Cognizant | Healthcare CXM profile (page 5 of 6)










Key delivery locations



Cognizant | Healthcare CXM profile (page 6 of 6)

Everest Group assessment – Leader

Measure of capability:  Low  High

Market impact				Vision & capability				
Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services	Technology and innovation	Delivery footprint	Overall
								

Strengths

- Cognizant with its 10,000+ FTEs serving healthcare CXM clients, offers end-to-end CXM capabilities covering both traditional voice channels and growing non-voice channels, which coupled with its healthcare domain expertise, enables it to serve a broad range of clients in both the payer and provider space
- Cognizant helps clients reduce costs, improve member/patient experience, and drive value through its focus on the passive touchpoints in a customer’s life cycle by leveraging non-voice channels such as social media, e-mails, and chat for proactive outbound outreach
- Cognizant has a varied portfolio of digital CX offerings across different technology areas such as analytics, automation/RPA, patient/member engagement platforms, IVR, chatbots, self-service portals, and conversational AI to help healthcare enterprises provide a personalized and customized experience to their patients/members
- Cognizant’s proprietary solutions such as TriZetto, Cognizant Neuro (end-to-end process automation), and One Experience (Conversational AI framework) are built on strong technology foundations to augment their services. They can be easily tailored according to clients’ requirements, leading to smoother implementation, consistent service levels, and better overall outcomes
- Buyers highlighted its program management and ability to meet KPIs as key strength areas

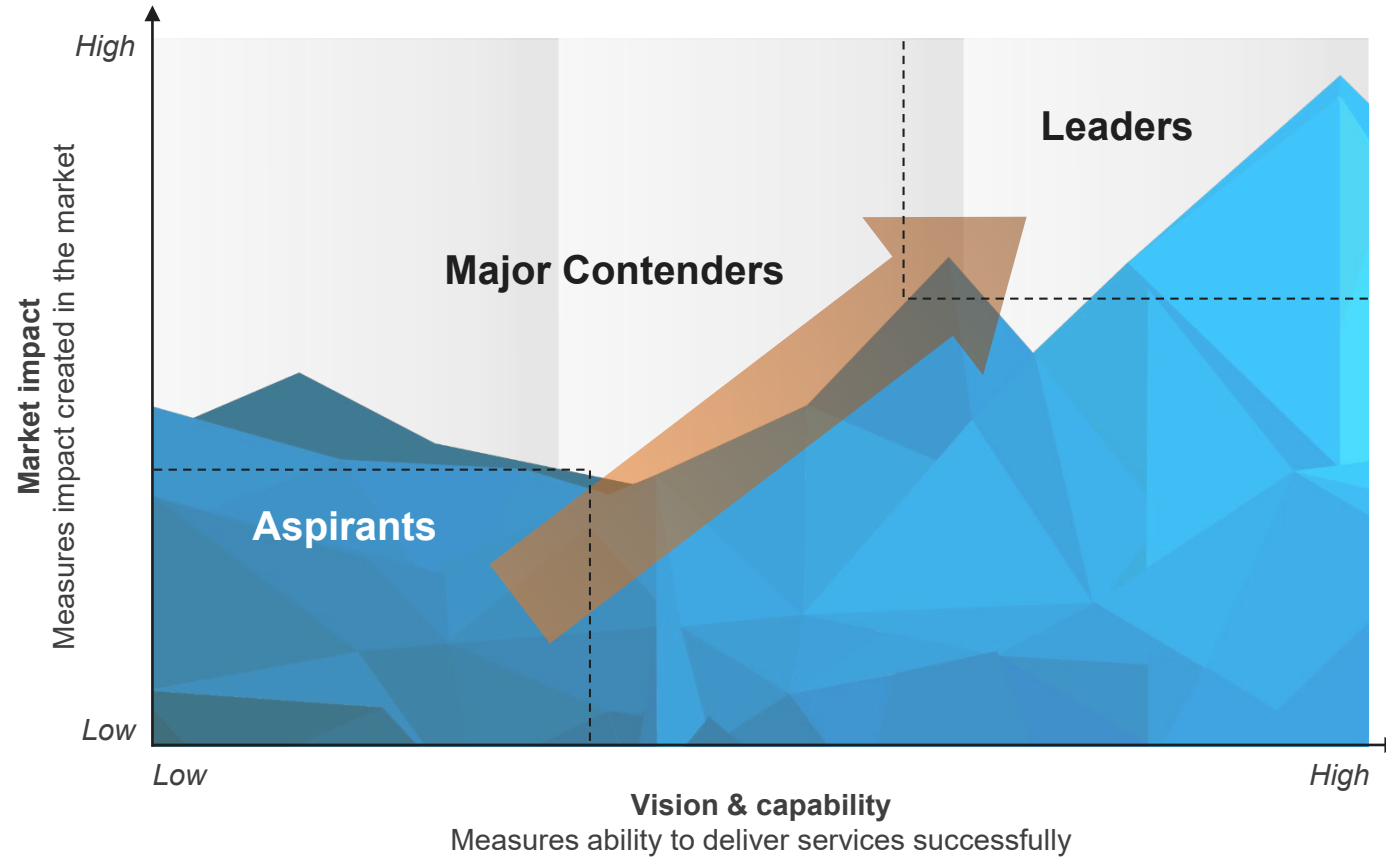
Limitations

- Cognizant’s client mix in the providers’ space is skewed toward small and midsize buyers. It has less experience working with large healthcare providers, which may inhibit its ability to cater to a diverse client base
- CX delivery operations at Cognizant are skewed toward offshore locations, which might be an impediment for healthcare enterprises looking for a balanced shoring mix, especially when driven by regulatory compliance requirements

Appendix

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

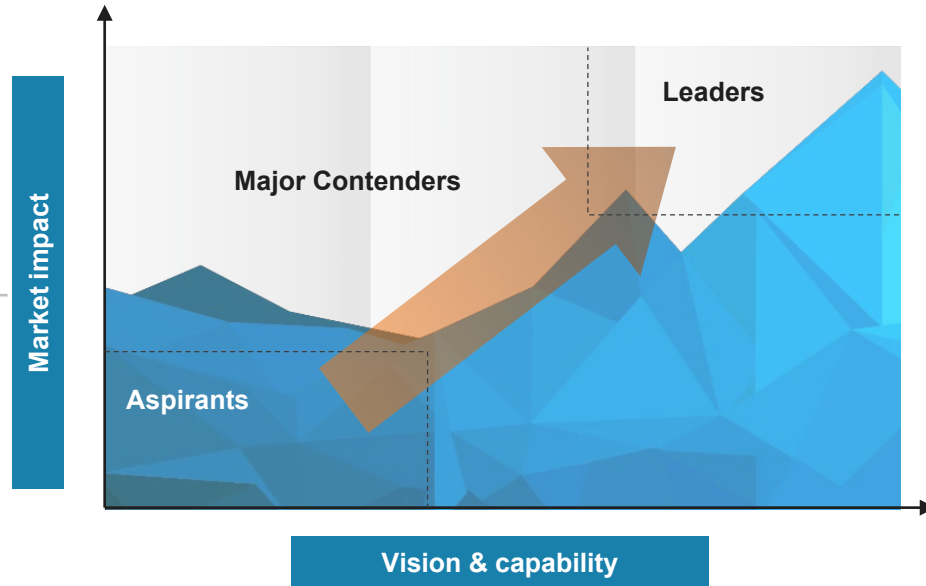
Everest Group PEAK Matrix



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
- Technology and innovation**
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

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.

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