

FROST & SULLIVAN
BEST PRACTICES



2026

INDIAN CUSTOMER
EXPERIENCE
MANAGEMENT SERVICES

COMPANY OF THE YEAR

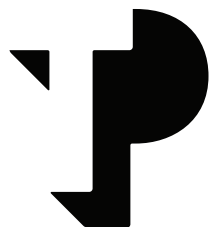


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Best Practices Criteria for World-class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each recognition category before determining the final recognition recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. TP in India excels in many of the criteria in the customer experience management services space.

RECOGNITION CRITERIA	
<i>Visionary Innovation & Performance</i>	<i>Customer Impact</i>
Addressing Unmet Needs	Price/Performance Value
Visionary Scenarios Through Megatrends	Customer Purchase Experience
Leadership Focus	Customer Ownership Experience
Best Practices Implementation	Customer Service Experience
Financial Performance	Brand Equity

The Transformation of the Customer Experience Management Services Industry

Customer experience management (CXM) services have shifted from a transactional function, back-office support task to a strategic growth engine shaping brand equity, lifetime value, and business resilience. The industry’s transformation is driven by converging megatrends, advances in artificial intelligence (AI), hyper-personalized engagement, rising expectations for ethical, secure data use, and a balanced delivery approach. Delivering superior CX is no longer about handling volume but about orchestrating intelligent, end-to-end journeys that anticipate intent and deliver outcomes seamlessly across channels.

Across markets, brands now view experience-led differentiation as a boardroom priority. The challenge lies in balancing automation with empathy, ensuring AI amplifies rather than replaces human connection. Providers that fuse data, analytics, and emotional intelligence are redefining benchmarks by enabling predictive, consistent, and value-driven engagement. Parallel emphasis on privacy and responsible AI, under regulations such as India’s DPDP Act, has made trust a decisive competitive factor.

Within this context, TP in India stands out as the model of transformational leadership. Its combination of technological foresight, disciplined execution, and human-centric culture reflects the new DNA of the CXM industry. By embedding AI across platforms and institutionalizing excellence through TP.ai Foundational AI Backbone (FAB) - TP’s proprietary orchestration platform, integrating agentic AI, expert talent, and intelligent tools into vertical-specific solutions to deliver real business results. Additionally, cultivating inclusive, future-ready talent, the company delivers measurable business impact while upholding ethical and operational integrity. The company’s evolution mirrors the sector’s own metamorphosis—from outsourcing to orchestration, from efficiency metrics to experience outcomes, and from vendor relationships to trusted partnerships.

Solving the CX Complexity: From Fragmentation to Orchestration

TP is the world’s leading provider of digital business services, with nearly five decades of experience and serving clients across five continents. TP helps leading brands run and transform critical customer and business operations responsibly, reliably, and at scale, always working as one seamless team across different functions, combining human expertise with advanced technology to manage customer interactions and back-office processes. The company’s transformation strategy has evolved from traditional customer service to a fully digital experience partner, supported by nearly 490,000 professionals delivering services to more than 170 markets from ~100 countries in more than 400 languages and dialects.

Since establishing operations in India in 2001, TP has leveraged the country’s deep talent base to deliver high-quality offshore and digital experience solutions for global enterprises. TP in India has evolved into the Group’s largest and most diverse operations hub, designated as the Center of Excellence (CoE) for Digital CX Services, Back-Office Operations, and Transformation Solutions. With a workforce exceeding 90,000 employees across 44 delivery centers, India operations support more than 200 clients across diverse industries including BFSI, Retail & e-commerce, Healthcare, Travel & hospitality, and Technology among others, delivering globally benchmarked services in more than 22 languages.

TP in India demonstrates an exceptional ability to convert emerging-market gaps into measurable,

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- Krishna Baidya
Sr. Director, ICT Practice

technology-enabled customer value. Anchored in the Group’s approach of blending emotional intelligence (EI) with artificial intelligence (AI), TP in India combines human empathy with advanced digital capabilities—spanning AI, analytics, automation, and cloud solutions—to enhance experience outcomes for clients and consumers alike. Its proprietary TP.ai Foundational AI Backbone (TP.ai FAB) orchestrates people, processes and technology into one unified, AI-powered ecosystem, embedding AI across its operations, flexibly deployed to meet each client’s needs. TP.ai FAB unifies consulting, data services, and digital marketing into an intelligent operations model that elevates CX from reactive support to predictive, real-time orchestration.

The strategic vision for TP in India anticipates the forces redefining global customer experience—agentic AI, hyper-personalization, data sovereignty, and responsible automation—and translates them into an integrated transformation agenda.

Accessibility and inclusion are strengthened through voice-intelligence capabilities developed for real-time AI-powered accent translation that reduces comprehension barriers, improves fairness in voice interactions, and instills confidence for TP customer experts.

The company complies with ISO 27001, PCI DSS (Payment Card Industry Data Security Standard), SOC 2 (System and Organization Controls 2), HIPAA (Health Insurance Portability and Accountability Act), GDPR (General Data Protection Regulation), and India's DPDP (Digital Personal Data Protection) Act 2023, aligning secure operations with responsible AI. Sector-specific configurations—KYC and fraud risk checks in BFSI, HIPAA-aligned triage in healthcare, and multilingual support in retail—enhance precision and compliance.

Equally vital is the harmonization between intelligent human-AI operations at scale, blending Artificial Intelligence (AI) with Emotional Intelligence (EI) and human empathy. Powered by EI and enabled by AI, this approach empowers TP customer experts with the decision-making skills needed to navigate complex customer scenarios, reducing escalations and protecting brand voice. The fusion of unified orchestration, domain-specific design, rigorous compliance, and human enablement holistically ensures automation, enhancing rather than replacing empathy. TP in India emphasizes not adding tools but resolving structural pain points: fragmented journeys, inconsistent knowledge, accessibility gaps, and limited scalability.

The company's vision moves beyond technology to outcomes. Agentic workflows orchestrate context, choose optimal channels, and trigger next-best actions, while predictive analytics supports personalization across sales, service, and retention. Sustainability and inclusion targets are embedded—diversity initiatives and community programs reveal that growth and responsibility coexist. Leadership frames AI as purpose-led efficiency rather than unchecked disruption, emphasizing transparency and human oversight.

Collectively, these elements turn megatrends into measurable advantage. Foresight is operationalized through ecosystem partnerships and internally developed tech, governance is treated as a differentiator, and human capability scales alongside automation. The vision for TP in India is pragmatic and proven—a roadmap showing how global organizations can thrive in the age of agentic AI by balancing ambition with accountability.

Institutionalizing Excellence: From Frameworks to Field Impact

Operational excellence at TP in India is codified through institutionalized frameworks that ensure consistency, scalability, and measurable, repeatable improvement. The TP Operational Processes and Standards (TOPS) and Baseline Enterprise Standards for TP (BEST) govern every delivery dimension—from recruitment and learning to quality, scheduling, and workforce analytics—anchoring a coaching-led culture in which frontline enablement defines leadership success.

Lean Six Sigma rigor complements this system, enforcing root-cause analysis and variation control, while real-time analytics convert customer interactions into operational intelligence. AI-powered Interaction Analytics evaluates 100% of customer conversations across channels, doubling QA productivity and replacing sampling with full-population insight (ratios of 1:28 to 1:60). This enables supervisors to target high-impact coaching opportunities, shortening feedback loops and strengthening compliance.

Enablement is reinforced through structured learning ecosystems, and immersive simulation and training programs, equipping agents and managers with digital fluency and emotional intelligence. These include dedicated L&D and training programs across the organization for all levels and domains, JUMP talent development, and TP University, among others. These interventions improve confidence, reduce attrition,

and ensure quality consistency even during scale expansions, serving as a direct engine for business transformation.

TP's cloud-smart solutions include a unique integrated digital remote working solution that underwrites resilience: within weeks, large segments of the workforce can transition securely to remote operations, ensuring business continuity without client disruption. This hybrid model now serves as a standard operating configuration across major clients.

The delivery ecosystem at TP in India is centered around proprietary TP platforms, reinforced by strategic alliances and partnerships with a diverse range of vendors, service providers, and industry stakeholders. Such an interconnected network enables the company to optimize service delivery and accelerate business growth through several key avenues.

Implementation at TP in India is not episodic; it is institutional. Each transition follows a proven playbook with design thinking, co-creation workshops, knowledge capture, and hypercare. Continuous improvement cadences and governance reviews sustain results long after deployment. The outcome is a self-reinforcing system where process discipline, analytics, and people development compound over time—demonstrating that operational excellence is engineered, not improvised at TP in India.

Reimagining Customer Experience through Data and Design

The exceptional experiences designed by TP in India are predictive, seamless, and empathetic across every industry and channel - orchestrating interactions across voice, chat, email, and social media into a single analytics-enriched flow, enabling real-time personalization and journey continuity. In BFSI, healthcare, and retail, domain-specific workflows improve compliance and resolution rates while reducing cost-to-serve; representative programs show about a 30% AHT reduction and an 8%–10% CSAT gain.

Performance enablement connects frontline behavior to measurable business value. Digital coaching, gamified learning, and AI-based guidance accelerate competency and ensure consistency. Interaction Analytics surfaces next-best actions and highlights coaching priorities, cutting ramp-up time by 20% and elevating first-contact resolution by 12%.

Governance is agile and transparent. Senior executives remain directly engaged through co-creation workshops and joint review councils, enabling rapid course corrections. TP clients cite India's co-ownership model as a differentiator, where continuous improvement is embedded in quarterly business reviews and reinforced through outcome-linked commercial structures.

Customer effort is further reduced through visual AI support and intuitive self-service journeys, empowering users to resolve issues faster without sacrificing empathy. Journey-mapping and feedback-mining routines close the loop between design and delivery, ensuring that insights flow back into process improvement and knowledge updates.

The result is a service architecture that anticipates intent, adapts contextually, and preserves the human touch. By combining orchestration, analytics, and emotionally intelligent design, TP in India transforms service delivery into an asset that deepens trust and drives measurable loyalty. Each interaction becomes proof of the company's philosophy: technology predicts, people connect, and outcomes validate. These customer-centric initiatives directly translate into quantifiable business and financial performance.

Value Beyond Cost: Redefining the Economics of Experience

TP in India delivers one of the most compelling price-to-performance equations in the CXM industry by aligning commercial models directly with measurable business impact. Rather than competing on cost alone, the company structures each engagement around efficiency, quality, and satisfaction outcomes that clients can verify. The value-based pricing framework ties financial incentives to indicators such as AHT reduction, first-contact resolution, CSAT uplift, and revenue growth.

Geographic optimization adds structure to the model. Tier II delivery centers in Mohali, Indore, and Vadodara deliver the same certified standards as metro sites at a lower operating cost, enabling competitive pricing even as TP continues to invest in advanced capabilities. Clients consistently accept moderate price premiums in exchange for reliability, innovation velocity, and compliance maturity.

Hybrid commercial constructs blend fixed, variable, and gain-share components tailored to each client's priorities. For transformation programs, a phased pay-for-realized-value approach de-risks technology adoption and ensures shared accountability.

"The TP leadership in India exemplifies the fusion of vision, integrity, and disciplined execution required in a transformed CXM landscape. Under Daniel Julien's global direction and Maneesh Daga's regional stewardship, the company has localized a worldwide transformation agenda into tangible impact."

- Krishna Baidya
Sr. Director, ICT Practice

The result is exceptional loyalty: renewal rates remain at 100%, while new contract wins consistently outpace market growth despite aggressive low-cost competition. Clients cite predictable outcomes, transparent reporting, and strategic partnership as decisive differentiators.

By embedding transparency, efficiency, and innovation into its commercial DNA, TP in India proves that superior outcomes justify every rupee spent. Its price-to-value leadership rests not on discounting but on measurable ROI, redefining competitiveness in the Indian CXM market.

Sustained Growth with Responsible Profitability Built on Leadership Vision, Integrity, and Inclusion

The leadership at TP in India exemplifies the fusion of vision, integrity, and disciplined execution required in a transformed CXM landscape. Under the stewardship of TP global leadership and India country head, the company has localized a worldwide transformation agenda into tangible impact, making AI and responsible automation the organizing principles of growth, embedding them across delivery, workforce, and governance. Frost & Sullivan notes that executives maintain direct client visibility and contribute actively to industry dialogs on AI ethics and the future of CX, positioning TP in India as both a thought leader and a trusted advisor.

Equally defining is a people-first orientation, with thousands of employees trained each year in digital fluency, empathy, and ethical use of technology as part of a culture that promotes transparency, coaching, and continuous learning. This investment has built a leadership pipeline that combines analytical skills with emotional intelligence—traits critical for sustaining performance in an automation-intensive environment.

TP in India sustains resilient financial momentum through disciplined execution, digital acceleration, and portfolio balance with accelerating revenue growth in 2025. Digital services contributed approximately 61% of revenue in India in 2024, and are projected to approach 75% by 2026—evidence of scalability in an AI-enabled model.

Transformation-led engagements support margin expansion and outcome-based pricing that link revenue to measurable improvements in CSAT, handle time, and cost efficiency. Tier II delivery centers in Mohali, Indore, and Vadodara optimize cost while maintaining performance and compliance standards.

Global procurement leverage and shared services contribute to structural savings without compromising governance. Diversified vertical exposure across BFSI, technology, retail, and healthcare reduces volatility and ensures steady pipeline velocity. Renewal rates hover near 100%, and multi-year agreements lower acquisition costs while enabling deeper co-innovation.

Financial discipline coexists with responsible growth. Cloud localization, data-sovereignty compliance, and AI-governance investments progress in lockstep with expansion, ensuring scalability with accountability. Leadership views profitability and ethics as mutually reinforcing, with sustainable margins built on transparency and trust.

Overall, TP in India combines growth with prudence, expanding the topline, strengthening margins, and improving cash-flow reliability. The company's ability to monetize transformation, turning operational excellence into measurable economic value, distinguishes its financial performance in a competitive CXM landscape.

Powered by EI, enabled by AI: A Brand Built on Trust and Purpose

The brand strength of TP in India is built on trust, reliability, and purpose—anchored in consistent delivery and measurable outcomes that blend technological precision with human warmth. Analyst recognition, including Frost & Sullivan honors and recurring placement among Great Place to Work® top rankings, reinforces external validation. TP in India continues to be recognized across multiple prestigious industry platforms, with recent awards including the 2026 BIG Innovation Awards in the Innovation-Product category for our microservices and GenAI solutions, Innovation in Data Analytics win at the 2025 Globe® Awards for Technology, Excellence in Digital Transformation win at the 2025 Globe® Awards for Innovation, among others. These accolades underscore the AI-powered, human-centered solutions offered by TP in India that are driving transformative results across industries.

Powered by EI and enabled by AI, TP in India drives innovation where AI augments empathy and reduces effort rather than replacing human connection. Internally, a values-driven culture emphasizing inclusion, wellness, and advancement translates into engaged teams and superior client satisfaction. Internal engagement surveys exceed 85%, correlating strongly with a 9%–10% CSAT improvement across retained accounts.

Community initiatives as part of Citizen of the World program extend brand impact beyond business, building authenticity through visible social engagement.

Evidence of loyalty is seen in client behavior: multi-year renewals approach 100%, and new accounts are often won at modest price premiums because clients equate the brand with reliability, innovation, and

governance maturity. The insightful thought leadership by TP in India spanning ethical AI and human-machine collaboration elevates its perception from vendor to advisor, influencing how enterprises approach responsible transformation.

In a crowded environment of marketing noise, the brand for TP in India is differentiated by substance. Reliability, empathy, and measurable impact are its currency, not slogans. This credibility earns trust from employees, clients, regulators, and communities alike, creating a virtuous cycle where delivery excellence fuels reputation, and reputation amplifies loyalty.

Conclusion

TP in India has become the global benchmark for excellence and transformation in the CXM services industry by amplifying its position as the trusted, AI-enabled transformation partner for enterprises worldwide. The company's ability to harmonize AI innovation with human empathy defines a new standard of performance where technology, ethics, and impact converge. With the launch of TP.ai FAB (Foundational AI Backbone), the company converts insight into measurable outcomes: higher satisfaction, faster resolution, and superior client profitability. This execution discipline, supported by financial resilience, 100% renewals, and value-based pricing, showcases a business engineered for long-term trust.

Equally defining is the leadership ethos—visionary yet grounded in responsibility. Under a people-first culture, employees are empowered through EI + AI training, inclusive hiring, and transparent governance aligned with global compliance standards. Social initiatives and DEI achievements show a brand motivated by purpose, not promotion.

With its strong overall performance, TP in India earns Frost & Sullivan's 2026 Company of the Year Recognition in the Indian CXM services industry.

What You Need to Know about the Company of the Year Recognition

Frost & Sullivan's Company of the Year Recognition is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Recognition Analysis

For the Company of the Year Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Visionary Innovation & Performance

Addressing Unmet Needs: Customers' unmet or under-served needs are unearthed and addressed to create growth opportunities across the entire value chain

Visionary Scenarios Through Megatrends: Long-range scenarios are incorporated into the innovation strategy by leveraging mega trends and cutting-edge technologies, thereby accelerating the transformational growth journey

Leadership Focus: The company focuses on building a leadership position in core markets to create stiff barriers to entry for new competitors and enhance its future growth potential

Best Practices Implementation: Best-in-class implementation is characterized by processes, tools, or activities that generate consistent, repeatable, and scalable success

Financial Performance: Strong overall business performance is achieved by striking the optimal balance between investing in revenue growth and maximizing operating margin

Customer Impact

Price/Performance Value: Products or services offer the best ROI and superior value compared to similar market offerings

Customer Purchase Experience: Purchase experience with minimal friction and high transparency assures customers that they are buying the optimal solution to address both their needs and constraints

Customer Ownership Excellence: Products and solutions evolve continuously in sync with the customers' own growth journeys, engendering pride of ownership and enhanced customer experience

Customer Service Experience: Customer service is readily accessible and stress-free, and delivered with high quality, high availability, and fast response time

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty, which is regularly measured and confirmed through a high Net Promoter Score®

Best Practices Recognition Analytics Methodology

Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company’s long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

STEP		VALUE IMPACT	
		WHAT	WHY
1	Opportunity Universe	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	Transformational Model	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	Ecosystem	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	Growth Generator	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	Growth Opportunities	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	Frost Radar	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	Best Practices	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	Companies to Action	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

*Board of Directors, Investors, Customers, Employees, Partners

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at <http://www.frost.com>.

The Growth Pipeline Generator™

Frost & Sullivan’s proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.

[Learn more.](#)

Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** Proven Best Practices
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** Implementation Excellence
- **Transformational Growth:** Industry Leadership



The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- **Megatrend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

