

Customer Experience (CX) Operations Services: Global

The leaders in building the capabilities for customer experience excellence in organizations

2025 CONSTELLATION SHORTLIST

The Constellation ShortList™ presents vendors in different categories of the market relevant to early adopters. In addition, products included in this document meet the threshold criteria for this category as determined by Constellation Research.

This Constellation ShortList of vendors for a market category is compiled through conversations with early adopter clients, independent analysis, and briefings with vendors and partners.

ABOUT THIS SHORTLIST

Customer experience (CX) operations services span everything from shaping organization models and defining required capabilities to implementing technologies and, in some cases, providing technology and operations outsourcing. These services companies help their clients to implement the infrastructure and operational capabilities required to provide consistently good customer experiences. They combine global reach with technology integration expertise, business operations knowledge, change management capabilities and collaborative design processes. And now, in this age of agentic AI advancement, clients increasingly expect these firms to aid in the implementation of data and model infrastructures, and the establishment of agent studios and operations centers to manage the connections across, between and through autonomous workflows. The firms leading this CX charge are intentionally molding AI capabilities and training techniques to accelerate output, enhance impact and deliver results.

CX services providers work with all functional CX departments, such as marketing, sales, customer service, supply chain, ecommerce, and IT. They assess and implement the appropriate tools to manage customer interactions across all channels (e.g., email, chat, text, websites, phone, video and social networks) and devices (e.g., phones, tablets, desktops), and optimize each to make the experience flawless. Because their expertise extends from front-end customer interfaces to back-office systems, they support a range of operational improvements that extend far beyond direct customer interactions.

CX operational services are made up of best practices, strategy design, delivery and testing methodology to guide clients to obtain optimal, customer-centric CX. These firms often create long- and short-term road maps, emphasizing low-hanging fruit and rapid ROI. They may also incorporate a range of design capabilities, including user interfaces, service design and tangible outputs such as physical environments. Increasingly, these firms are guiding AI strategies to better leverage data to enhance, personalize and automate critical customer interactions.

LIKE WHAT YOU SEE?

Consider partnering with Constellation Research on your go-to-market-strategy. Email ShortList@ConstellationR.com for more info.

To learn more about Constellation Research Shortlists visit:
www.constellationr.com/ShortList

11 SOLUTIONS TO KNOW

Constellation evaluates more than 100 solutions categorized in this market. This Constellation ShortList is determined by client inquiries, partner conversations, customer references, vendor selection projects, market share and internal research.

 **ACCENTURE SONG**

 **CAPGEMINI**

 **COGNIZANT**

 **DELOITTE DIGITAL**

 **EY**

 **IBM CONSULTING**

 **INFOSYS ASTER**

 **PERFICIENT**

 **PERSISTENT**

 **TCS INTERACTIVE**

 **TELUS DIGITAL**

 **WIPRO**

THRESHOLD CRITERIA

Constellation considers the following criteria for these solutions:

- Best-practices methodology
- Assessment tools
- Art-of-the-possible strategy and technology road map
- Deep strategic partnerships with core CX vendors and technologies
- Customer references
- Design and creative space
- Differentiated IP
- Design-thinking approach
- Operating in three continents
- Innovation centers

ABOUT CONSTELLATION RESEARCH

As an award-winning Silicon Valley-based strategic advisory and futurist analyst firm, Constellation Research serves leaders and organizations navigating the challenges of digital strategy, business-model disruption and digital transformation. Constellation works closely with solution providers, partners, C-suite executives, board of directors, and its Constellation Executive Network of buy-side leaders to lead the way in research coverage and advise clients how to achieve valuable business results.

BUSINESS THEMES

-  Technology Optimization
-  New C-Suite
-  Next Generation Customer Experience
-  Marketing Transformation
-  Matrix Commerce

FREQUENCY OF EVALUATION

Each Constellation ShortList is updated at least once per year. Updates may occur after six months if deemed necessary.

EVALUATION SERVICES

Constellation clients can work with the analyst and the research team to conduct a more thorough discussion of this ShortList. Constellation can also provide guidance in vendor selection and contract negotiation.



R "Ray" Wang

Founder & Principal Analyst

R "Ray" Wang provides insight into how disruptive technologies and new business models—such as digital transformation— impact brands, enterprises and organizations. He also focuses on harnessing innovation, creating next-generation business and IT leadership, and applying the new rules of business. Wang has held executive roles in product, marketing, strategy and consulting at companies including Forrester Research, Oracle, PeopleSoft, Deloitte, Ernst & Young and Johns Hopkins Hospital.



Liz Miller

VP & Principal Analyst

Liz Miller focuses on the needs of modern chief marketing officers to power the strategies and teams they lead—from the technologies that drive optimized customer engagements to the key trends that accelerate growth and innovation. She also provides insight into the security space, especially at the intersection of the customer and security, where the trust economy becomes the new measure of brand strength.

