

Power and Utilities – Services and Solutions

Intelligent Business Process Management
Services (iBPMS)

A research report comparing provider strengths,
challenges and competitive differentiators

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Infosys®

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Energy transition and digital transformation shaping the utilities of future

North American power and utilities industry may not drive global headlines but faces considerable headwinds such as increasing clean energy adoption (decarbonization), ensuring grid and service reliability and resiliency, improving infrastructure security, and optimizing costs.

Growth in distributed energy resources (DER), together with the prosumer revolution, creates challenges for power and utilities companies in terms of demand, quality of power, and reliability of assets and grid. Thus, integrating DER resources into the grid will help ensure effective demand response and reliability/quality metrics. Furthermore, owing to the bi-directional flow of energy with increasing prosumers, distributed energy resources management system (DERMS) and advanced distribution management system (ADMS) will continue to grow and become more complex.

The focus on energy transition will gain further momentum in 2023 and beyond as the adoption of clean energy technologies grows. Per Bloomberg NEF (BNEF), global investment in the low-carbon energy transition totaled \$1.1 trillion in 2022 compared to \$849 billion in 2021. Furthermore, the focus of energy transition is global, and utilities can benefit by sharing and collaborating.

As an advisor that has helped several world's leading utilities navigate their digital transformations, ISG believes that building a successful, competitive and future-proof utility requires strengthening the technical and digital foundation, transforming grid operations, continuously improving cybersecurity, digitally enabling the workforce and improving CX through digital channels.

ISG sees the following trends in the global power and utilities industry:

Geopolitics affecting prices

As the war between Russia and Ukraine drags on, global energy and utilities markets will continue to be affected by the volatility in oil and gas prices. This will drive the need to

Geopolitics, energy transition and policy changes drive new-age technology adoption.



diversify energy supplies to ensure energy security. Current geo-political events cause energy security challenges, resulting in the continued need for traditional energy sources (coal and gas), while driving the rapid adoption of new energy sources (renewables and hydrogen).

Nuclear as a key energy source

After the Fukushima disaster in Japan, many countries went slow on nuclear energy and some like Germany even ordered the shutdown of nuclear power plants by 2022. However, the Ukraine war has made the countries and its policy makers reconsider nuclear as the source of clean energy. North America, particularly the U.S., must consider nuclear energy to ease the burden on traditional energy sources. However, significant construction costs in terms of time, money and regulatory reviews make the transition complex. In April, the U.S. got its first nuclear power plant in Georgia since 1996 — the Vogtle expansion project. It took \$34 billion and 17 years to get it running.

Energy affordability

While transitioning to decarbonization, it is necessary to consider the risks associated

with middle- and low-income groups' energy affordability. With a large amount of investment required to drive energy transition, incremental grid investments will be a recurring annual burden for the foreseeable future. With continued energy security challenges and an increase in supply chain costs, utilities are faced with the challenge of keeping costs low and customer bills reasonable. To mitigate the rising costs, utilities develop multiple programs to ensure that the energy burden on the average household does not compromise their ability to support their basic needs while ensuring that there are alternative sources for uninterrupted supply. The low-income households in the U.S. use more than 30 percent of the electricity consumed in the U.S. and face an energy burden three times higher than other households.

Mobility and electrification

With the growing adoption of electric vehicles (EVs), there is an urgent need to increase investments in expanding charging infrastructure, grid integration and billing systems. Passenger EV sales in the U.S.

grew 54.5 percent YoY in 2022, according to Counterpoint Research. The shift toward EVs will provide a new revenue stream for utilities, while it will require investments in new technologies such as advanced sensors, smart inverters, energy storage systems, upgrades to existing grid infrastructure and EV charging station management systems.

Digitization of the energy sector

Utilities must shift to a digital operating model as the complexity across the value chain increases. From a technology standpoint, there needs to be an integration between operational technologies (OT), such as supervisory control and data acquisition (SCADA) systems, distributed control systems (DCSSs), and programmable logic controllers (PLCs), and IT such as AI and cloud, which will become the core to support assets and operations. Providers with deep engineering and OT capabilities will be preferred by utilities to maintain the IT/OT balance. Advances in digitization have led to new revenue streams, business models and market players for utilities. Large players are under pressure from regulators to keep energy prices low, while

they lose market share to nimble, asset-light players. This has an impact on the profitability of their business. Utilities should adapt to these changes to survive and succeed against innovative, digital-native third-party providers. An important element of change management is involved, which requires an alignment between business and IT.

Growth in battery storage

Energy storage systems are an intrinsic part of today's modern renewable energy infrastructure. With solar and wind energy becoming the drivers of the energy transition, battery energy storage systems (BESSs) become critical for the optimization of energy output to the grid. Energy storage systems can store excess electricity generated by renewable sources and release it back into the grid when needed. Despite being hit with supply chain and material issues, battery storage growth continues to rise in 2023.

Need for grid and asset resiliency

Financial damages caused by weather-related disasters increase every year, and utilities get increasingly exposed to litigation risks related



to asset and infrastructure damage. The U.S. witnessed more than 15 weather-related disasters, with an average loss of \$1 billion in 2022. This has led the utilities to focus on grid resiliency, disaster readiness, grid and asset reliability, and aging assets. In addition, the need to drive energy transition causes disturbances more than ever before. Providers can help utilities with solutions around emergency response, asset health monitoring, work planning, risk modeling and vegetation management. Companies such as National Grid plan to invest heavily (\$15 billion in New York over the next five years) to make the grid more resilient and prepare for electrification of cars and buildings. Furthermore, the aging U.S. electric transmission and distribution (T&D) infrastructure needs to be significantly upgraded as the industry faces challenges around energy transition, EV adoption, sustainability and net-zero initiatives, and changes in customer preferences and regulations. Players invest in upgrading the grid, metering, tech infrastructure and workforce through digital solutions that leverage cloud, IoT and AI and ML.

Decarbonization of the energy mix

Utilities are shifting from traditional energy sources to wind, solar and other green sources. These changes are coupled with an increasing shift toward distributed energy and the resulting disruption of energy production patterns it creates. Per International Energy Agency's (IEA) forecasts, global renewable capacity is expected to increase by almost 2,400 GW or 75 percent between 2022 and 2027 driven by rising fuel and electricity prices and the ongoing Russia–Ukraine conflict.

Aging workforce and the need for digital workforce

North America's power and utilities industry faces the aging workforce issue and the need to attract/retain new talent. Over the next decade, the power and utilities industry will witness the retirement of more than 50 percent of its current workforce. The industry's challenge in attracting talent and competing against large tech firms is overwhelming. There is a shortage of qualified talent for new jobs, many of which require competencies around AI and ML, robotics and advanced analytics.

Changing customer preferences

Today's utilities need to shift from an infrastructure provider to a service provider. In North America, customers changing utility companies leads to a high churn rate and thus engaging with the consumer across various platforms and channels (omnichannel) is the need of the hour. They need to address challenges associated with customer transformation through revamped UI/UX portals, enhanced self-service features and responsive contact centers. Furthermore, utilities need to leverage data insights to respond to customers' changing needs rapidly and transparently.

Data and cloud-driven business

Utilities need to realize the full potential of data by addressing issues around access to data, data insights, data governance and quality, and cross-functional analytics. The need to derive value from data for asset maintenance, weather-related warnings, customer preference, etc., drives the adoption of cloud and IoT platforms. Many industries are moving toward cloud-based solutions for key workloads, which

can enable greater resiliency, faster innovation and better customer service. However, utilities run into unique challenges around adopting cloud-based solutions. Providers should focus on helping utilities capitalize their cloud investments by creating transformational assets, comprising cloud subscriptions and transformation services supported by regulatory review and approval. CIOs should not wait on others to address this issue.

Growing cybersecurity concerns

Digitalization threatens security. Rising connectivity through digitalization and proliferation of decentralized energy resources require holistic and complex energy networks. The rise of intelligent grids brings higher vulnerability to cyber threats. Strategic and operational security in utilities is therefore critical at an enterprise level. These companies should proactively run risk assessments and cybersecurity programs and share intelligence to prevent cyber and physical attacks on grids. There is a strong market trend to separately address cybersecurity when constructing managed service strategies.




Legislation and regulatory changes

Recent policy changes and developments continue to influence homeowners, utilities and new technology areas such as energy storage. The most notable new policies include the U.S. Inflation Reduction Act, signed into law in August 2022, which provides more than \$369 billion in funding for clean technologies. The act may further help U.S. utilities fast-track their emission reduction plans.

The North American power and utilities industry is undergoing a visible change in areas such as energy mix, customer preference and transformation, mobility-related electrification, technology adoption, and regulations. Providers respond to utility needs by optimizing their solution portfolio to include offerings and services that can help them address the challenges associated with the aforementioned changes.




 Provider Positioning

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	Intelligent Business Process Management Services (iBPMS)	Next-Gen IT Services	Grid Modernization	Enterprise Asset Management (EAM)	Customer Information System (CIS) and Customer Experience (CX)
Accenture	Leader	Leader	Leader	Leader	Leader
Alorica	Market Challenger	Not In	Not In	Not In	Market Challenger
Birlasoft	Not In	Contender	Not In	Contender	Contender
Capgemini	Product Challenger	Leader	Leader	Leader	Leader
Cigniti	Not In	Product Challenger	Not In	Not In	Not In
Coforge	Not In	Product Challenger	Not In	Contender	Product Challenger
Cognizant	Leader	Leader	Leader	Leader	Leader
Cyient	Contender	Product Challenger	Rising Star ★	Rising Star ★	Not In
DXC Technology	Contender	Product Challenger	Contender	Contender	Product Challenger
EXL	Product Challenger	Not In	Not In	Not In	Contender



 Provider Positioning

	Intelligent Business Process Management Services (iBPMS)	Next-Gen IT Services	Grid Modernization	Enterprise Asset Management (EAM)	Customer Information System (CIS) and Customer Experience (CX)
Eviden (Atos)	Not In	Product Challenger	Product Challenger	Product Challenger	Not In
Genpact	Leader	Not In	Not In	Product Challenger	Not In
HCLTech	Product Challenger	Leader	Product Challenger	Leader	Leader
Hitachi Vantara	Product Challenger	Leader	Leader	Leader	Not In
IBM	Leader	Leader	Leader	Leader	Leader
Infosys	Leader	Leader	Leader	Leader	Leader
KPMG	Not In	Contender	Not In	Not In	Not In
Kyndryl	Contender	Product Challenger	Product Challenger	Product Challenger	Contender
LTIMindtree	Not In	Rising Star ★	Product Challenger	Product Challenger	Contender
Lumen	Not In	Contender	Not In	Contender	Not In



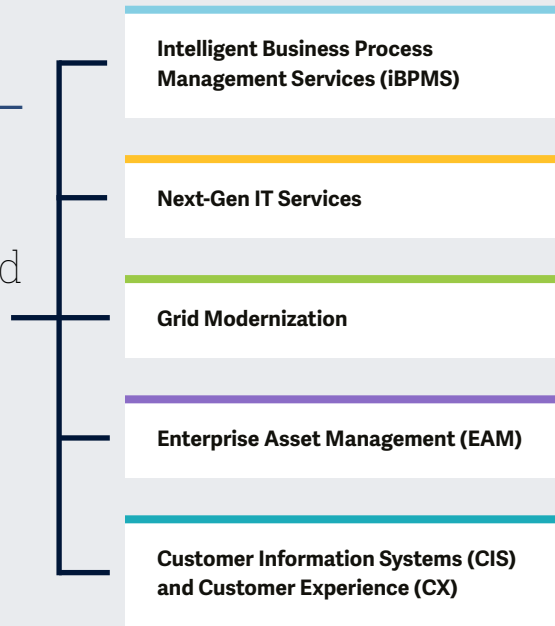
 Provider Positioning

	Intelligent Business Process Management Services (iBPMS)	Next-Gen IT Services	Grid Modernization	Enterprise Asset Management (EAM)	Customer Information System (CIS) and Customer Experience (CX)
Perficient	Contender	Product Challenger	Contender	Contender	Contender
PwC	Product Challenger	Product Challenger	Contender	Leader	Rising Star ★
TCS	Leader	Leader	Leader	Leader	Leader
Tech Mahindra	Leader	Leader	Product Challenger	Product Challenger	Product Challenger
Teleperformance	Leader	Not In	Not In	Not In	Product Challenger
Wipro	Product Challenger	Leader	Leader	Leader	Leader
WNS	Product Challenger	Not In	Not In	Not In	Contender



This **Power and Utilities Industry – Services and Solutions** report, aims to understand key industry challenges and assess service provider capabilities.

Simplified Illustration; Source: ISG 2023



Definition

The global power & utilities industry continues to be affected by the steadily increasing demand for renewable energy sources and sustainability, government regulations, smart cities, electric mobility, geopolitical situations and rising fossil fuel prices. Post the COVID-19 pandemic peak, utilities are looking to invest in new age technologies and infrastructure to improve resiliency and reliability as extreme weather conditions drive capital spending. Irrespective of the nature of the business (electricity, gas, water or retail), utilities need to strive to develop intelligent solutions, improve operational efficiency, increase reliability and understand clients' challenges.

The path forward in 2023:

Moving into 2023, the power & utilities industry will continue to fight challenges around clean energy, reliability, resiliency and security, while keeping waste and technical debt to a minimum and continuing strategic investments. To address these issues, the industry needs to accelerate decarbonization, digitalization and decentralization.

In addition, various government regulations such as the Inflation Reduction Act (IRA) of 2022 and the Infrastructure Investment and Jobs Act (IIJA) of 2021 will prompt investments by the U.S. utilities sector in infrastructure and cleantech. Globally, the power & utilities industry will continue to focus on new business models, improving customer experience and optimizing financial performance and operational efficiency.

Essentially, utilities are seeking service providers that can demonstrate deep industry expertise, along with strong digital technologies and innovation capabilities around data and analytics, cybersecurity, machine learning and AI.



Scope of the Report

In this ISG Provider Lens™ quadrant report, ISG covers the following five quadrants for services/solutions: Intelligent Business Process Management Services (iBPMS), Next-Gen IT Services, Grid Modernization, Enterprise Asset Management (EAM), and Customer Information Systems (CIS) and Customer Experience (CX).

This ISG Provider Lens™ study offers IT decision-makers with the following:

- Transparency on the strengths and weaknesses of relevant providers
- A differentiated positioning of providers by segments (quadrants)
- Focus on regional market

Our study serves as the basis for important decision-making in terms of positioning, key relationships and go-to-market considerations. ISG advisors and enterprise clients also use information from these reports to evaluate their existing vendor relationships and potential engagements.

Provider Classifications

The provider position reflects the suitability of IT providers for a defined market segment (quadrant). Without further additions, the position always applies to all company sizes classes and industries. In case the IT service requirements from enterprise customers differ and the spectrum of IT providers operating in the local market is sufficiently wide, a further differentiation of the IT providers by performance is made according to the target group for products and services. In doing so, ISG either considers the industry requirements or the number of employees, as well as the corporate structures of customers and positions IT providers according to their focus area. As a result, ISG differentiates them, if necessary, into two client target groups that are defined as follows:

- **Midmarket:** Companies with 100 to 4,999 employees or revenues between \$20 million and \$999 million with central headquarters in the respective country, usually privately owned.

- **Large Accounts:** Multinational companies with more than 5,000 employees or revenue above \$1 billion, with activities worldwide and globally distributed decision-making structures.

The ISG Provider Lens™ quadrants are created using an evaluation matrix containing four segments (Leader, Product Challenger, Market Challenger and Contender), and the providers are positioned accordingly. Each ISG Provider Lens™ quadrant may include service providers that ISG believes have strong potential to move into the Leader quadrant. This type of provider can be classified as a Rising Star.

- **Number of providers in each quadrant:** ISG rates and positions the most relevant providers according to the scope of the report for each quadrant and limits the maximum of providers per quadrant to 25 (exceptions are possible).





Provider Classifications: Quadrant Key

Product Challengers offer a product and service portfolio that reflect excellent service and technology stacks. These providers and vendors deliver an unmatched broad and deep range of capabilities. They show evidence of investing to enhance their market presence and competitive strengths.

Contenders offer services and products meeting the evaluation criteria that qualifies them to be included in the IPL quadrant. These promising service providers or vendors show evidence of rapidly investing in products/ services and a follow sensible market approach with a goal of becoming a Product or Market Challenger within 12 to 18 months.

Leaders have a comprehensive product and service offering, a strong market presence and established competitive position. The product portfolios and competitive strategies of Leaders are strongly positioned to win business in the markets covered by the study. The Leaders also represent innovative strength and competitive stability.

Market Challengers have a strong presence in the market and offer a significant edge over other vendors and providers based on competitive strength. Often, Market Challengers are the established and well-known vendors in the regions or vertical markets covered in the study.

★ **Rising Stars** have promising portfolios or the market experience to become a Leader, including the required roadmap and adequate focus on key market trends and customer requirements. Rising Stars also have excellent management and understanding of the local market in the studied region. These vendors and service providers give evidence of significant progress toward their goals in the last 12 months. ISG expects Rising Stars to reach the Leader quadrant within the next 12 to 24 months if they continue their delivery of above-average market impact and strength of innovation.

Not in means the service provider or vendor was not included in this quadrant. Among the possible reasons for this designation: ISG could not obtain enough information to position the company; the company does not provide the relevant service or solution as defined for each quadrant of a study; or the company did not meet the eligibility criteria for the study quadrant. Omission from the quadrant does not imply that the service provider or vendor does not offer or plan to offer this service or solution.





Intelligent Business Process Management Services (iBPMS)

Intelligent Business Process Management Services (iBPMS)

Who Should Read This Section

This report is relevant to enterprises in North America's power and utilities industry for evaluating the providers of business process outsourcing (BPO) and business process management (BPM) services.

In the quadrant report, ISG highlights the current market positioning of providers that offer BPM/BPO services to power and utilities companies in North America and how they address the key challenges faced in the region through technology and domain expertise.

For organizations undergoing digital transformation, agility is key to responding to a rapidly changing technology and business landscape. Power and utilities enterprises are facing steep challenges due to increased fuel prices, maintenance costs, regulatory pressure, capacity constraints and skilled manpower shortages across the value chain, complex legacy infrastructure and systems, etc.

To address these challenges, power and utilities enterprises in North America are working closely with service providers to implement BPM services to optimize and automate their business processes to achieve operational excellence, streamline processes and rationalize back-office.

Service providers help these firms by providing AI, automation-based insights and analytics-based solutions to optimize costs, increase revenue and remain competitive. Significant progress has been made in automation and AI initiatives, but scaling up is still challenging. There is a need to invest sufficiently in training and organizational change management initiatives; otherwise, the workforce resistance to change can inhibit the realization of promised business benefits.



Technology professionals should read this report to understand how BPM/BPO service providers integrate multiple technologies into their proprietary offerings and compare their technical capabilities.



Operations professionals should read this report to understand providers' relative positioning and capabilities that offer end-to-end BPMS to deliver high efficiency and effectiveness.



Digital professionals should read this report to understand how providers of BPM services enhance their digital transformation initiatives for improved CX and how they compare with one another.

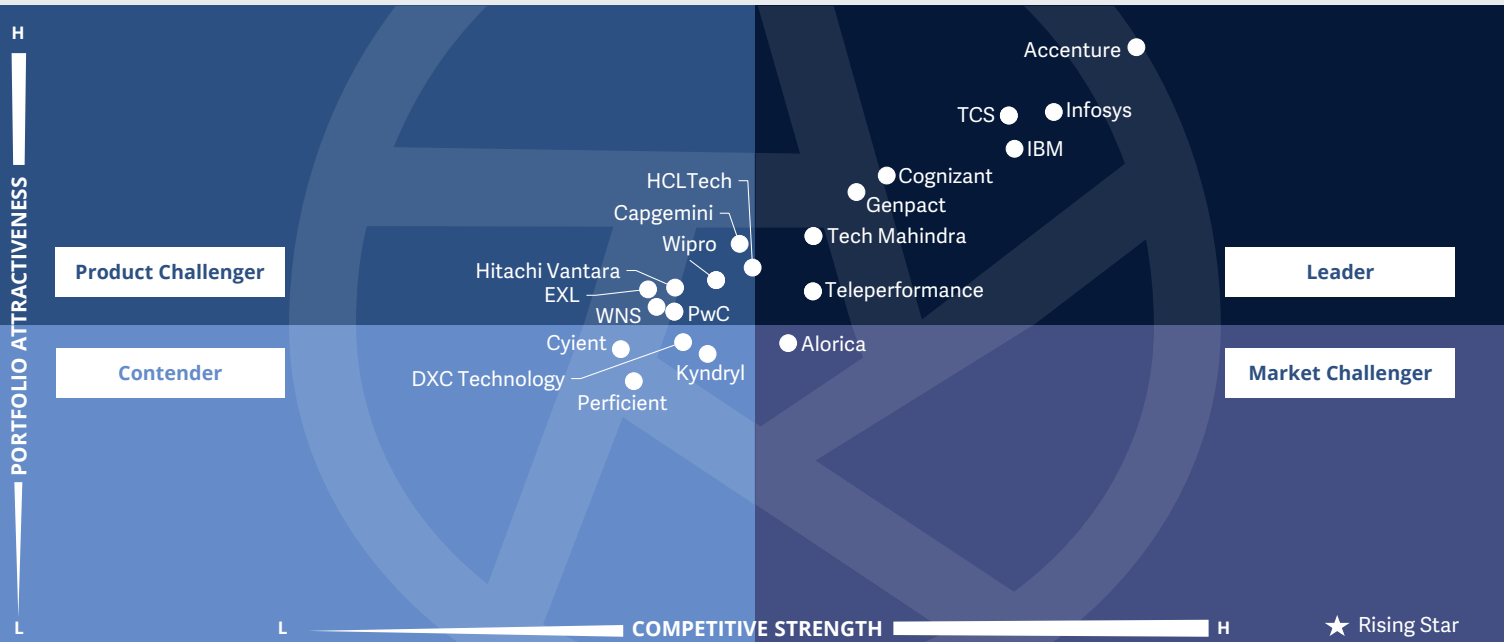


Marketing and sales professionals should read this report to understand the relative positioning and capabilities of providers that can help them harness iBPMS services effectively.



Power and Utilities – Services and Solutions
Intelligent Business Process Management Services (iBPMS)

North America 2023



The quadrant assesses service providers that offer business process management and outsourcing services in the power and utilities industry. These services enable companies to **improve efficiency, productivity and processes for better decision-making.**

Swadhin Pradhan



Intelligent Business Process Management Services (iBPMS)

Definition

The quadrant assesses service providers that offer power & utilities clients business process management (BPM) services that are driven by automation and analytics, including customer services (front and back-office and B2B/B2C), sourcing and procurement, human resources, finance and accounting (F&A), regulatory and compliance, knowledge services, master data management, field workforce services, network operations, operational business intelligence (customer, marketing and asset) and supply chain management. These services enable the client companies to improve efficiency and productivity in daily operations and business processes (front, middle and back office) for an enriched customer experience and better decision-making.

Eligibility Criteria

1. Ability to offer a combination (if not all) of the following BPM services to companies in the **power & utilities space** across the industry value chain, with local expertise in the assessed region or country:
 - * F&A
 - * Sourcing, procurement and supply chain
 - * Customer service
 - * Human resources (HR)
 - * Legal
 - * Regulatory and compliance
 - * Media and content management
 - * Master data management
 - * Field workforce services
 - * Network operations
 - * Analytics
2. Knowledge of the **industry and local/regional regulatory requirements**
3. Experience in **optimizing business processes** for clients, predominantly in this industry
4. Expertise in **applying next-gen technologies**, including automation, analytics, IoT, AI, cybersecurity, cloud and blockchain, for client engagements in this space
5. Demonstrate **strong partnerships** with industry associations, regulatory bodies, technology firms and startups specializing in power & utilities
6. Offer **referenceable case studies** for various services and solutions across the value chain



Intelligent Business Process Management Services (iBPMS)

Observations

Providers with business process management/business process outsourcing (BPM/BPO) capabilities are looking to move beyond traditional back-office BPO services and drive solutions around automation, bots, digitization with IoT, and data and analytics. The segment is dominated by large IT players, including Indian service providers, and focused BPO players in the North American power and utilities industry, which help companies in cost optimization, growth and transformation.

Lately, providers focus on providing BPO/BPM solutions leveraging their deep industry and domain expertise around new-age technologies. According to 1Q23 ISG Index, industry-specific BPO capabilities garner good traction with clients across industries, including energy and resources. For power and utilities, providers focus on capabilities around vegetation management and enterprise operations. In addition, they are constantly looking to innovate around technologies and solutions through partnerships and IP.

The leaders look at M&As and partnerships with selective niche players to provide and expand their BPM capabilities. Understanding the intersection between technology and business is a key capability that has helped them distinguish their services.

From the 100 companies assessed for this study, 21 have qualified for this quadrant, with eight being Leaders.

accenture

Accenture's BPM services leverage its strong industry and technology focus, along with capabilities brought in by various units such as consulting, strategy and operations. The company continues to build its portfolio through partnerships and acquisitions.

cognizant

Cognizant's focus on industry-specific digital solutions helps it provide more than just traditional BPM services. Its focus on acquisitions and partnerships helps it expand its capabilities around process mining, F&A, after-market services, etc.



Genpact has strong functional and domain expertise in the power and utilities industry. The company has capabilities across the depth and breadth of F&A operations, digital and analytics. Its GE legacy provides deep insights into technology/business processes.



IBM's BPM services are centered around its Intelligent Workflow concept leveraging its capabilities around consulting and technology. In addition, its deep research and industry capabilities help it bring differentiated business process solutions to clients.



Infosys' BPM capabilities cover most power and utilities segments. The company leverages its dominance in F&A. In addition, its network of delivery and offshore centers and utilities-focused CoE acts as a catalyst for clients to outsource key workflows.



TCS leverages its Cognix™ platform to help utility companies accelerate digital transformation through pre-built solutions and offerings across business processes, IT infrastructure and the application layer.

TECH **mahindra**

Tech Mahindra provides digital-led solutions for power and utilities clients using its intelligent suite of BPM solutions. The company is an established solution provider across the power and utilities value chain.

Teleperformance

Teleperformance's vast experience of over 40 years in CX and business services outsourcing has helped grow its power and utilities business. The company focuses on developing digital energy and utility offerings globally.





“Infosys’ strong portfolio of utility-focused BPM solutions and platforms complements its cross-industry digital solutions to cater to wide workloads across the power and utilities value chain.”

Swadhin Pradhan

Infosys

Overview

Infosys is headquartered in Bengaluru, India and operates in 54 countries. It has more than 343,200 employees across 247 global offices. In FY23 the company generated \$18.2 billion in revenue, with Financial Services as its largest segment. The company has been strengthening its focus on the U.S., establishing innovation centers and utility CoEs. It continues to expand its portfolio of clients and overall business growth in BPM. In North America, its utilities sector has delivered a consistent 25 percent YoY growth over the past 10 years.

Strengths

Array of utility-focused BPM solutions and platforms: Infosys’ BPM solutions cover key business areas and segments of the industry, such as generation, transmission and distribution, trading, corporate and administration, and retail operations. It also leverages and continues to enhance its leadership position in F&A. It has more than 17,000 finance professionals globally and has one of the largest CoEs in the industry providing end-to-end services across the F&A value chain.

Partner ecosystem and delivery excellence: Infosys continues strengthening its partner network (360 degree partners and hyperscalers) across the organization and in BPM. Partnerships with companies such as HighRadius, GE and AutoDesk have

helped it launch utility-specific solutions around geographic information system (GIS), Intelligent I2C, MDM, etc. In addition, with more than 35 delivery centers across 14 countries, Infosys provides BPM solutions in a cost-effective and timely manner.

Focus on developing new-age solutions: Infosys is building new industry solutions focused on automation, user experience and domain. It has developed solutions around smart meter deployment operations, asset damage and insurance management and energy theft analytics. The company also focuses on providing BPM services in vegetation management to utilities, helping them save costs and reduce risks.

Caution

Infosys focuses on transmission and distribution and the retail segment of the value chain. It should look at other segments such as water and gas and capabilities such as automation to expand its client base.





Appendix

The ISG Provider Lens™ 2023 – Power and Utilities – Services and Solutions study analyzes the relevant software vendors/service providers in the global market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research™ methodology.

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The research and analysis presented in this report includes research from the ISG Provider Lens™ program, ongoing ISG Research™ programs, interviews with ISG advisors, briefings with services providers and analysis of publicly available market information from multiple sources. The data collected for this report represents information that ISG believes to be current as of June 2023, for providers who actively participated as well as for providers who did not. ISG recognizes that many mergers and acquisitions have taken place since that time, but those changes are not reflected in this report.

All revenue references are in U.S. dollars (\$US) unless noted.

The study was divided into the following steps:

1. Definition of Power and Utilities – Services and Solutions market
2. Use of questionnaire-based surveys of service providers/ vendor across all trend topics
3. Interactive discussions with service providers/vendors on capabilities & use cases
4. Leverage ISG’s internal databases & advisor knowledge & experience (wherever applicable)
5. Use of Star of Excellence CX-Data
6. Detailed analysis & evaluation of services & service documentation based on the facts & figures received from providers & other sources.
7. Use of the following key evaluation criteria:
 - * Strategy & vision
 - * Tech Innovation
 - * Brand awareness and presence in the market
 - * Sales and partner landscape
 - * Breadth and depth of portfolio of services offered
 - * CX and Recommendation





Lead Analyst

Swadhin Pradhan
Senior Manager and Principle Analyst

Swadhin Pradhan brings two decades of technology, business and market research experience and expertise to ISG clients. He has rich experience in executing market/competitive intelligence (MI/CI) and quasi-consulting projects in the manufacturing, energy and resources industries.

Prior to ISG, Swadhin has worked with MI/CI and thought leadership organizations of large tech and consulting firms such as IBM and Deloitte. At ISG, he is focused on the

ISG Provider Lens™ program. His research and analysis for ISG clients is focused on energy and utilities market development, disruption and change. He currently contributes to ISG's Provider Lens global research studies as a lead analyst.

Swadhin holds an MBA in marketing and finance from the Institute for Integrated Learning in Management (IILM), New Delhi, and an engineering degree in electronics and telecom.



IPL Product Owner

Jan Erik Aase
Partner and Global Head – ISG Provider Lens™

Mr. Aase brings extensive experience in the implementation and research of service integration and management of both IT and business processes. With over 35 years of experience, he is highly skilled at analyzing vendor governance trends and methodologies, identifying inefficiencies in current processes, and advising the industry. Jan Erik has experience on all four sides of the sourcing and vendor governance lifecycle - as a client, an industry analyst, a service provider and an advisor.

Now as a research director, principal analyst and global head of ISG Provider Lens™, he is very well positioned to assess and report on the state of the industry and make recommendations for both enterprises and service provider clients.



ISG Provider Lens™

The ISG Provider Lens™ Quadrant research series is the only service provider evaluation of its kind to combine empirical, data-driven research and market analysis with the real-world experience and observations of ISG's global advisory team. Enterprises will find a wealth of detailed data and market analysis to help guide their selection of appropriate sourcing partners, while ISG advisors use the reports to validate their own market knowledge and make recommendations to ISG's enterprise clients. The research currently covers providers offering their services across multiple geographies globally.

For more information about ISG Provider Lens™ research, please visit this [webpage](#).

ISG Research™

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ISG

ISG (Information Services Group) (Nasdaq: III) is a leading global technology research and advisory firm. A trusted business partner to more than 900 clients, including more than 75 of the world's top 100 enterprises, ISG is committed to helping corporations, public sector organizations, and service and technology providers achieve operational excellence and faster growth. The firm specializes in digital transformation services, including automation, cloud and data analytics; sourcing advisory; managed governance and risk services; network carrier services; strategy and operations design; change management; market intelligence and technology research and analysis.

Founded in 2006, and based in Stamford, Conn., ISG employs more than 1,600 digital-ready professionals operating in more than 20 countries—a global team known for its innovative thinking, market influence, deep industry and technology expertise, and world-class research and analytical capabilities based on the industry's most comprehensive marketplace data.

For more information, visit isg-one.com.





AUGUST, 2023

REPORT: POWER AND UTILITIES INDUSTRY – SERVICES AND SOLUTIONS