

Oil and Gas Industry - Services and Solutions

A research report comparing provider strengths,
challenges and competitive differentiators



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The year 2024 presents a unique and complex environment for the oil and gas (O&G) industry. While fossil fuels remain a significant energy source, the winds of change are undeniable. Geopolitical tensions, the ongoing push for energy security and the relentless march toward a low-carbon future are all shaping the industry landscape.

The study aims to understand O&G companies' requirements and service providers' capabilities in the digital era.

Geopolitical events and climate concerns are altering global energy trade patterns. The impact of factors such as the Russia-Ukraine war on energy security and potential realignments in trade routes still remain a challenge for the industry.

Technological advancements continue to play a transformative role in the O&G industry. The years 2024 and 2025 will likely see a continued rise in the adoption of the IoT, big data analytics

and AI, especially generative AI (GenAI). These technologies are poised to optimize production processes, improve equipment maintenance through predictive analytics and enable remote monitoring for safety and efficiency gains.

A defining trend is the increased focus on decarbonization strategies and energy transition. Governments are enacting stricter regulations to combat climate change, with policies such as the U.S. Inflation Reduction Act and the proposed European Net-Zero Industry Act, driving companies to reduce emissions. Such regulations necessitate a shift in capital allocation, with investments flowing toward clean and green processes such as carbon capture and storage, hydrogen production and renewable energy integration.



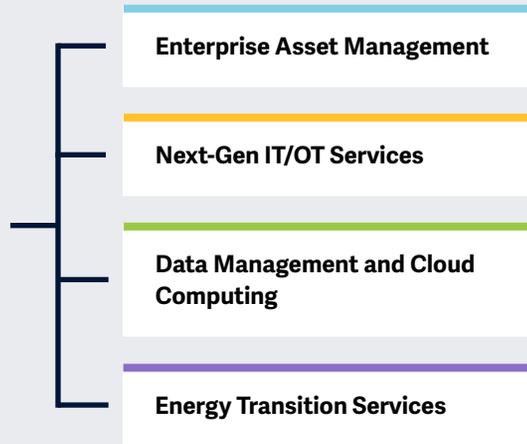
Blueprint* - Oil & Gas

Innovation (IP – Accelerators) Partnerships (Tiers – Types) Competency and Talent (Resources – Certifications) Industry Focus and Alignment Experience and Engagement	Enterprise Asset Management	Functions					Capabilities				
		Asset Health Management	MRO	Controls Management	Field Service Management	GIS	Predictive Maintenance	Monitoring	Analytics	CMMS	HSE Compliance
	Next-Gen IT/OT Services	Capabilities									
		Digital Twins	Application Development and Maintenance	End-user computing	IoT Services	Analytics	Automation	Legacy Systems Modernization	Blockchain, AI/GenAI & Machine Learning		
	Data Management and Cloud Computing	Capabilities									
		Cloud Migration	Cloud Storage	Cloud Security	Hybrid Cloud Services	Master Data Management	Data Governance	Data Transformation	Data Visualization		
	Energy Transition Services	Capabilities									
		Digital Energy Transition	Data and Analytics	Climate Risk Management	Emission Management	Energy Management	Value Chain Reporting	Sustainability Program Tracking	Data and Analytics		

*Non-exhaustive



This IPL study aims to **understand** key industry **challenges** and **assess** service **provider capabilities** to address unmet oil and gas enterprise needs.



Simplified Illustration Source: ISG 2024

Scope of the report

The ISG Provider Lens™ Oil and Gas — Services and Solutions study offers the following to business and IT decision-makers:

- Transparency on the strengths and weaknesses of relevant providers
- A differentiated positioning of providers by segments on their competitive strengths and portfolio attractiveness
- Focus on different markets such as North America (U.S. and Canada) and Europe

The study serves as an important decision-making basis for positioning, key relationships and go-to-market considerations. ISG advisors and enterprise clients also use information from this study to evaluate their current vendor relationships and potential engagements.



Enterprise Asset Management

Definition

This quadrant assesses service providers that offer enterprise asset management (EAM) services and solutions to clients in the O&G industry. The services cover asset lifecycle management; maintenance, repairs and overhauls (MROs); labor management; control management; application maintenance and support; supply chain solutions; cloud services; asset health management; geographical information system (GIS); digital enablement service; and remote monitoring. These services enable companies to increase asset performance, extend useful life and reduce operational costs.

The O&G industry is one of the most asset-intensive industries in the world, and huge CapEx is incurred to purchase, maintain and repair bulky assets. Reliability is a top priority, as the global transportation and industrial sector is dependent on the output of the O&G industry.

To optimize the quality and utilization of assets throughout their lifecycle, increase production uptime and reduce operational costs, the O&G companies require effective EAM solutions combining software and services. EAM solutions track asset health across multiple locations and help in asset maintenance, planning and scheduling, work management, supply chain management, and environmental, health and safety (EHS) initiatives.

Eligibility Criteria

1. Experience in implementing **EAM solutions for clients** in the O&G industry in the region
2. **Showcase successful EAM-related engagements** (in the past or present) with at least three O&G companies
 - * Asset health management
 - * Failure prediction
 - * Work and labor management
 - * Inventory management
3. **Provide offerings and services** in at least four of the following areas related to EAM:
 - * MRO management
 - * Controls management
 - * Warranty management
 - * Geographical information system
 - * Digital EAM solutions
 - * Analytics and **reporting**
4. Demonstrate **strong partnerships with industry** associations, regulatory bodies, technology firms and startups specializing in the O&G industry
5. Offer **referenceable O&G case studies** for various services and solutions across the value chain



Next-Gen IT/OT Services

Definition

This quadrant assesses service providers that offer next-gen IT/OT services in the O&G industry. The offerings include infrastructure services, application development and maintenance (ADM) services, IoT-based solutions, cybersecurity solutions, remote monitoring, digital twins, advanced analytics, VR and AR. These help clients increase efficiency, ensure compliance and minimize overall costs.

Being asset-intensive, the O&G industry has been slow to adopt digital technologies. However, the increase in the price of and demand for oil in recent years has acted as a catalyst for change, forcing companies to find ways to improve efficiency and reduce costs. Furthermore, the push for net zero has disrupted the O&G industry. As energy companies adopt next-generation technologies, they have turned to managed IT services for support.

Further advancements in data analytics, AI and IIoT have helped O&G industry players optimize complex processes; track down sources of loss and inefficiency; and enhance resilience to volatility, shocks and disruptions. Leaders of O&G organizations recognize the imperative to achieve significant shifts in digital adoption and the need to go beyond the incremental changes that characterize historical best practices.

Eligibility Criteria

1. Ability to **offer a combination (if not all) of the following IT services** to O&G companies, with local expertise in the assessed region:
 - * Systems integration
 - * ADM
 - * Infrastructure services (such as data center, network operations center and cloud computing)
 - * Cybersecurity solutions
 - * Next-generation technology services and solutions such as automation, analytics, AI/GenAI, ML, IoT and blockchain
 - * ERP migration and hosting services
2. Possess **extensive domain knowledge of the O&G industry** and local or regional regulatory and compliance requirements
3. Hold **strong partnerships with industry** associations, regulatory bodies, technology firms and startups specializing in the O&G industry
4. Experience in **large transition projects** that include post-merger integration companies, IT-driven business transformation, cybersecurity and modernization of legacy systems
5. Offer **referenceable case studies** for various services and solutions across the value chain



Data Management and Cloud Computing

Definition

This quadrant assesses service providers offering data handling and cloud services for O&G companies across various segments. The services include cloud data and process management, transition, storage, application and master data management. These enable the centralization of data and processes and the transition from legacy systems.

The O&G industry produces massive amounts of production, operational and accounting data. Historically, O&G companies collected and analyzed the data and made decisions based only on the insights generated in pockets. With the emergence of advanced and innovative technologies, these companies can collect and analyze the data in the cloud to gain actionable insights to ensure timely asset maintenance, reduce unexpected outages and make better decisions. Seamless and secure integration of large volumes of historical O&G data is a daunting challenge.

Cloud computing allows companies to scale their data management and storage, driving greater flexibility in infrastructure costs. The high computing power delivered via cloud platforms supports the adoption of other processes such as intelligent management of physical assets, which facilitate improved operational efficiency. Cloud computing enables companies to remotely monitor and maintain wells, fields and production units.

Eligibility Criteria

1. Ability to **offer a combination (if not all) of the following IT services** to O&G companies across the industry value chain with local expertise in the assessed region:
 - * Connected worker
 - * Data management, analytics and governance
 - * Cloud adoption, data storage, migration and security
 - * Data visualization and transformation
 - * Data warehousing, data federation and migration
2. Showcase **extensive domain knowledge of the O&G industry** and local or regional regulatory and compliance requirements
3. Demonstrate **strong partnerships with industry** associations, regulatory bodies, technology firms and startups specializing in the O&G industry
4. Experience in **large transition projects** that include post-merger integration, IT-driven business transformation, cybersecurity and modernization of legacy systems and applications in the O&G industry
5. Offer **referenceable case studies** for various services and solutions across the value chain



Energy Transition Services

Definition

This quadrant assesses providers offering energy transition services to O&G companies worldwide. These services empower business enterprises to navigate the energy transition, achieve net zero carbon transition targets, implement energy efficiency initiatives and drive new business models that align with the evolving energy ecosystem.

Energy transition refers to the global energy shift from fossil-based traditional systems of energy production and consumption to sustainable and green energy sources. The energy transition requires long-term strategies and focused investments. Regulations and commitment toward net zero and decarbonization continue to increase the importance of energy companies investing in environmental, social and governance initiatives.

Many energy companies have successfully created green portfolios. However, making onshore wind and solar the most economically competitive forms of energy in many markets, driving renewable levelized cost of energy (LCOE) to record levels and achieving zero-emission targets remain elusive. More action is needed urgently to incorporate both decarbonized and sustainable energy sources.

Eligibility Criteria

1. Ability to **offer the below-mentioned energy transition services** to O&G companies in one or more areas across the value chain, with local expertise in the assessed region:
 - * Digital energy transition
 - * Analytics and AI/GenAI
 - * Climate risk management
 - * Health and environmental services
 - * Emission management and reporting
 - * Advisory, process management and technology implementation services
2. Demonstrate **deep domain knowledge of the O&G industry** and local regulatory and compliance requirements
3. Experience in **optimizing business processes** and supporting O&G companies during their energy transition journeys
4. Expertise in **leveraging emerging technologies**, including automation, analytics, IoT, AI/GenAI, cybersecurity, cloud computing and blockchain
5. **Demonstrate strong partnerships with industry** associations, regulatory bodies, technology firms and startups specializing in the O&G industry
6. Offer **referenceable case studies**, showcasing strengths and capabilities in the industry



ISG's Oil & Gas Framework

Key characteristics of the proprietary framework:

- Encapsulates the major topics that enterprises must consider in the oil & gas industry
- Helps detail headline digital solutions from providers
- Inner tiles represent themes of enterprise objectives
- Outer tiles represent initiatives
- Behind each outer tile is a specific set of capabilities, with unique market-leading providers and solutions



Quadrants by Region

As a part of this ISG Provider Lens™ quadrant study, we are introducing the following four quadrants on Oil and Gas Industry - Services and Solutions 2024:

Quadrant	North America	Europe
Enterprise Asset Management	✓	✓
Next-Gen IT/OT Services	✓	✓
Data Management and Cloud Computing	✓	✓
Energy Transition Services	✓	✓



The research phase falls in the period between July and August 2024, during which survey, evaluation, analysis and validation will take place. The results will be presented to the media in December 2024.

Milestones	Beginning	End
Survey Launch	June 26, 2024	
Survey Phase	June 27, 2024	August 06, 2024
Sneak Previews	October 2024	November 2024
Press Release & Publication	December 2024	

Please refer to the [link](#) to view/download the ISG Provider Lens™ 2024 research agenda.

Access to Online Portal

You can view/download the questionnaire from [here](#) using the credentials you have already created or refer to instructions provided in the invitation email to generate a new password. We look forward to your participation!

Research Production Disclaimer:

ISG collects data for the purposes of writing research and creating provider/vendor profiles. The profiles and supporting data are used by ISG advisors to make recommendations and inform their clients of the experience and qualifications of any applicable provider/vendor for outsourcing the work identified by clients. This data is collected as part of the ISG FutureSource™ process and the Candidate Provider Qualification (CPQ) process. ISG may choose to only utilize this collected data pertaining to certain countries or regions for the education and purposes of its advisors and not produce ISG Provider Lens™ reports. These decisions will be made based on the level and completeness of the information received directly from providers/vendors and the availability of experienced analysts for those countries or regions. Submitted information may also be used for individual research projects or for briefing notes that will be written by the lead analysts.



ISG Star of Excellence™ – Call for nominations

The Star of Excellence™ is an independent recognition of excellent service delivery based on the concept of “Voice of the Customer.”

The Star of Excellence™ is a program, designed by ISG, to collect client feedback about service providers’ success in demonstrating the highest standards of client service excellence and customer centricity.

The global survey is all about services that are associated with IPL studies. In consequence, all ISG Analysts will be continuously provided with information on the customer experience of all relevant service providers. This information comes on top of existing first-hand advisor feedback that IPL leverages in context of its practitioner-led consulting approach.

Providers are invited to [nominate](#) their clients to participate. Once the nomination has been submitted, ISG sends out a mail confirmation to both sides. It is self-evident that ISG anonymizes all customer data and does not share it with third parties.

It is our vision that the Star of Excellence™ will be recognized as the leading industry recognition for client service excellence and serve as the benchmark for measuring client sentiments.

To ensure your selected clients complete the feedback for your nominated engagement please use the Client nomination section on the Star of Excellence™ [website](#).

We have set up an email where you can direct any questions or provide comments. This email will be checked daily, please allow up to 24 hours for a reply.

Here is the email address:

ISG.star@isg-one.com



ISG Star of Excellence



Methodology & Team

The ISG Provider Lens 2024 – Power & Utilities Industry – Services and Solutions research 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 May 2024, 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.



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ISG Provider Lens Advisors Involvement Program

ISG Provider Lens offers market assessments incorporating practitioner insights, reflecting regional focus and independent research. ISG ensures advisor involvement in each study to cover the appropriate market details aligned to the respective service lines/technology trends, service provider presence and enterprise context.

In each region, ISG has expert thought leaders and respected advisors who know the provider portfolios and offerings as well as enterprise requirements and market trends. On average, three advisors participate as part of each study's quality and consistency review team (QCRT). The QCRT ensures each study reflects ISG advisors' experience in the field, which complements the primary and secondary research the analysts conduct. ISG advisors participate in each study as part of the QCRT group and contribute at different levels depending on their availability and expertise.

The QCRT advisors:

- Help define and validate quadrants and questionnaires,
- Advise on service provider inclusion, participate in briefing calls,
- Give their perspectives on service provider ratings and review report drafts.

ISG Advisors to this study



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Mike
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Principal Consultant



Sam
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Director



Invited Companies

If your company is listed on this page or you feel your company should be listed, please contact ISG to ensure we have the correct contact person(s) to actively participate in this research.

* Rated in previous iteration

Accenture*

Atos

Birlasoft*

Capgemini*

CGI*

Coforge*

Cognizant*

Computacenter*

Cyient*

Deloitte*

DNV

DXC Technology*

Evoke Technologies*

EY*

Faithful+Gould*

Globant

HCLTech*

Hitachi Digital Services*

IBM*

Infosys*

KPMG*

Kyndryl*

LTIMindtree*

LTTS*

Lumen

Microland*

NTT DATA*

Perficient*

PwC*

Quest Global*

Rackspace

Ranosys

Softtek

TCS*

Tech Mahindra*

T-Systems*

Wipro*



***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™

ISG Research™ provides subscription research, advisory consulting and executive event services focused on market trends and disruptive technologies driving change in business computing. ISG Research™ delivers guidance that helps businesses accelerate growth and create more value.

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***ISG**

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Founded in 2006, and based in Stamford, Conn., ISG employs 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.



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