



THIRD QUARTER 2019

Managed Services and As-a-Service Market Insights

HOSTED BY BRYAN BERGIN OF COWEN AND COMPANY

October 9, 2019

imagine your future®

ISG Confidential. © 2019 Information Services Group, Inc. All Rights Reserved.
Proprietary and Confidential. No part of this document may be reproduced in any form or by any
electronic or mechanical means, including information storage and retrieval devices or systems,
without prior written permission from Information Services Group, Inc.

Welcome to the 68th Quarterly

***ISG** Index™



Steve Hall
Partner &
President ISG



Clay Calhoun
Partner,
Sourcing Solutions



Bob Krohn
Partner, Healthcare



Stanton Jones
Director &
Principal Analyst
ISG Research

Covering the State of the Combined Managed Services
& As-a-Service Industry for the Global Commercial Market

At a Glance

Global Combined Market

Up 13% Y/Y with As-a-Service ACV reaching a new quarterly high; Managed Services gained 7% Y/Y against a softer 3Q18 compare

Americas

Best quarter ever; Combined Market ACV surpassed \$7B for the first time and was up 25% Y/Y; Managed Services rebounded from weaker 1H with a record-setting quarter; As-a-Service reached new heights after declining Q/Q in 2Q19

EMEA

Down 7%; after a very strong first half, Managed Services declined with weaker results in DACH and the U.K.; As-a-Service ACV increased but has not yet broken through the \$2B ceiling

Asia Pacific

Rose considerably as the region posted its third straight \$2B quarter; Managed Services rose 30+% with increasing activity in China and India; As-a-Service continued to see slowing Y/Y growth in the low teens for second consecutive quarter

* Managed Services, formerly referred to as Traditional Sourcing, includes the ITO/BPO, Infrastructure, ADM and Network markets upon which ISG has always reported.

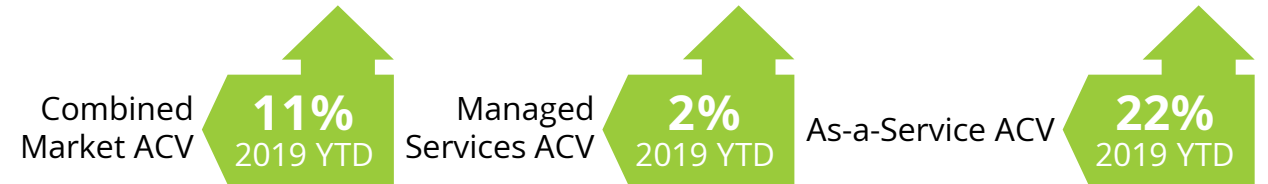
Scorecard

	3Q19 ACV (\$B)	3Q Y/Y Change	2019 YTD ACV (\$B)	2019 YTD Change
Global Commercial Combined Market	13.8	13%	41.6	11%
By Type				
Managed Services *	6.7	7%	20.8	2%
As-a-Service	7.1	19%	20.8	22%
By Region				
Americas Combined	7.7	25%	21.1	12%
EMEA Combined	4.1	-7%	13.9	5%
Asia Pacific Combined	2.0	20%	6.6	23%

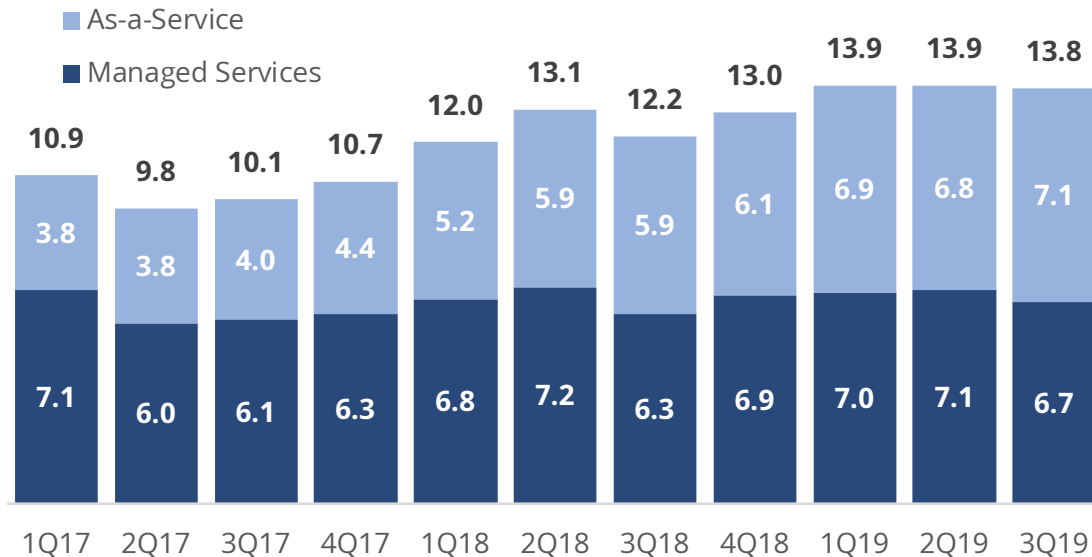
Global Commercial Sector

Contracting Trends

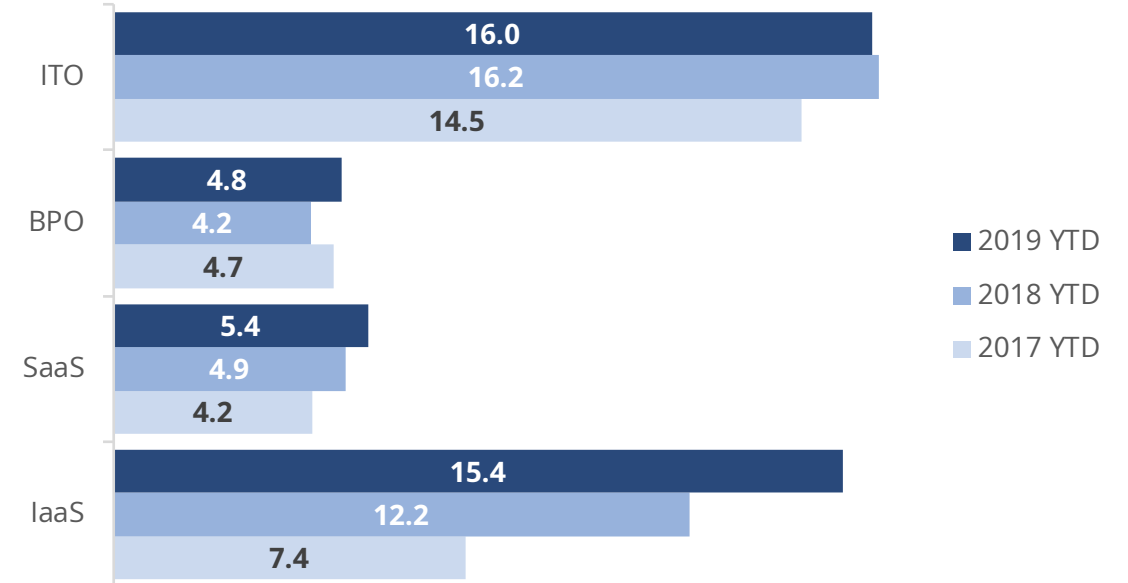
- Since 2017, the industry has added \$3B+ of quarterly incremental ACV
- Managed Services rose 7% versus a softer 3Q18, bringing the YTD metrics into positive territory
- Public cloud infrastructure competition heated up as the cloud penetrated further into the enterprise



Combined Market Quarterly ACV (\$B)



Global Commercial Sector ACV by Service Type

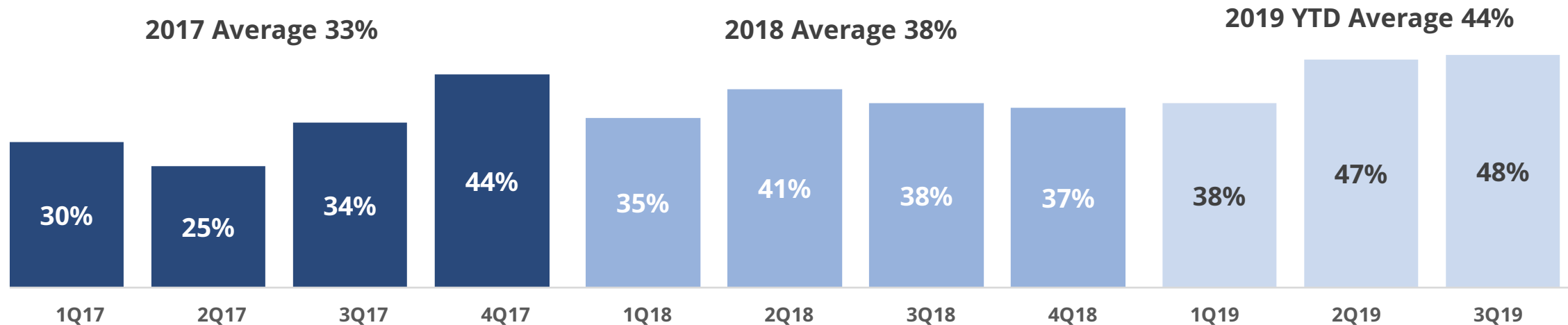


Digital Trends in Managed Services

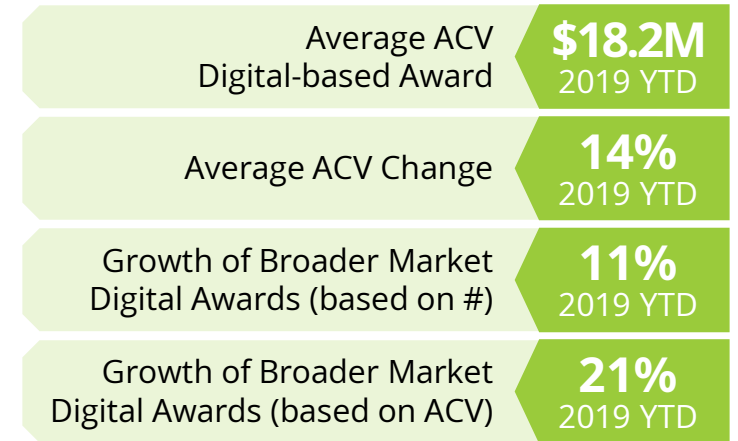
Contracting Trends

- 48% of transactions awarded in the broader market during 3Q19 have digital-based scope, and there is sizable growth potential going forward
- On a relative basis, Digital was up 26% from a year ago and up 42% from two years ago
- Digital-based average deal sizes continued to increase, but that dynamic may bring about more complex transactions as well as impact sales cycles

Managed Services: Percent of Broader Market Awards With a Digital Scope (Based on ACV)



Key Performance Metrics





Technology Provider Standouts – GLOBAL

Data from the ISG Contracts Knowledgebase™ is used to determine placements based on the annual value of commercial contracts awarded in the past 12 months.

The Big 15		The Building 15		The Breakthrough 15		The Booming 15	
Revenues > \$10B		Revenues \$3B-\$10B		Revenues \$1B-\$3B		Revenues <\$1B	
Managed Services Market							
Accenture	DXC Technology	Alight Solutions *	HCL	Axians	Sutherland Global Services	Birlasoft *	Startek
AT&T *	IBM Global Services	Amdocs	Tech Mahindra	JLL	Tieto *	Ensono	WNS
Capgemini	Infosys	Bechtle	Teleperformance *	LTI	TTEC	Posco ICT	Zensar Technologies
CBRE	NTT Data	Fiserv *	T-Systems	Mindtree *	Unisys	SoftwareOne *	
Cognizant	TCS	Genpact	Wipro	Mphasis	Virtusa		
				NS Solutions *	Webhelp		
As-a-Service Market							
Alibaba *	Microsoft	Adobe Systems	ServiceNow	Autodesk	Atlassian	IPSoft	
Amazon Web Services	Salesforce	Equinix	United Internet	Digital Realty	CyrusOne	OVH	
Google			Workday *		DocuSign	Proofpoint	
					Flexential	RingCentral *	

* New to leaderboard in 3Q19

Providers in alphabetical order; no rankings implied. Revenues sourced from D&B and individual company financial fillings.

ISG Star of Excellence Awards – 2019

ISG established the ISG Star of Excellence Awards to recognize providers that offer the highest quality service, as voted by the people who know them best – their customers.

Through its “Voice of the Customer” study, ISG surveyed more than 1,400 enterprise customers to obtain their feedback on providers’ service quality.



Mindtree

**Ranked Number One in Quality
For Core Technology Services**



IBM

**Ranked Number One in Quality
of Emerging Technology Services**

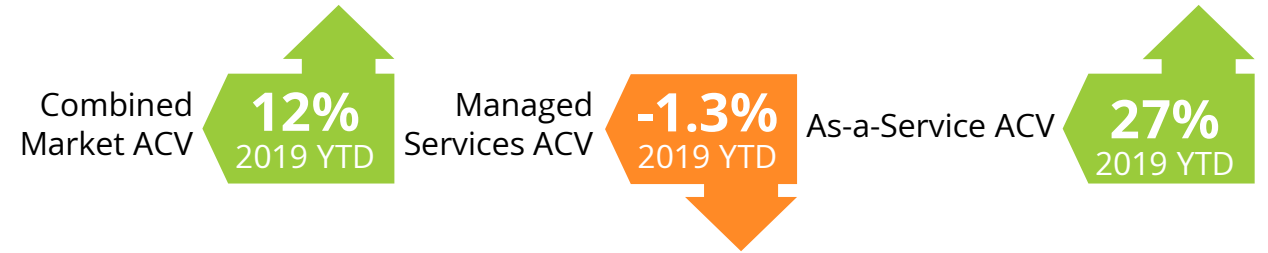


Congratulations to the 2019 ISG Star of Excellence Awards™ Winners!

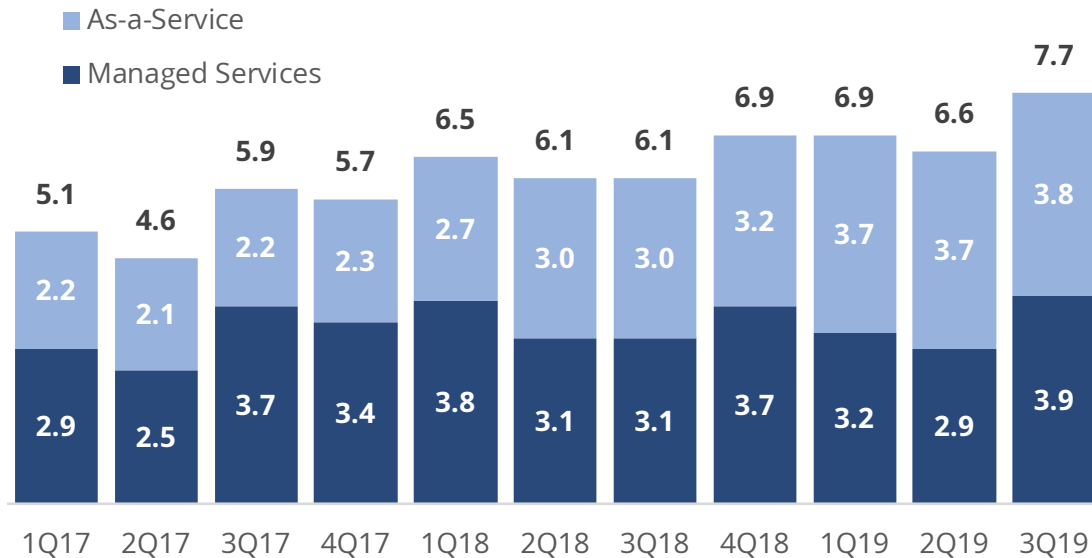
Americas Commercial Sector

Contracting Trends

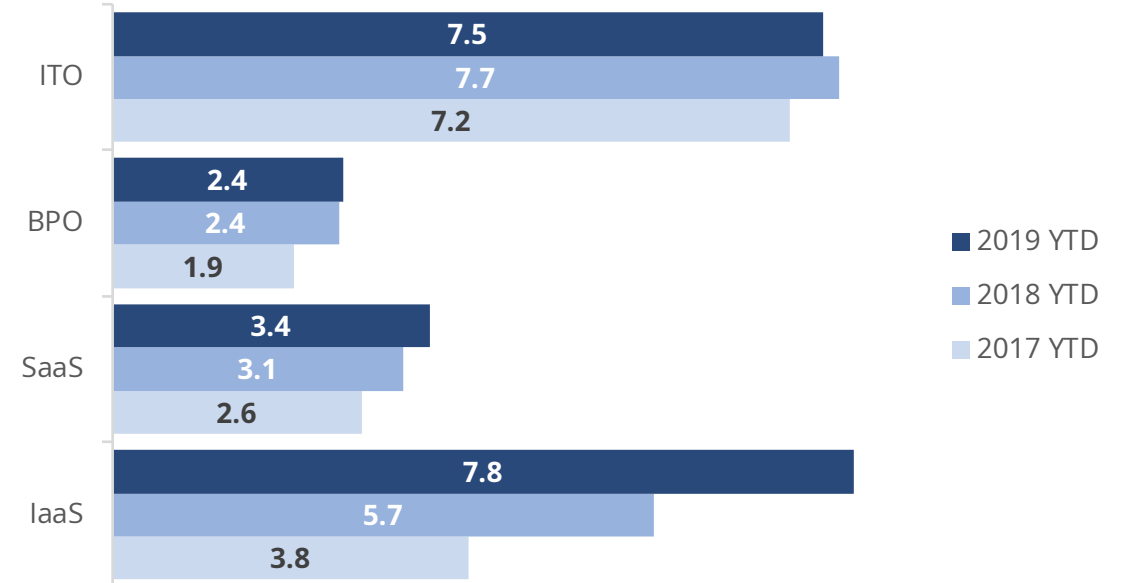
- ACV surpassed \$7B for the first time on record highs in Managed Services and As-a-Service
- Best-ever Managed Services ACV still not enough to offset weaker first half as YTD ACV remains negative
- Hybrid cloud garnered attention by offering clients a “best of both worlds” future



Combined Market Quarterly ACV (\$B)



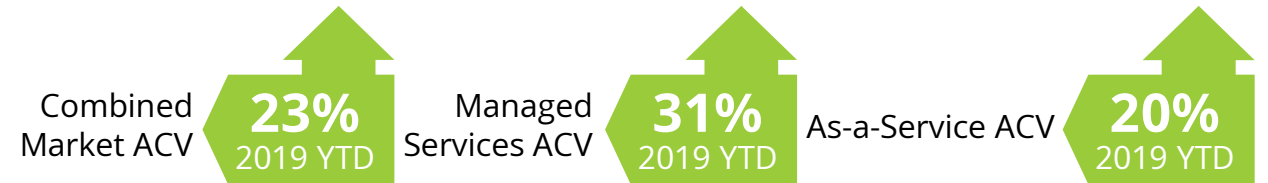
Americas Commercial Sector ACV by Service Type



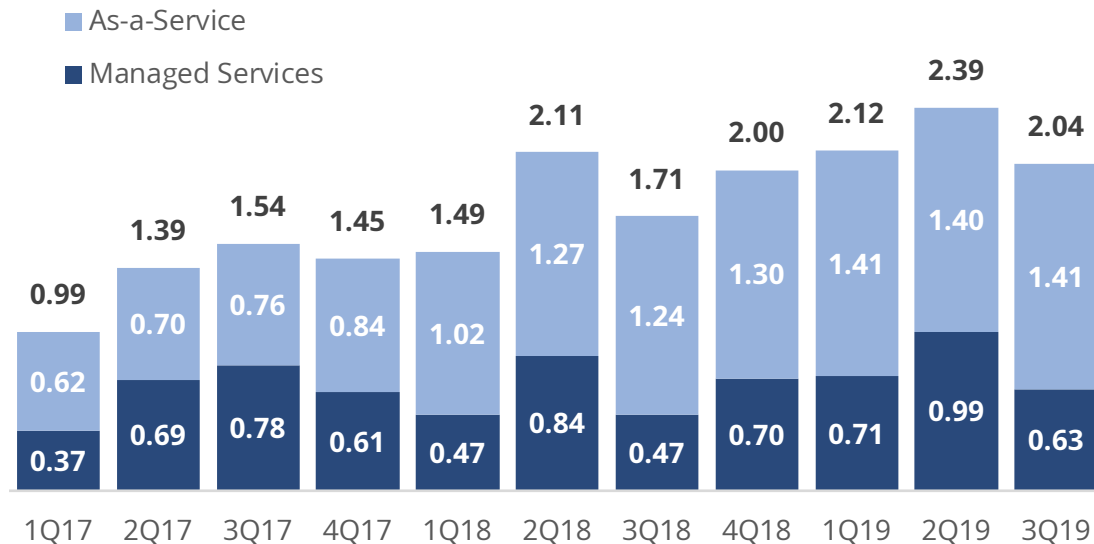
Asia Pacific Commercial Sector

Contracting Trends

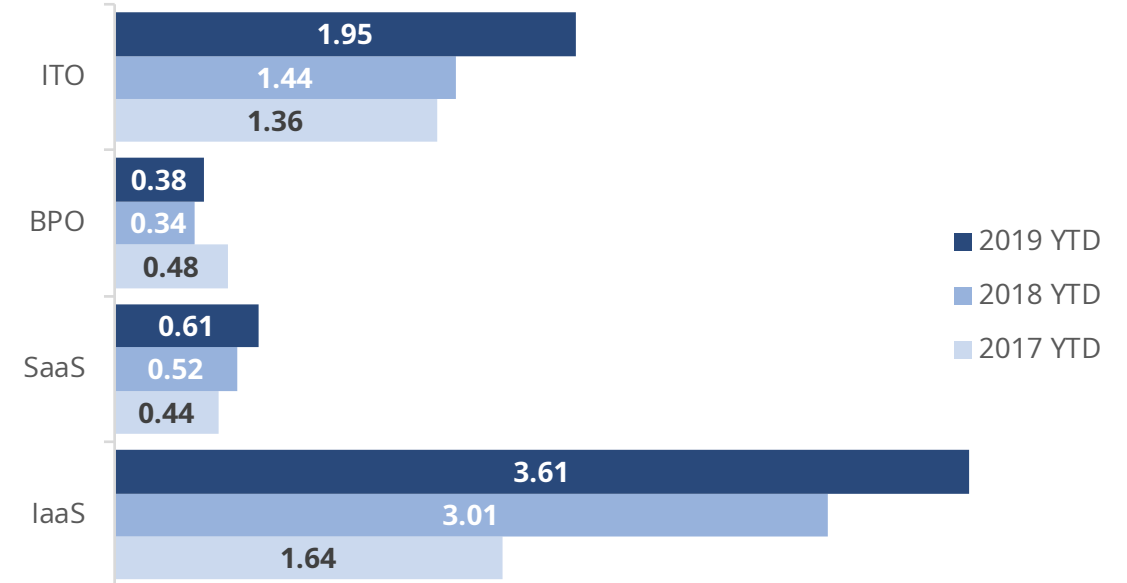
- Year-to-date, Managed Services ACV had its best performance since 2014
- Since 1Q17, Quarterly Combined Market ACV has doubled
- Macro environment related to China trade continued to cast uncertainty



Combined Market Quarterly ACV (\$B)



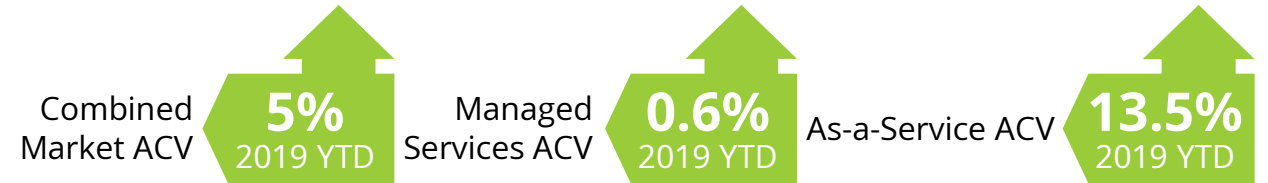
Asia Pacific Commercial Sector ACV by Service Type



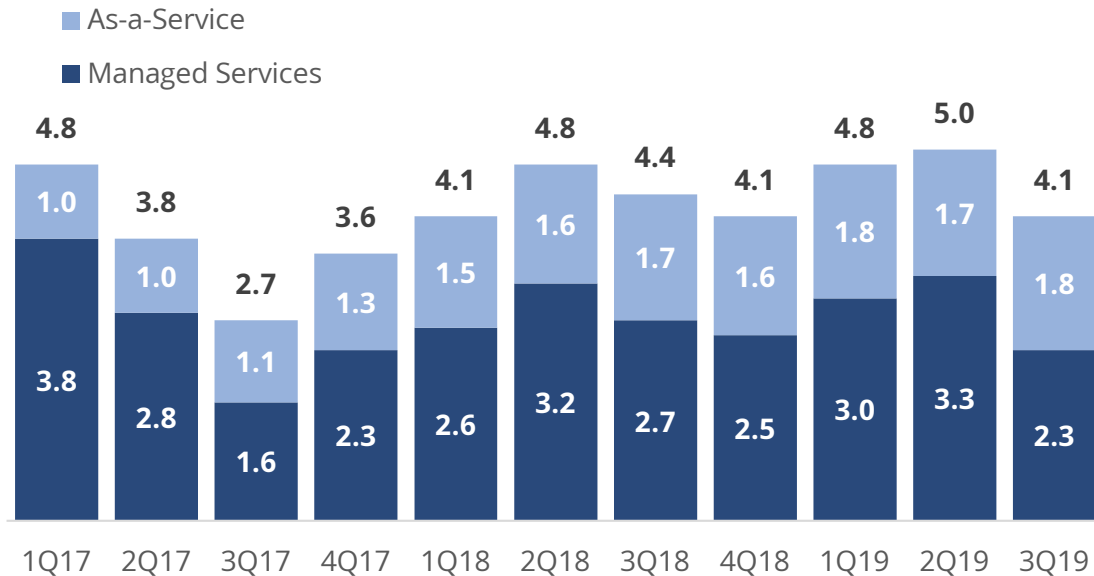
EMEA Commercial Sector

Contracting Trends

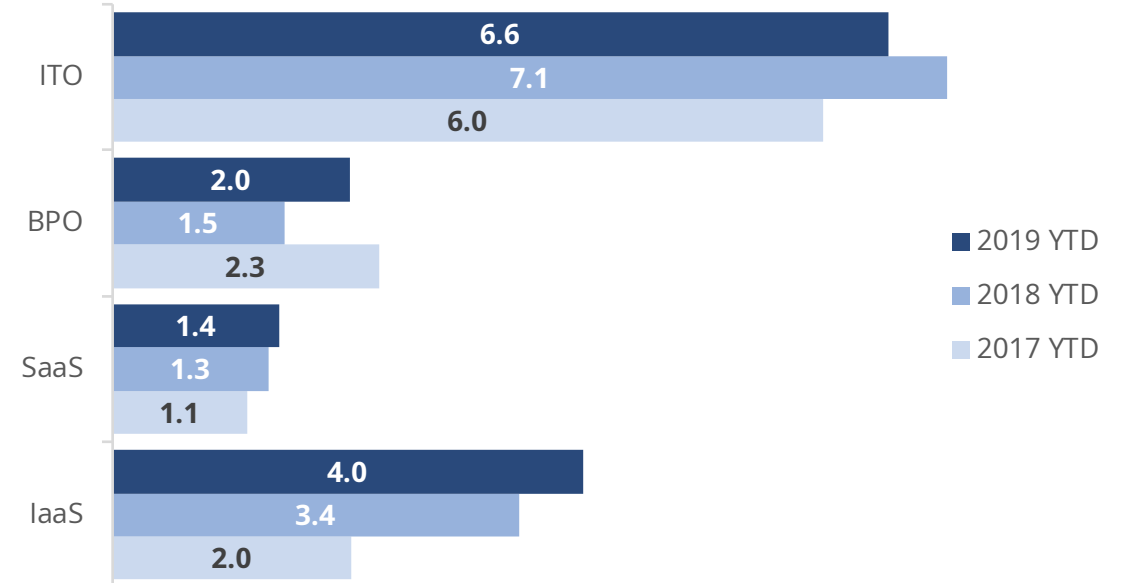
- Combined Market ACV fell back nearly \$1B sequentially this quarter on Managed Services weakness in the larger geographic markets
- Strong Managed Services results in first half helped support YTD growth, even in light of softer third-quarter activity
- Providers continued targeting clients with legacy technology












Combined Market Quarterly ACV (\$B)












EMEA Commercial Sector ACV by Service Type












Global Commercial Sector Industry Award Trends

2019 YTD Growth	Global Market 2019 YTD 	Business Services 	Retail & Consumer Packaged Goods 	Energy 	Financial Services 	Healthcare & Pharma 	Manufacturing 	Telecom & Media 	Travel, Transport Leisure 
	\$41.6B ACV	\$7.2B ACV	\$4.8B ACV	\$2.6B ACV	\$8.4B ACV	\$3.9B ACV	\$6.4B ACV	\$4.5B ACV	\$3.8B ACV
Combined Market	11%	17%	1%	-13%	0%	5%	31%	35%	21%
Managed Services	2%	9%	-26%	-25%	-9%	-5%	37%	58%	11%
As-a-Service	22%	19%	27%	23%	22%	20%	24%	11%	31%
Americas	12%	30%	-5%	-2%	1%	-1%	22%	34%	27%
EMEA	5%	-7%	2%	-20%	0%	13%	14%	43%	22%
Asia Pacific	23%	13%	23%	-10%	-2%	42%	127%	24%	2%










Global Commercial Sector Industry Award Trends

2019 YTD Growth	Global Market 2019 YTD	Business Services	Retail & Consumer Packaged Goods	Energy	Financial Services	Healthcare & Pharma	Manufacturing	Telecom & Media	Travel, Transport Leisure
									
	\$41.6B ACV	\$7.2B ACV	\$4.8B ACV	\$2.6B ACV	\$8.4B ACV	\$3.9B ACV	\$6.4B ACV	\$4.5B ACV	\$3.8B ACV
Combined Market	11%	17%	1%	-13%	0%	5%	31%	35%	21%
Managed Services	2%	9%	-26%	-25%	-9%	-5%	37%	58%	11%
As-a-Service	22%	19%	27%	23%	22%	20%	24%	11%	31%
Americas	12%	30%	-5%	-2%	1%	-1%	22%	34%	27%
EMEA	5%	-7%	2%	-20%	0%	13%	14%	43%	22%
Asia Pacific	23%	13%	23%	-10%	-2%	42%	127%	24%	2%

Global Commercial Sector Industry Award Trends

2019 YTD Growth	Global Market 2019 YTD	Business Services	Retail & Consumer Packaged Goods	Energy	Financial Services	Healthcare & Pharma	Manufacturing	Telecom & Media	Travel, Transport Leisure
									
	\$41.6B ACV	\$7.2B ACV	\$4.8B ACV	\$2.6B ACV	\$8.4B ACV	\$3.9B ACV	\$6.4B ACV	\$4.5B ACV	\$3.8B ACV
Combined Market	11%	17%	1%	-13%	0%	5%	31%	35%	21%
Managed Services	2%	9%	-26%	-25%	-9%	-5%	37%	58%	11%
As-a-Service	22%	19%	27%	23%	22%	20%	24%	11%	31%
Americas	12%	30%	-5%	-2%	1%	-1%	22%	34%	27%
EMEA	5%	-7%	2%	-20%	0%	13%	14%	43%	22%
Asia Pacific	23%	13%	23%	-10%	-2%	42%	127%	24%	2%

Global Commercial Sector Industry Award Trends

2019 YTD Growth	Global Market 2019 YTD	Business Services	Retail & Consumer Packaged Goods	Energy	Financial Services	Healthcare & Pharma	Manufacturing	Telecom & Media	Travel, Transport Leisure
									
	\$41.6B ACV	\$7.2B ACV	\$4.8B ACV	\$2.6B ACV	\$8.4B ACV	\$3.9B ACV	\$6.4B ACV	\$4.5B ACV	\$3.8B ACV
Combined Market	11%	17%	1%	-13%	0%	5%	31%	35%	21%
Managed Services	2%	9%	-26%	-25%	-9%	-5%	37%	58%	11%
As-a-Service	22%	19%	27%	23%	22%	20%	24%	11%	31%
Americas	12%	30%	-5%	-2%	1%	-1%	22%	34%	27%
EMEA	5%	-7%	2%	-20%	0%	13%	14%	43%	22%
Asia Pacific	23%	13%	23%	-10%	-2%	42%	127%	24%	2%

***ISG** Index™

THIRD QUARTER 2019

Emerging Trends in Healthcare

How Disruption in
Healthcare Payer, Provider and
PBMs Will Impact Technology
Providers



Bob Krohn
Partner, Healthcare

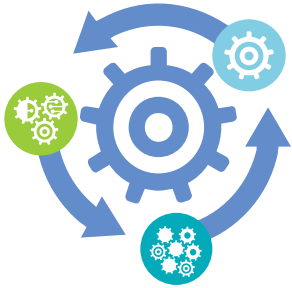
imagine your future®

ISG Confidential. © 2019 Information Services Group, Inc. All Rights Reserved.
Proprietary and Confidential. No part of this document may be reproduced in any form or
by any electronic or mechanical means, including information storage and retrieval devices
or systems, without prior written permission from Information Services Group, Inc.

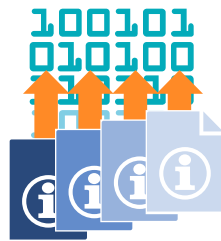
Healthcare – Industry Trends

What Do We See?

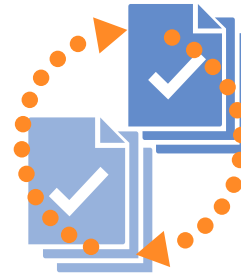
Ongoing Digital Transformation



Digital Transition Fueling M&A



Changing Regulatory Environment



Healthcare Industry Consumer Growth



Aggressive Healthcare Payers Expected



New entrants & collaborative partnerships

Big Tech firms are new players

Digital is challenging smaller providers to partner with larger players

Trend continues due to rising costs of digital adoption

Changes hindering product definition

Increased demand for 24/7 care

Balancing health benefits while minimizing cyber risks

Healthcare model changing to value-based care (VBC)

Patient focus is paramount; digital apps are at the forefront

Medicaid & Medicare subscriptions increased due to the Affordable Care Act

Payers reinventing business models via technology or innovative care delivery

Massive Disruption
Expected by Your Clients

Speed to Synergies
Is a Must

Speed to Market
Is Increasingly Important

Closer Business Alignment
Is Paramount

Flexible Solutions
Are Required to Compete

Healthcare – Technology Trends

What Do We See?

Blockchain & Hospital Apps

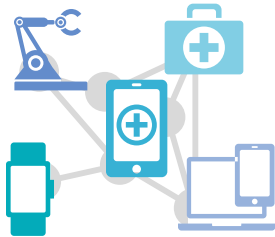


Providers building custom apps spanning payer, provider, patient dynamic

Blockchain will be a business standard in the foreseeable future

Scalability
Is a Must

Internet of Medical Things (IoMT)



Generates measurable data, improving speed & accuracy of diagnostics

Fueled by increasing number of connected medical devices; data increasing exponentially

High Quality Solutions Will Fuel This Evolution

Predictive Analytics

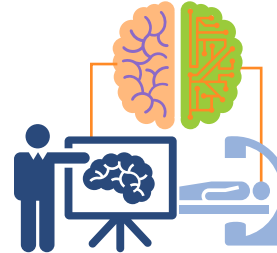


Used to predict future health & patient outcomes

Helps determine best course of action for patient treatment

Creativity
Is THE Key Differentiator

Artificial Intelligence



Clinical & business tasks performed with greater efficiency

Increased use of AI may depend on tech providers' ability to deliver

Innovative Solutions Will Impress

Automation in Health Insurance



Payers are automating back office processes for cost takeout

Leverage cost savings & automation to drive additional tech investment

Big Data Analytics Are Table Stakes

Digital Reality Artificial & Virtual



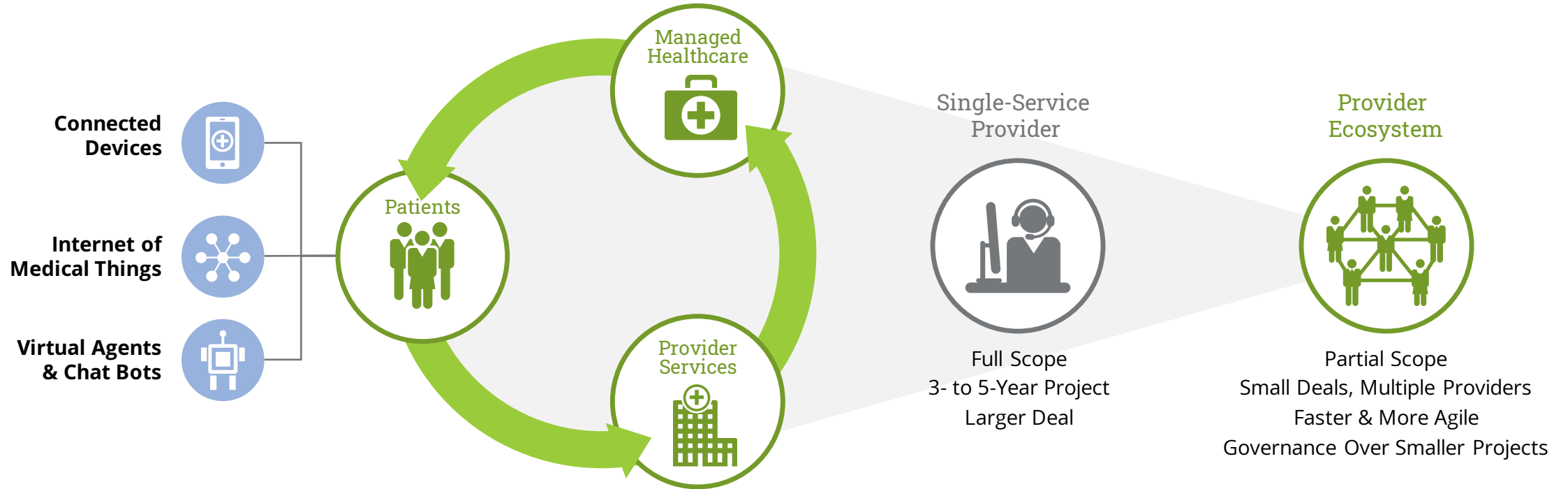
AR & VR tech are transforming medical training

Immersive, realistic surgery & emergency care training

Self Funding Pricing Constructs Increasing in Popularity

Healthcare Drivers and Trends

Healthcare companies are leveraging emerging technologies to utilize a colossal amount of unstructured consumer data available within the industry



Healthcare Is Becoming a Data Analytics Business

Tech Giants are causing **Massive Disruption** to existing business models by laying the foundation for automation, big data and digital apps in a very aggressive way

*ISG Index™ Insider

“
Last quarter, we talked about
the last 3 generations of deals;
now we want to talk about
the incumbent’s dilemma.”

3Q19 ISG Index™ Inside Track from

*ISG Insights™



Stanton Jones
Director &
Principal Analyst
ISG Research

imagine your future®

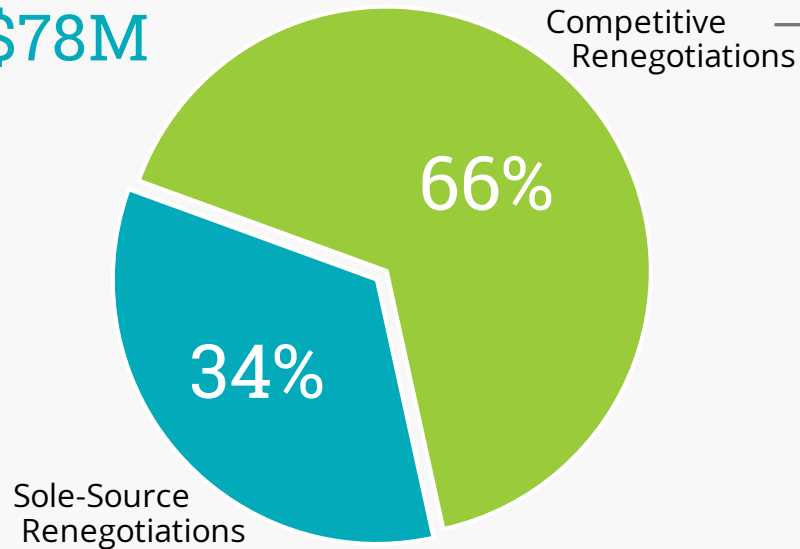
ISG Confidential. © 2019 Information Services Group, Inc. All Rights Reserved.
Proprietary and Confidential. No part of this document may be reproduced in any form or
by any electronic or mechanical means, including information storage and retrieval devices
or systems, without prior written permission from Information Services Group, Inc.

Testing the Incumbent Hypothesis

Where Did We Start?

ISG Advised Managed Services Deals for the Prior 36 Months...

Average TCV Size
\$78M



What Were the Results?

The Biggest Deals Are the Biggest Risks for Incumbents

Deals Where Some or All of the Scope Was Lost

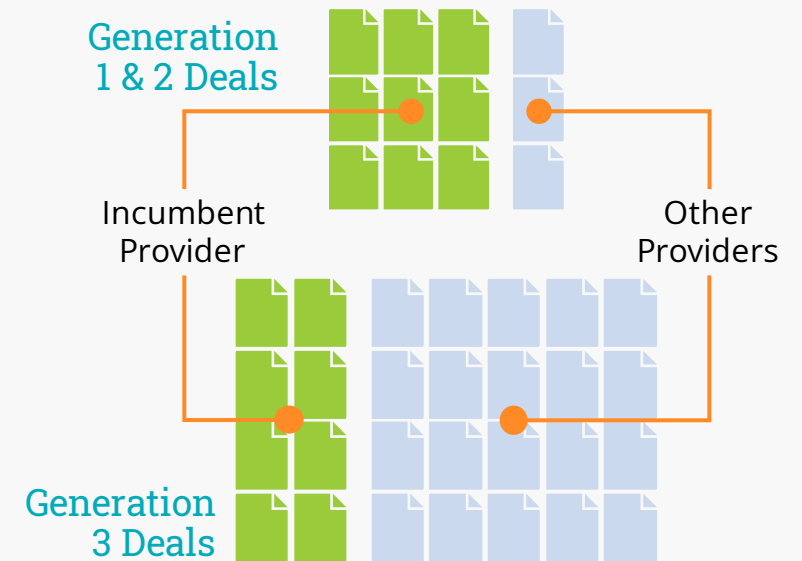
+70%

\$180M

Average TCV Where All Scope Was Lost

What Did We Learn?

Being an Incumbent Is No Longer the Advantage It Once Was



Source: ISG Research August 2019, period 2016-2019

Why Are Incumbents Losing Deals?

We found **Three Primary Reasons** why deals **Go to Competitive Renegotiation** in the first place

Perceived Poor Provider Delivery

Often due to **misunderstanding between providers and clients**



Inability to Demonstrate Capabilities

Providers **tell the market** about their own capabilities, but often don't train **their own employees**



Perceived Poor Relationship

Most important reason deals become competitive is the perception of a poor relationship



Deals Fail Because Providers & Enterprises Often Don't Have an Effective, Governed Relationship

Example of the Incumbent's Dilemma



A Bank With an ITO Deal With a TCV of \$250M

The client is concerned about transition risk, given how integrated the provider is into their daily operations – so they give the provider 90 days to come to a sole-source agreement.



This is the Incumbent's Deal to Lose

Two Reasons Incumbents Respond Poorly:

- 1 They don't understand their own new capabilities, and instead propose a "safe" legacy solution
- 2 Even with an effective response, incumbents will price in any risk they know is inherent in the environment

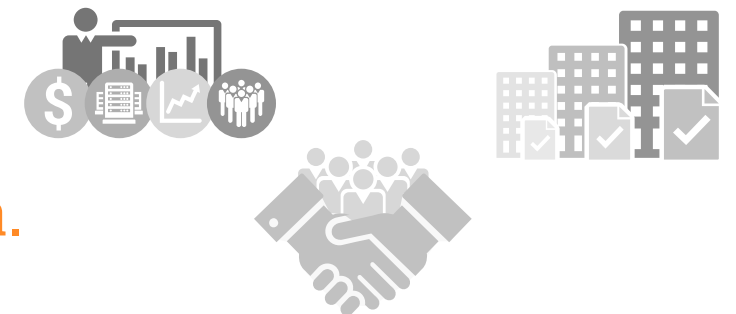
Smaller Competing Providers Will:

- 1 Begin with a lower starting price since they are not aware of the potential risks and have not considered them in the price
- 2 A competing service provider has no fear of revenue cannibalization, and will therefore aggressively automate services



We See This Pattern
Repeating Itself Over & Over Again.

This Is the Incumbent's Dilemma.



What Needs to Change?

Re-think the **“Tone at the Top,”** the way relationships are built and managed

Build & Sustain the Relationship

Continually **Measure Satisfaction**, trust and collaboration between the provider and the client



The Relationship Is About the People

Enterprises often don't understand **How Much Work is Required** for a 3rd party relationship



Take a Larger Governance Role

Critical for Provider's need to own a bigger part of the overall governance



Maintaining the Relationship Is Essential for a Future as a Trusted Incumbent Provider

3Q 2019 ISG Index – Summary and Market Forecast

Summary

Global Macro Perspective

Political and trade issues are contributing to mixed results; providers remain cautiously optimistic regarding pipelines and demand environment, while enterprises are watchful of external factors, which impacts propensity to spend

Combined Market

YTD, Combined Market registered double-digit growth with slightly positive movement in Managed Services and 20%+ gains in As-a-Service

Regional Observations

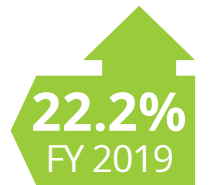
In Managed Services, both EMEA and the Americas moved in opposite directions versus their 1H performance

As-a-Service delivered record ACV in all three regions, but we are starting to see diminishing Y/Y growth rates

Outlook

As-a-Service Market Forecast

Slightly more optimistic view of As-a-Service; watching closely U.S. trade talks with China and how technology firms look to cope with demand issues if China adopts a more restrictive stance



Services Market Forecast

Forecast lowered due to FX headwinds and continued top-line softness by a few of the larger providers in the sector

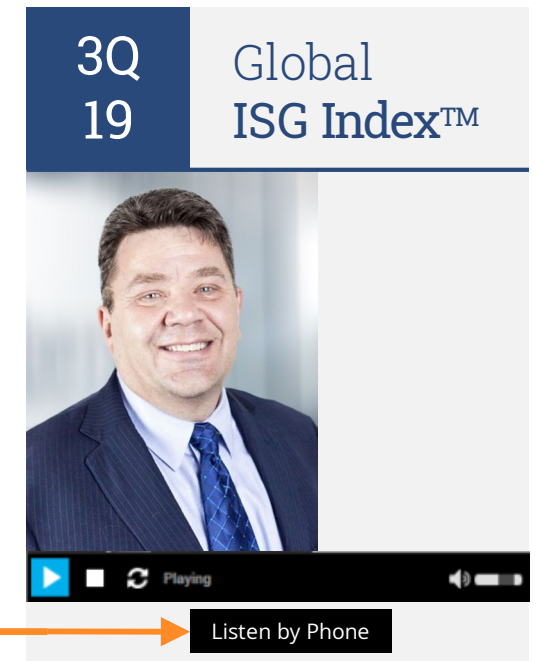


Want to Ask a Question?



1. Click the "Listen by Phone" button.
2. The phone number and passcode will appear, and the web streaming to your computer will be automatically muted.
3. After you dial in, the operator will ask you for your name and company.
4. Now press *1 to be added to the queue.

Your Webcast Screen





Steven Hall

President, ISG EMEA and
Partner, ISG Digital Services

+44 7384 259676

steven.hall@isg-one.com

Like to Learn More?



Will Thoretz

Global Leader, Corporate
Communications and Brand

+1 203 517 3119

will.thoretz@isg-one.com



Stanton Jones

Director, Principal Analyst
ISG Research

+1 281 795 2636

stanton.jones@isg-one.com

Thank You



Denise Colgan

EMEA & AP Media Contact

+44 1737 371523

denise.colgan@isg-one.com

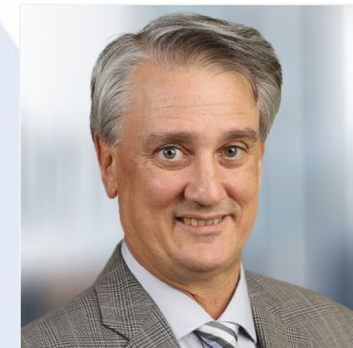


Clay Calhoun

Partner, ISG Sourcing Solutions
Leader

+1 512 810 3817

clay.calhoun@isg-one.com



Bob Krohn

Partner and Healthcare
Practice Lead, Americas

+1 443 790 4941

robert.krohn@isg-one.com



THIRD QUARTER 2019

Appendix

Technology Provider Standouts

3Q/2019 YTD TCV Scorecard

imagine your future®

ISG Confidential. © 2019 Information Services Group, Inc. All Rights Reserved.
Proprietary and Confidential. No part of this document may be reproduced in any form or by any electronic or mechanical means, including information storage and retrieval devices or systems, without prior written permission from Information Services Group, Inc.



Technology Provider Standouts – AMERICAS

Data from the ISG Contracts Knowledgebase™ is used to determine placements based on the annual value of commercial contracts awarded in the past 12 months.

The Big 15		The Building 15		The Breakthrough 15		The Booming 15	
Revenues > \$10B		Revenues \$3B-\$10B		Revenues \$1B-\$3B		Revenues <\$1B	
Managed Services Market							
Accenture	DXC Technology	Alight Solutions*	HCL	Atento	Sutherland Global Services*	Birlasoft	Startek
AT&T	IBM Global Services	Cushman & Wakefield*	OptumInsight	EPAM Systems	JLL	Ensono	WNS Global Services
BNY Mellon	Infosys	FIS Global	Paychex*	LTI	TTEC	EXL	Zensar Technologies
Capgemini	NTT DATA	Fiserv	Tech Mahindra	Mindtree	Unisys		
CBRE	TCS	Genpact	Wipro	Mphasis	Virtusa		
Cognizant				Sitel			
As-a-Service Market							
Amazon Web Services	Microsoft	Adobe Systems	ServiceNow	Autodesk	Digital Realty	Ceridian HCM*	IPSOFT
Google	Salesforce	Equinix	Workday	CDK Global *		CyrusOne	Paycom
		Iron Mountain				DocuSign*	Proofpoint
						Flexential	RingCentral
						HubSpot*	

* New to leaderboard in 3Q19

Providers in alphabetical order; no rankings implied. Revenues sourced from D&B and individual company financial fillings.



Technology Provider Standouts – EMEA

Data from the ISG Contracts Knowledgebase™ is used to determine placements based on the annual value of commercial contracts awarded in the past 12 months.

The Big 15		The Building 15		The Breakthrough 15		The Booming 15	
Revenues > \$10B		Revenues \$3B-\$10B		Revenues \$1B-\$3B		Revenues <\$1B	
Managed Services Market							
Accenture	DXC Technology	Amdocs*	Sopra Steria	Alten	LTI*	Acuity*	QuEST Global
Atos	IBM Global Services	Bechtle	SS&C Technologies*	Axians *	MITIE Group*	Allgeier SE	Reply SpA
BT	Infosys	Capita*	T-Systems	Cancom	Specialist Computer Centres*	Comarch	SoftwareOne
Capgemini	ISS Global A/S	Computacenter	Tech Mahindra	Fiducia IT AG	Tieto	Datagroup AG	SVA System Vertrieb Alexander GmbH
CBRE	TCS	HCL	Teleperformance	Finanz Informatik GmbH	Unisys	Devoteam	WNS
Cognizant		Orange Business Services	Wipro	GFI Informatique	Virtusa*	NNIT A/S	
				JLL	Webhelp	QIWI	
As-a-Service Market							
Amazon Web Services	Microsoft SAP	Adobe Systems	Equinix	Autodesk		DocuSign*	Interxion
Google		United Internet				OVH	

* New to leaderboard in 3Q19

Providers in alphabetical order; no rankings implied. Revenues sourced from D&B and individual company financial fillings.



Technology Provider Standouts – ASIA PACIFIC

Data from the ISG Contracts Knowledgebase™ is used to determine placements based on the annual value of commercial contracts awarded in the past 12 months.

The Big 15		The Building 15		The Breakthrough 15		The Booming 15	
Revenues > \$10B		Revenues \$3B-\$10B		Revenues \$1B-\$3B		Revenues <\$1B	
Managed Services Market							
Accenture	IBM Global Services	Amdocs	Orange*	Cubic Corporation*	SCSK	Beyondsoft	Posco ICT
Cognizant	Infosys	Cushman & Wakefield*	Sabre	Digital China	SK Holdings Co.	ChinaSoft	Relia
DXC Technology	NTT Data	Genpact	Samsung SDS	JLL	Sutherland Global Services	Fuji Soft	Shinsegae I&C
Fujitsu	TCS	HCL	Tech Mahindra	Mphasis	transcosmos	Hyundai Information Technology	Taiji Computer
Hitachi		ITOCHU Techno-Solutions	Telstra	Nihon Unisys	Unisys	Neusoft	WNS
		Nomura Research Institute	TIS Intec Group	NS Solutions		PLDT	
			Wipro				
As-a-Service Market							
Alibaba	Google			Autodesk	PTC	Atlassian	Veeva Systems
Amazon Web Services	Microsoft	Adobe Systems		Dropbox*	Sage	Kingdee	Xero
China Telecom*	Tencent	Equinix					

* New to leaderboard in 3Q19

Providers in alphabetical order; no rankings implied. Revenues sourced from D&B and individual company financial fillings.

3Q/2019 YTD TCV Scorecard

The ISG Index has moved to TCV as the primary measure of the broader market. We will continue to provide a high-level TCV view of the market via a scorecard analysis.

Scorecard

	3Q19 TCV (\$B)*	3Q Year-to-Year Change	2019 YTD TCV (\$B)*	Year-to-Year Change
Global Commercial Combined Market	35.8	32%	101.3	9%
By Type				
Managed Services	25.1	40%	69.8	6%
As-a-Service	10.7	16%	31.5	17%
ITO	18.6	29%	52.3	5%
BPO	6.4	86%	17.5	10%
IaaS	5.2	22%	15.4	27%
SaaS	5.5	11%	16.1	9%
By Region				
Americas Combined	18.8	31%	47.2	2%
EMEA Combined	12.5	30%	40.3	11%
Asia Pacific Combined	4.4	43%	13.8	37%

*Contracts with TCV ≥ \$25M from the ISG Contracts Knowledgebase™



ISG (Information Services Group) (Nasdaq: III) is a leading global technology research and advisory firm. A trusted business partner to more than 700 clients, including more than 70 of the top 100 enterprises in the world, 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 1,300 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.

[isg-one.com](https://www.isg-one.com)