*iSG Provider Lens™

2022

Power & Utilities Industry – Services and Solutions 2022

imagine your future®

ISG (Information Services Group) (NASDAQ: III) is a leading global technology research and advisory firm. A trusted business partner to more than 800 clients, including 75 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; technology strategy and operations design; change management; market intelligence and technology research and analysis. Founded in 2006 and based in Stamford, Connecticut, ISG employs more than 1,300 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.

Table of Contents

Introduction

The global power & utilities industry is in the middle of a massive paradigm shift. It has been observed that there is a steady increase in the demand for renewable energy sources and sustainability, driven by emerging technologies, government regulations, smart cities, electric mobility and increasing fossil fuel prices.

Utilities have been surviving immense market variations over the past decade. With the COVID-19 pandemic, the disruption has heightened to the next level, forcing utilities to invest in new-age technologies. Irrespective of the nature of business (electricity, gas, water, energy or retail), utilities need to strive to develop intelligent solutions, improve operational efficiency, increase reliability and understand client's burning challenges, while ensuring a safe and secure infrastructure for the environment and their customers.

The path forward in 2022

Moving into 2022, the power & utilities industry continues to combat key challenges such as embracing clean energy, ensuring reliability and resiliency and maintaining security, while keeping waste and technical debt to a minimum and continuing strategic investments in areas most impactful to customer priorities. To address these issues, the industry needs to accelerate decarbonization, digitalization and decentralization, along with a further push for renewables penetration and integration.

The transition from consumer to "prosumer" — businesses or people that are both consumers and producers — will push utilities to shift from a consumer-centric model to a prosumer-centric model. This offers utility companies an opportunity to enhance customer service by delivering a more personalized experience, low-cost and self-service solutions, driven by process improvement and digital technology. As a result, utilities are adopting advanced technologies to improve information flow between them and customers and facilitate demand response, renewable integration, distributed energy resource management (DERM), advanced metering infrastructure (AMI), and other programs that engage customers and improve grid operations while maintaining reliability.

Essentially, utilities are seeking service providers that can demonstrate deep industry expertise, along with strong digital technologies and innovation capabilities, to offer services and solutions in current focus areas such as intelligent business processes, IT services, enterprise asset management, customer information systems and grid modernization, among others.

This IPL study, Power & Utilities Industry — Services and Solutions, aims at understanding key industry challenges and assesses service provider capabilities to address their unmet needs of enterprise clients.

The ISG Provider Lens™ study offers business and IT decision-makers in power & utility companies with the following:

- Transparency on the strengths and weaknesses of relevant providers

- A differentiated positioning of providers by segments based on their competitive strengths and portfolio attractiveness

- A view of the market in North America and the U.K.

Our 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 these reports to evaluate their current vendor relationships and potential engagements with utilities.

Quadrants Research

As part of this ISG Provider Lens™ quadrant study, we are introducing the following five quadrants on Power & Utilities Industry — Services and Solutions 2022:

Power & Utilities Industry – Services and Solutions 2022

Intelligent Business Process Management Services (IBPMS)	Next-Gen IT Services	Grid Modernization	Enterprise Asset Management (EAM)	Customer Information Systems (CIS)
Wholesale	**Generation**	**Transmission and Distribution**		**Retail**
Supply Planning and Sourcing	Asset Management	Smart Grid Services		Customer Acquisition
Trading & Risk Management	Engineering and R&D	Transmission Planning and Scheduling		Utilities Marketing Services
Market Integration	Production Forecasting/Optimization	Ancillary Services		Customer Service
Market Operations	Plant Maintenance	Infrastructure Maintenance		Field Service Operations
Market Systems Services	Data Management	Load Balancing and Dispatching		Metering and Billing
Portfolio Strategy	Generation Asset Development	Energy Storage Integration		Exception Management
Asset Optimization	Generation Operations	Grid Optimization and Aggregation		Debt Collection and Credit Management
	Renewables	Asset Performance Management		Sales Channel Management
	Holistic Security Services	Distributed Energy Resources (DER)		Omni-channel Management
	Real-time Operations	Distribution Management		Customer Management
		Smart Meter Rollout and Operations		Beyond the Meter Services
		Demand Response Management		Energy Management
		Meter Data Management		Electric Vehicle Services
		Electric Vehicle Infrastructure		
	Environment, Health, Safety, and Security			
	Geospatial Information System (GIS)			
	Engineering, Procurement, and Construction (EPC) Management			
	Planning and Contract Management			

Underpinned by Digital Transformation (RPA, AI, ML, Analytics, IoT, Cloud, Mobility, Cybersecurity, et al) and Consulting/Advisory services

Intelligence Business Process Management Services (IBPMS)

The quadrant assesses service providers offering business process management (BPM) services in the power & utilities space, 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, maintenance, repair and operations (MRO), operational business intelligence (customer, marketing, and asset), and supply chain management service. These services enable the companies to improve efficiency and productivity in daily operations and business processes (front/middle/back office) for an enriched customer experience and better decision-making.

Eligibility criteria:

- Ability to offer a combination (if not all) of the following business process management services to companies in the power & utilities space across the industry value chain with local expertise in the assessed region or country:

    o   Finance & Accounting (F&A)

    o   Sourcing, procurement, and supply chain

    o   Customer service

    o   Human Resources (HR)

    o   Legal

    o   Regulatory and compliance

    o   Media and content management

    o   Master data management

    o   Maintenance, repair and operations (MRO)

    o   Field workforce services

    o   Network Operations

    o   Analytics

- Extensive domain knowledge of the power & utilities industry and local or regional (as per scope of the study) regulatory and compliance requirements

- Experience in optimizing business processes for clients, predominantly in the power & utilities industry

- Expertise in the application of next-generation technologies, including automation, analytics, IoT, AI, cybersecurity solutions, cloud and blockchain, among others, for client engagements in the power & utilities space

- Demonstrate strong partnerships with industry associations, regulatory bodies, technology firms and startups specializing in the power & utilities industry

- Offer referenceable power & utilities case studies for various services and solutions across the value chain

Next-Gen IT Services

This quadrant assesses service providers offering IT managed services in the power & utilities industry. The services include application development and maintenance (ADM), infrastructure services (data center, cloud, network, workplace and cybersecurity) and systems integration (such as new application development) across the value chain. They enable utilities to increase efficiency, ensure compliance, minimize costs, optimize assets and maximize customer satisfaction.

Eligibility criteria:

- Ability to offer a combination (if not all) of the following IT services to the companies in the power & utilities space across the industry value chain with local expertise in the assessed region or country:
    - o   Systems integration
    - o   Applications development and maintenance (ADM)
    - o   Infrastructure services (data center, network operations center, cloud, etc.)
    - o   Cybersecurity solutions
    - o   Next-generation technologies such as automation, analytics, AI, machine learning, IoT and blockchain, among others
- Showcase extensive domain knowledge of the power & utilities industry and local/regional (as per scope of the study) regulatory and compliance requirements
- Demonstrate strong partnerships with industry associations, regulatory bodies, technology firms and startups specializing in the power & utilities industry
- Experience in large transition projects that include post-merger integration companies, IT-driven business transformation, cybersecurity, and modernization of legacy systems and applications in the power & utilities industry
- Offer referenceable power & utilities case studies for various services and solutions across the value chain

Grid Modernization

This quadrant assesses service providers offering grid modernization and related services in the power & utilities sector. The services include grid modeling, distributed energy resources management system (DERMS), advanced distribution management system (ADMS), geographic information system (GIS), volt-var optimization (VVO), distribution and operations, scheduling and dispatch, grid resilience, demand planning and forecasting, response design, and integration – leading to an improved, reliable, and optimized grid infrastructure.

Eligibility criteria*:

- Exposure of working in the area of grid modernization and related services for clients in the power & utilities industry in the country or region (as per scope of the study)

- Should have successful grid modernization related engagements (past and present) with at least three power & utility companies

- Provide offerings and services in more than one of the following areas related to grid modernization:

  - o   Grid modeling

  - o   Grid management (distribution and operations, scheduling, and dispatch)

  - o   Grid optimization and resilience

  - o   Demand planning, forecasting and outage management

  - o   DER technology selection, strategy, and roadmap

  - o   DER aggregation and integration

  - o   DERMS

  - o   EV Charging integration

  - o   ADMS

  - o   GIS

  - o   VVO

  - o   Advanced metering and smart grid services

  - o   Distribution automation services

  - o   Integration and value realization

- Expertise in the application of next-generation technologies, including automation, analytics, IoT, AI, cybersecurity solutions, cloud and blockchain, among others, for client engagements in the power & utilities space

- Demonstrate strong partnerships with industry associations, regulatory bodies, technology firms and startups, specializing in the power & utilities industry

- Offer referenceable power & utilities case studies for various services and solutions across the value chain

Only service providers (NOT product vendors) are eligible for participation in the study

Enterprise Asset Management (EAM)

This quadrant assesses service providers offering EAM services and solutions to clients in the power & utilities space. The services include asset lifecycle management, maintenance, repair and operations, labor management, controls management, application maintenance and support, supply chain solutions, cloud services, asset health management, digital enablement service, and remote monitoring. They enable the companies to increase the asset performance, extend useful life and reduce operational costs.

Eligibility criteria*:

- Exposure of working in the area of EAM for clients in the power & utilities industry in the country/region (as per scope of the study)

- Should have successful EAM-related engagements (past/present) with at least three power & utility companies

- Provide offerings and services in at least one of the following areas related to EAM:

   o   Asset health management

   o   Failure prediction

   o   Work and labor management

   o   Supply chain transformation

   o   MRO management

   o   Computerized maintenance management system (CMMS)

   o   Controls management

   o   Warranty management

   o   Geographic information system (GIS)

   o   Digital EAM solutions (AI and machine learning-based)

   o   Analytics and reporting

- Expertise in the application of next-generation technologies, including automation, analytics, IoT, AI, cybersecurity solutions, cloud and blockchain, among others, for client engagements in the power & utilities space

- Demonstrate strong partnerships with industry associations, regulatory bodies, technology firms and startups specializing in the power & utilities industry

- Offer referenceable power & utilities case studies for various services and solutions across the value chain

*Only service providers (NOT product vendors) are eligible for participation in the study

Customer Information Systems (CIS)

This quadrant assesses service providers offering CIS-related meter-to-cash (M2C), customer service and business process solutions in the power & utilities sector. These include account management, order processing, product management, rate design (handling complex rate structures), data management, billing, credit and collections, payment processing, contact services (call center), interactive voice response (IVR), consumer engagement, customer self-service and relationship management, enabling an enriched customer experience.

Eligibility criteria:

- Exposure of working in the area of CIS for the power & utilities industry clients in the country or region (as per scope of the study)

- Should have successful CIS related engagements (past and present) with at least three power & utility companies

- Provide offerings and services in at least one of the following areas related to CIS:

  ➢ Meter-2-Cash

    • Account management

    • Order processing

    • Product/service management

    • Rate design (handling complex/TOU rate structures)

    • Billing

    • Credit and collections

    • Accounts receivables

    • Statement preparation

    • Payment processing

  ➢ Customer service

    • 24 by seven contact/call centers (customer interaction)

    • IVR services

    • Consumer engagement (social media, virtual assistant and chatbots)

    • Customer self-service

    • Relationship management

- Ability to adapt to changes in regulations, compliance, rate structures, and evolving billing and retail needs

- Expertise in the application of next-generation technologies, including automation, analytics, IoT, AI, cybersecurity solutions, cloud and blockchain, among others, for client engagements in the power & utilities space

- Demonstrate strong partnerships with industry associations, regulatory bodies, technology firms and startups specializing in the power & utilities industry

- Offer referenceable power & utilities case studies for various services and solutions across the value chain

Only service providers (NOT product vendors) are eligible for participation

Quadrants by Region

Quadrants	North America	U.K.
Intelligence Business Process Management Services (IBPMS)	✓	✓
Next-Gen IT Services	✓	✓
Grid Modernization	✓	✓
Enterprise Asset Management (EAM)	✓	✓
Customer Information System (CIS)	✓	✓

Schedule

The research phase falls in the period between **March and April 2022**, during which survey, evaluation, analysis and validation will take place. The results will be presented to the media in **May/June 2022**.

Milestones	Beginning	End
Survey phase	March 10, 2022	April 14, 2022
Sneak previews	May 24, 2022	June 14, 2022
Content provisioning	June 27, 2022	
Press release	June 30, 2022	

Please refer to the link to view/download the ISG Provider Lens™ 2022 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 work identified by the 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 to 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 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.
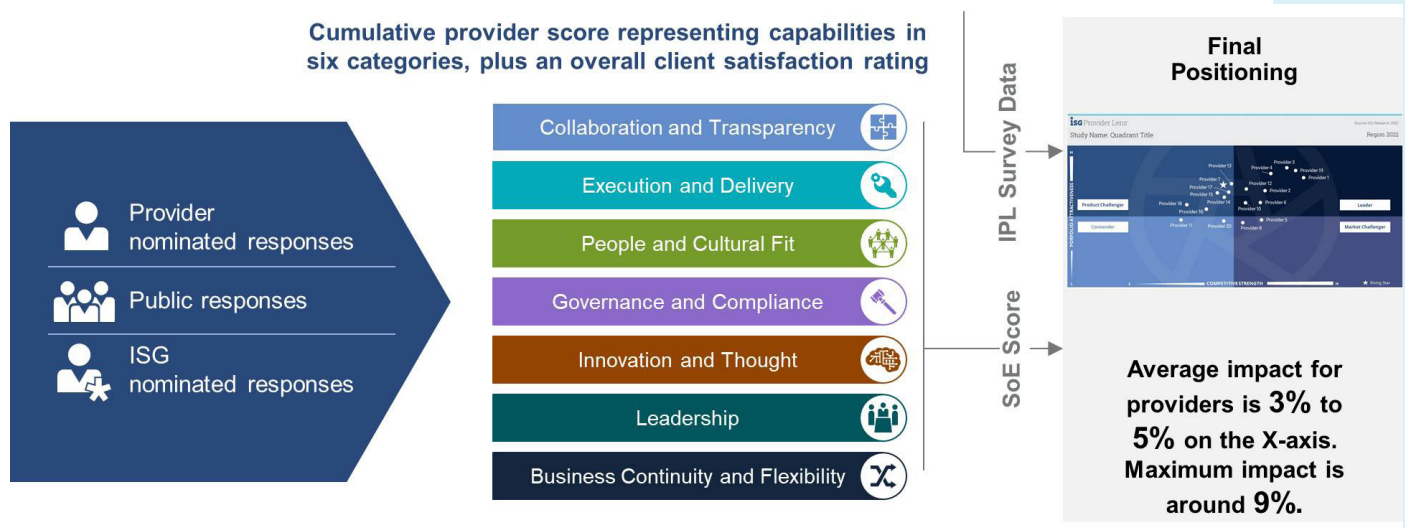
Providers are invited to nominate their clients to participate. Once the nomination has been submitted, ISG sends out a mail confirmation to both sides. It is self-evident that ISG anonymizes all customer data and does not share it with third parties.

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: Star@isg-one.com

Partial list of companies being invited for the survey

Are you in the list or do you see your company as relevant provider that is missing in the list? Then feel free to contact us to ensure your active participation in the research phase.

Accenture	Deloitte	Omnetric
AcquireBPO	DXC	Oneneck
Alorica	E&Y	Protiviti
Arvato	Engineering Utilities	PwC
Asseco Group	Enzen Technologies	Signavio
Atento	EPAM Systems	Sitel
Atos	Exela	Softtek
AuraQuantic	EXL	Sonata Software
Birlasoft	Firstsource	Sopra Steria
Bonitasoft	FTI Consulting	Sykes
BP Logix	Fujitsu	TCS
BryterCX	Genpact	Tech Mahindra
Capgemini	GTCSYS	Techwave
Capita	HCL	Teleperformance
Centric Consulting	Hitachi Vantara	TELUS International
CGI	IBM	TietoEVRY
Cigniti	Indra Sistemas S.A.	Timmons Group
Cisco	Infosys	TTEC
Cognizant	Intelcia (Unisono)	Ultimus
Comdata Group	iQor	Vertexone
Computacenter	KPMG	Webcon
Concentrix	Leidos	Wipro
Conduent	LTI	WNS
Covalen solutions	Lumen	YASH Technologies
CSS	Mphasis	Zensar
Cyient	NTT DATA	

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Do you need any further information?

If you have any questions, please do not hesitate to contact us at isglens@isg-one.com.

ISG Provider Lens QCRT Program Description

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 & 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 providers inclusion, participate in briefing calls,

- give their perspectives on service provider ratings and review report drafts

The ISG Provider Lens QCRT program helps round out the research process, supporting comprehensive research-focused studies.

Quality & Consistency Review Team for this study

Bob Lutz
Partner – Energy & Utilities, US

Jon Brock
Account Director – Energy & Utilities, US

Korey Barnard
Director – Energy & Utilities, US

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