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AWS - Ecosystem Partners

Managed Services Provider

U.S. 2020

Quadrant Report











A research report

and competitive

differentiators

comparing provider

strengths, challenges





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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 November 2020 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™ delivers leading-edge and actionable research studies, reports and consulting services focused on technology and service providers' strengths and weaknesses and how they are positioned relative to their peers in the market. These reports provide influential insights accessed by our large pool of advisors who are actively advising outsourcing deals as well as large numbers of ISG enterprise clients who are potential outsourcers.

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EXECUTIVE SUMMARY

Providers (and AWS) Build for the Post-COVID Digital Cloud Reality

With the outbreak of the COVID-19 pandemic in 2020, the range, and pace of enterprise spending on cloud-based IT have increased dramatically. Sudden and massive disruption in the allocations and locations of workforces and resources, in supplier and customer relationships and communication as well as business planning and operations, have accelerated digital transformation worldwide. To quote several providers interviewed for this study, the core goal for enterprises in 2020 is, "more digital, more quickly."

Surprisingly to some, many enterprises are still working to respond effectively to the COVID-19 disruptions. Providers interviewed in this study report as many as 60 percent of their enterprise clients have yet to initiate any significant remote work or work-from-anywhere (WFA) capability. The result is that the global scale of cloud adoption and use witnessed before 2020 is minor compared to what most enterprises and providers are experiencing now, and what they will continue to experience for several years to come. This, in turn, helps boost the resource utilization of hyperscale cloud providers such as Amazon Web Services (AWS) to levels beyond what had been expected or even considered. Also, savvy IT services providers are adjusting, extending and promoting their services and capabilities to build on this growth.

The effects on services providers partnered with AWS are summarized as follows:

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Consulting Services: Most providers are moving beyond digital enablement and initial operational improvements to provide clients with more refined digital business strategies. The primary focus for most engagements has shifted from cost reduction to improved business outcomes. This is leading to more consultative approaches by providers, which, in turn, is driving more client interest in change management and design thinking that closely ties cloud IT investment with business impacts. DevOps has become a core component of providers' portfolios, especially as clients investigate the benefits of cloud-native development and infrastructure-as-code.

Data Analytics and Machine Learning: Work-from-anywhere environments are spurring a huge wave of enterprise data discovery. Enterprise IT and business leaders are focusing more on what data exists across all aspects of the enterprise, rather than in specific functional areas. The scope and affordability of a huge range of IoT capabilities are adding to this. The result is accelerating interest and investment in analytics within business operations, especially including the use of machine learning (ML). More enterprises now see the benefits of using ML and artificial intelligence (Al) within business applications to process and learn from the massive scope of available data quickly and effectively.

IoT: Interest and investment in the Internet of Things (IoT) had been growing rapidly prior to the outbreak of COVID-19. We witnessed increasingly affordable and integrable capabilities to improve and manage productivity, processes, devices and environments. However, work-from-anywhere realities have helped broaden and accelerate enterprise IoT investigations and investments. Work from anywhere greatly expands the scope of devices

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connected to enterprise systems beyond traditional industrial sensors and data. More devices, along with different types of data and more connections, have spurred enterprise and provider investments in edge computing, networking, security, application programming interfaces (APIs) and data analytics.

Managed Services Providers: As noted in previous ISG cloud ecosystem and services studies, the role and value of managed service providers (MSPs) have been rapidly expanding into areas traditionally thought of as systems integration. The impact of COVID-19 on cloud adoption and integration requirements has pushed MSPs farther into system integrator territory. As one of the MSPs in our Leader quadrant put it, the primary role of MSP today is "integration, security, integration, security, and integration," although traditional MSP roles as transactional service providers continue. The Leaders in our study recognize the changing MSP reality, and are investing in more skills, expanding their roles with AWS, and are acquiring more technology and tools providers.

Migration and Container Services: A longstanding assumption in technology circles has been that not everything will move to cloud. The expectation for more than a decade has been that large-scale, complex and customized enterprise software environments would remain at least 50% on-premise, with cloud layered on top and between apps and databases. However, with the growth of digital business, we see many enterprises with major applications are not able to adapt quickly enough to changed business environments. This sparked a global move toward rationalizing and modernizing traditional business software environments. Currently, COVID-19 has catalyzed this transformation, and we see many enterprises each moving most of their applications (and databases) into AWS and other hyperscale platforms. The ubiquity of affordable and adaptable container technologies such

as Kubernetes and Docker has further accelerated interest and investment by enterprises and services providers.

SAP Migration and Implementation: SAP is the major enterprise app modernization and migration service provider. The company itself is pushing customers to move to cloud-based versions of its software by establishing cutoff dates to support on-premises versions within the next few years. This has helped catalyze some of the business app modernization and data discovery trend, which, in turn, leads to increased need of better analytics and MSP capabilities. Meanwhile, the larger trend toward enterprise-scale, cloud-based software as a service (SaaS) is inspiring more enterprises to outsource ongoing management of their SAP applications and environments.

At the bottom line, initial digital transformation is rapidly morphing into unified everything-as-a-service, and service providers building with AWS are witnessing massive opportunity and, therefore, business change. Providers themselves report some significant business challenges not only because they are adapting to widespread work from anywhere themselves, but also as more client work is done remotely. Most providers report either lean presence or no presence within client spaces. As environments become more complex, this could strain communications and relationships. Also, AWS itself is changing. The hyperscaler has been making huge investments in tools to enable new capabilities and services beyond its traditional platform position. AWS is also heavily spending on partnerships with service providers. We see few significant providers without strategic codevelopment, co-marketing agreements with AWS. In the emerging cloud-first, post-COVID digital business reality, each one is a critical appendage of the other.

Introduction

Definition

AWS continues to expand its presence and influence as a global provider of IT-as-a-service, while its AWS Partner Network (APN) grows even larger, as providers of technologies and services leverage AWS to develop and deliver an expanding array of enterprise IT and business services.

The 2020 ISG Provider Lens™ AWS Ecosystem Partners study analyzes the AWS partner landscape in the U.S. and Germany with regard to everyday service needs, emerging challenges, market changes and other important issues. ISG consultants and user clients can use this information to evaluate current supplier relationships and the potential for establishing new relationships.

This ISG Provider Lens™ report offers the following to the IT decision-makers:

- Transparency on the strengths and weaknesses of relevant providers.
- A differentiated positioning of providers by important segments according to market segments.
- A perspective on U.S. market.

This study serves as an important decision-making basis for provider positioning, key relationships and go-to-market considerations.

Definition (cont.)

Scope of the Report

Our AWS Ecosystem 2020 study examines and positions providers in the following six quadrants based on AWS competencies, solution types and related services:

Simplified Illustration

AWS – Ecosystem Partners 2020					
Consulting Service Providers	Data Analytics and Machine Learning				
Internet of Things (IoT)	Migration and Container Solutions				
Managed Services Providers	SAP Workloads				

Source: ISG 2020

Provider Classifications

The ISG Provider Lens™ quadrants were created using an evaluation matrix containing four segments, where the providers are positioned accordingly.

Leader

The "Leaders" among the vendors/ providers have a highly attractive product and service offering and a very strong market and competitive position; they fulfill all requirements for successful market cultivation. They can be regarded as opinion leaders, providing strategic impulses to the market. They also ensure innovative strength and stability.

Product Challenger

The "Product Challengers" offer a product and service portfolio that provides an above-average coverage of corporate requirements, but are not able to provide the same resources and strengths as the Leaders regarding the individual market cultivation categories. Often, this is due to the respective vendor's size or their weak footprint within the respective target segment.

Market Challenger

"Market Challengers" are also very competitive, but there is still significant portfolio potential and they clearly lag behind the Leaders. Often, the Market Challengers are established vendors that are somewhat slow to address new trends, due to their size and company structure, and therefore have some potential to optimize their portfolio and increase their attractiveness.

Contender

"Contenders" are still lacking mature products and services or sufficient depth and breadth of their offering, while also showing some strengths and improvement potentials in their market cultivation efforts. These vendors are often generalists or niche players.

Provider Classifications (cont.)

Each ISG Provider Lens™ quadrant may include a service provider(s) who ISG believes has a strong potential to move into the leader's quadrant.

Rising Star

"Rising Stars" are usually Product Challengers with high future potential. Companies that receive the Rising Star award have a promising portfolio, including the required roadmap and an adequate focus on key market trends and customer requirements. Rising Stars also have excellent management and understanding of the local market. This award is only given to vendors or service providers that have made extreme progress towards their goals within the last 12 months and are on a good way to reach the leader quadrant within the next 12 to 24 months, due to their above-average impact and innovative strength.

Not In

This service provider or vendor was not included in this quadrant as ISG could not obtain enough information to position them. This omission does not imply that the service provider or vendor does not provide this service. In dependence of the market ISG positions providers according to their business sweet spot, which can be the related midmarket or large accounts quadrant.

AWS - Ecosystem Partners - Quadrant Provider Listing 1 of 5

	Consulting Services Providers	Data Analytics and Machine Learning	Internet of Things (IoT)	Migration and Container Solutions	Managed Services Providers	SAP Workloads
1Strategy	Not in	Product Challenger	• Not in	Contender	Not in	Not in
2nd Watch	Not in	Product Challenger	• Not in	Not in	Rising Star	Not in
Accenture	Leader	• Leader	• Leader	• Leader	• Leader	• Leader
AllCloud	Contender	Product Challenger	Contender	Contender	Contender	Not in
Arvato Systems	Market Challenger	Not in	Not in	Not in	Not in	Not in
Asavie	Not in	Not in	Product Challenger	Not in	Not in	Not in
Atos	Not in	Market Challenger	Not in	Market Challenger	Product Challenger	Not in
Ayla Networks	Not in	Not in	Contender	Not in	Not in	Not in
Blue Sentry	Contender	Not in	Not in	Contender	Contender	Not in
Brillio	Contender	Not in	Not in	Contender	Not in	Not in
Cambridge	Not in	Not in	Not in	Not in	Contender	Not in
Capgemini	Leader	• Leader	• Leader	• Leader	• Leader	• Leader
Cascadeo	Not in	Not in	Not in	Not in	Contender	Not in
CenturyLink	Not in	Not in	Not in	Not in	Product Challenger	Not in



AWS - Ecosystem Partners - Quadrant Provider Listing 2 of 5

	Consulting Services Providers	Data Analytics and Machine Learning	Internet of Things (IoT)	Migration and Container Solutions	Managed Services Providers	SAP Workloads
Clearscale	Contender	Contender	Contender	Contender	Not in	Not in
CloudHesive	Not in	Not in	• Not in	Not in	Product Challenger	Not in
Cloudreach	Contender	Product Challenger	• Not in	Product Challenger	Product Challenger	Not in
Cloudticity	Product Challenger	Contender	Not in	Not in	Not in	Not in
Cognizant	Leader	Leader	Leader	Leader	Leader	Leader
Corecompete	Not in	Not in	Not in	Not in	Contender	Not in
Deloitte	Leader	Leader	Leader	Leader	Leader	Leader
DLT Solutions	Not in	Not in	Not in	Not in	Market Challenger	Not in
DXC	Leader	Leader	Leader	Leader	Rising Star	Leader
ECS	Not in	Not in	• Not in	Product Challenger	Contender	Not in
EdgelQ	Not in	Not in	Product Challenger	Not in	Not in	Not in
Ensono	Not in	Contender	• Not in	Not in	Product Challenger	Not in
EPAM	Not in	Not in	Market Challenger	Not in	Not in	Not in
Extreme Networks	Not in	Not in	Product Challenger	Not in	Not in	Not in



AWS - Ecosystem Partners - Quadrant Provider Listing 3 of 5

	Consulting Services Providers	Data Analytics and Machine Learning	Internet of Things (IoT)	Migration and Container Solutions	Managed Services Providers	SAP Workloads
HashiCorp	Not in	Not in	Not in	Contender	Not in	• Not in
HCL	Leader	Not in	Not in	Not in	Leader	Not in
Hexaware	Leader	Not in	Leader	Not in	Not in	Not in
НРЕ	Leader	Not in	Not in	Not in	Not in	Not in
IBM	Leader	Not in	Market Challenger	Leader	Leader	Leader
Infosys	Leader	Leader	Not in	Leader	Leader	Leader
Kilka Tech	Not in	Not in	Contender	Not in	Not in	Not in
Lemongrass Consulting	Not in	Not in	Not in	Not in	Not in	Rising Star
LTI	 Product Challenger 	Rising Star	Leader	Rising Star	Product Challenger	Rising Star
Mindtree	Not in	Leader	Not in	Not in	Not in	Not in
Mphasis	 Product Challenger 	Rising Star	Product Challenger	Leader	Not in	Product Challenger
nClouds	Not in	Contender	Not in	Contender	Not in	Not in
NTT DATA	Market Challenger	Not in	Not in	Market Challenger	Leader	Not in
Pariveda	Not in	Not in	Contender	Not in	Not in	Not in



AWS - Ecosystem Partners - Quadrant Provider Listing 4 of 5

	Consulting Services Providers	Data Analytics and Machine Learning	Internet of Things (IoT)	Migration and Container Solutions	Managed Services Providers	SAP Workloads
PowerUp Cloud	Contender	Not in	• Not in	Not in	Not in	Not in
Protera	Not in	Not in	Not in	Not in	Not in	Contender
PwC	Not in	Not in	• Not in	Not in	Not in	• Leader
Rackspace Technology	Market Challenger	Leader	Leader	Leader	Leader	Market Challenger
Slalom	Contender	Contender	Not in	Contender	Not in	Not in
Smartronix	Contender	Not in	Not in	Product Challenger	Contender	Not in
Reply	Not in	Not in	Contender	Not in	Not in	Not in
SugarCRM	Not in	Contender	Not in	Not in	Not in	Not in
Symmetry	Not in	Not in	Not in	Not in	Not in	Contender
TCS	Leader	Not in	Leader	Not in	Leader	• Leader
Tech Mahindra	Rising Star	Contender	Leader	Leader	Leader	Product Challenger
TechEdge	Not in	Not in	Not in	Not in	Not in	Contender
TechWave	Not in	Not in	Not in	Not in	Not in	Contender
TensorIoT	Not in	Not in	Product Challenger	Not in	Not in	Not in



AWS - Ecosystem Partners - Quadrant Provider Listing 5 of 5

	Consulting Services Providers	Data Analytics and Machine Learning	Internet of Things (IoT)	Migration and Container Solutions	Managed Services Providers	SAP Workloads
ThingLogix	Not in	Not in	Product Challenger	Not in	• Not in	Not in
To The New	Contender	Product Challenger	• Not in	Not in	Contender	• Not in
Trek10	Not in	Not in	Product Challenger	Not in	Not in	Not in
Trianz	Product Challenger	Not in	Not in	Not in	Product Challenger	Not in
Unisys	Not in	Not in	• Not in	Not in	Market Challenger	Not in
Velocity	Not in	Not in	Not in	Not in	Not in	Contender
Virtusa	Rising Star	Leader	Rising Star	Product Challenger	Not in	Not in
Vision33	Not in	Not in	• Not in	Not in	Not in	Contender
Wipro	Leader	• Leader	• Leader	• Leader	Leader	• Leader



ENTERPRISE CONTEXT

Managed Services Provider

This report is relevant to U.S.-based enterprises evaluating managed service providers (MSPs) that utilize the AWS platform and associated services.

In this quadrant report, ISG assesses the current market positioning of providers that offer complete lifecycle solutions for AWS cloud infrastructure and application migration and management. They typically offer support in four key areas: plan and design, build and migrate, run and operate, and optimize.

As COVID-19 pushes more enterprises to accelerate and extend digital transformation, we see enterprises increasingly pursuing different types of cloud-native business IT solutions. Customers expect and demand solutions (and providers) that reduce costs, improve business agility, increase security and enable measurable business improvement. MSPs, in turn, are expanding capabilities, processes, services, and their own business models to help customers design, develop, migrate, run, manage and optimize digital infrastructure and applications. This level of change requires updated insights on providers and offerings, and better means to assess both.

Marketing and sales leaders should read this report to understand how providers can help develop and deliver secure business data from multiple services and providers on AWS that enable improved business planning and go-to-market strategy.

Operational leaders and finance leaders should read this report to understand ways to differentiate, engage with and manage relationships with AWS partner providers that enable optimal return on investment, including business performance improvements.

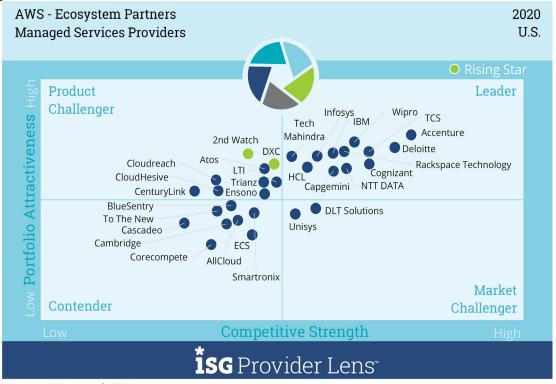
†SG Provider Lens

IT and technology leaders should read this report to understand the strengths and weaknesses of MSPs, including their offerings, capabilities, market presence and strengths, relationships with AWS, and how they employ the latest technologies/capabilities to deliver reliable offerings in keeping with enterprise business and market change.

Definition

MSPs for public clouds such as AWS offer professional and managed services in addition to laaS and PaaS hyperscale platforms from third-party service providers. On a broader scale, these services include provisioning, real-time and predictive analysis, and monitoring and operating a customer's public cloud and multi-cloud environment. The aim is to maximize the work performance in the cloud, reduce costs and ensure compliance and security. Typically, specially developed or licensed cloud management platforms and tools are used to provide customers with the highest level of automation and the necessary transparency over the managed cloud resource pool in terms of capacity utilization and costs, including independent management.

As enterprise business IT accelerates toward anything-as-a-service (AaaS), MSPs become critical partners for enterprise business customers and for AWS itself. As a result, the major AWS MSP role, currently, includes that of a traditional value-added reseller and a systems integrator, in addition to being a facilitator for migrating customer business systems and software to cloud-based platforms.



Source: ISG Research 2020

Definition (cont.)

The most competitive players must be adaptable and agile, offering an evolving range of vertically optimized, digital business-centric consultancies, in addition to longtime MSP roles such as cloud migration, hosting, systems integration, and application development and management. Leaders also tend to distinguish themselves through market-optimized process design and customer lifecycle value management approaches. As the AWS cloud platform expands to include more aspects of enterprise business systems and software, advanced certification in both Microsoft and other vendor technologies and business technologies will become important to distinguish MSPs.

Eligibility Criteria

- AWS Managed Service Program certification;
- Expertise in configuration management of platforms/systems;
- Experience in designing, building and managing public and multi-cloud environments;
- Support for big data and multiple database solutions and analytics;
- DevOps engineering experience;
- Scope and availability of security resources and services;
- Solutions architecture experience;
- Server migration experience and availability of resources.

Observations

The Leaders in this quadrant may be more similar than in other quadrants because they all tend to fulfill the same roles and come from similar backgrounds, making it more challenging for them to differentiate themselves. The list below highlights key aspects of each of our quadrant Leaders and the two Rising Stars.

- Accenture emphasizes its client-specific MSP roadmap that includes a blueprint tailored for the client's industry; end-to-end capabilities; an automation-intensive approach; an adaptive suite of tools, automated capabilities, and collaboration models; and a global delivery and support ecosystem.
- Capgemini is one of the four providers that support all 23 solutions areas and 31 of 32 services types that ISG uses to assess providers in this quadrant.
- Cognizant provides traditional, comprehensive and verticalspecific MSP services plus platform modernization, application modernization, data modernization and IoT services, solutions and offerings.

- Deloitte emphasizes continuous business improvement by leaning on increasing (and improving) automation of infrastructure, application, services management, DevOps, security, and risk and compliance.
- HCL provides all the solution types, incorporates all the service types and provides all the planning and strategy services that ISG uses to assess providers in this quadrant.
- **IBM** continues to mine its huge, global legacy IT business and relationships as clients accelerate their digital transformations.
- Infosys continues to increase its reliance on, and improve its effective use of, Al-driven automated tools and process management.
- NTT DATA and AWS signed a three-year, strategic collaboration agreement in early 2020 to deliver new products, services and solutions that significantly extend NTT DATA's already substantial abilities to serve clients.
- Rackspace Technology, renowned for its customer support, recently reported that all its engineers working on AWS are 100% AWS certified.

Observations (cont.)

- TCS is involved in MSP engagements across all 12 vertical industry segments, providing all 21 solution types and incorporating all 33 services types into its offerings used by ISG to assess providers in this quadrant.
- Tech Mahindra is the third MSP that meets ISG's provider assessment criteria for this quadrant.
- **Wipro** is the fourth MSP that meets ISG's provider assessment criteria for this quadrant.
- 2nd Watch (Rising Star) is a fast-growing, mid-sized, U.S.-based MSP with a strong portfolio and high client satisfaction ratings.
- DXC Technology's (Rising Star) integrated practice with AWS delivers
 a large suite of services and is part of a larger, multiyear agreement
 that also includes joint development, marketing, sales and delivery
 of AWS solutions.



TECH MAHINDRA



Overview

Tech Mahindra Ltd. is a multinational technology company based in India, providing IT and business process outsourcing services to more than 900 clients in 90 countries. A subsidiary of the Mahindra Group, the company is headquartered in Pune and has its registered office in Mumbai. As of April 2020, Tech Mahindra has 125,000 employees and generated an annual revenue of US\$5.2 billion. The company was ranked No. 5 among India's IT firms and overall No. 47 in Fortune India 500 list for 2019. Tech Mahindra is an AWS advanced consulting partner.



Comprehensive AWS MSP capabilities: Tech Mahindra is certified as an AWS managed services partner and has participated in AWS' public sector and well-architected partner programs. The company is also an AWS solution provider partner. Tech Mahindra has more than 100 U.S. employees holding nearly 600 AWS certifications within all 10 specializations used by ISG to assess providers in this quadrant. It also supports engagements within each of the 12 vertical industry segments ISG uses in assessing providers in this quadrant. The company also provides all 21 solution types and incorporates the entire 33 managed services types used to assess providers in this quadrant.

Advanced portfolio, tools and technologies: Tech Mahindra's MSP practices include its Intelligent cloud operations and subscription management (iCOPS) platform, integrated with its managed platform for adaptive computing (mPAC), next-gen monitoring tools, cloud billing and compliance management tools, and its own TacTix AlOps tool. Tech Mahindra also offers a business value framework (Passport NxT), which assists clients in deciding on cloud services and migration methodologies based on quantifiable output.



Caution

Although Tech Mahindra provides excellent technical and customer support as part of its managed services offerings, buyers should be aware that some levels of support in this area are premium-priced, for example, at additional cost above standard engagement levels.

Tech Mahindra lacks validation in a significant number of AWS service delivery programs that enable providers to develop and deliver more value to clients.



2020 ISG Provider Lens™ Leader

Tech Mahindra offers an excellent blend of U.S.-based and offshore staff, technologies and tools to address client MSP interests and requirements on AWS.



METHODOLOGY

The research study "ISG Provider Lens™ AWS - Ecosystem Partners" analyzes the relevant software vendors/service providers in the Germany market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research methodology.

The study was divided into the following steps:



- 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. Detailed analysis & evaluation of services & service documentation based on the facts & figures received from providers & other sources.
- 6. Use of the following key evaluation criteria:
 - Strategy & vision
 - Innovation
 - Brand awareness and presence in the market
 - Sales and partner landscape
 - Breadth and depth of portfolio of services offered
 - Technology advancements

Authors and Editors



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Bruce Guptill brings more than 30 years of technology business and markets experience and expertise to ISG clients. Since the 1980s, Bruce has worked with IT market pioneers and innovators in business planning, product and service development, market analysis, and go-to-market strategy in desktop business computing, mobile telephony, electronic commerce, cloud IT, and now, digital business disruption and market transformation.

Within ISG, Bruce has helped develop and lead enterprise research development and delivery, global ISG Research operations, and Research client support. His primary research and analysis for ISG clients has focused on IT services market development, disruption and change. He currently contributes to ISG's Provider Lens global research studies as a lead analyst.



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Srinivasan is a senior analyst at ISG and is responsible for supporting and co-authoring Provider Lens™ studies on AWS Ecosystem and Insurance BPO Industry. His area of expertise lies in the space of engineering services and digital transformation. Srinivasan has over 6 years of experience in the technology research industry and in his prior role, he carried out research delivery for both primary and secondary research capabilities. Srinivasan is responsible for developing content from an enterprise perspective and author the global summary report. Along with this, he supports the lead analysts in the research process and writes articles about recent market trends in the industry.

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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.

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